Labor Practices Programs

Adequate wages

1. Regular Living Wage and Cost-of-Living Assessment

The Company conducts periodic reviews of employee compensation with external consultant against living wage and cost-of-living indicators in each operating location. The benchmarking and assessment considers essential household expenses, including food, housing, transportation, healthcare, education, utilities, and other basic needs required to support employees and their families under prevailing economic and social conditions.

2. Compensation Aligned with Living Wage Requirements

The benchmarking and assessment results are incorporated into annual compensation reviews and salary structure evaluations. The Company ensures that entry-level salaries, together with all benefits, remain above statutory minimum wage requirements and are aligned with or exceed estimated living wage levels, enabling employees and their families to maintain a reasonable standard of living.

3. Annual Merit Increase Reflecting Economic Conditions

The Company reviews compensation annually by considering inflation, changes in cost of living, labor market movements, and industry compensation benchmarks. This approach helps preserve employees' purchasing power and ensures that compensation remains relevant and competitive amid changing economic conditions.

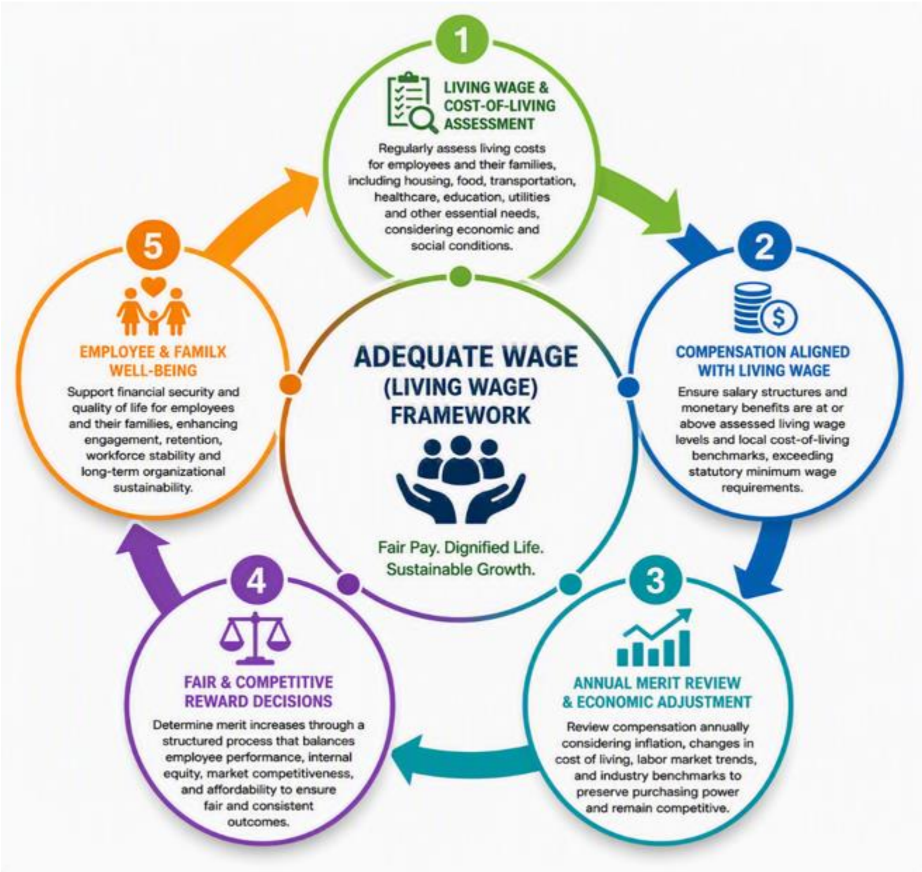
4. Fair, Competitive, and Inclusive Reward Practices

Annual merit increases are determined through a structured process that balances employee performance, internal pay equity, market competitiveness, and affordability. The Company seeks to provide equitable compensation opportunities while supporting employee well-being, engagement, and long-term career growth.

5. Commitment to Employee and Family Well-being

The Company recognizes that financial security is a key component of employee well-being. By providing compensation that supports the needs of employees and their families, the Company helps reduce financial stress, strengthens workforce stability, improves talent retention, and fosters sustainable employee engagement.

Labor Practices Programs



Monitor working hours including overtime management

The Company may require employees to perform overtime on working days, work on holidays, and/or perform overtime on holidays on an occasional basis when necessary. In such cases, the Company shall obtain the employee's prior consent on each occasion before assigning such work.

For work performed under the second paragraph above, the total hours of overtime on working days, work on holidays, and overtime on holidays shall not exceed 36 hours per week, or such maximum number of hours as prescribed by applicable law, whichever is lower.

All overtime work on working days, work on holidays, and overtime on holidays must be approved in advance by an authorized supervisor.

Where an employee is required to work overtime for at least two consecutive hours immediately following normal working hours, the employee shall be provided with a minimum 20-minute rest break before commencing the overtime work. This requirement shall not apply where the work must be carried out continuously to prevent damage to the business or where the work is performed in response to an emergency, as determined by the authorized supervisor.

For the purpose of this aspect, we expect companies to have programs in place to manage excessive working time (overtime) and ensure employees are paid overtime pay

Labor Practices Programs

Routinely monitor the gender pay gap to achieve equal remuneration for men and women

Company seeks to ensure that men and women receive equal remuneration for work of equal value, while maintaining transparent, fair, and gender-neutral compensation practices through ongoing pay equity analysis, corrective actions, and governance oversight.

1. Equal Pay Framework

The Company is committed to providing equal remuneration for men and women performing work of equal value. Compensation decisions are based on objective criteria, including responsibilities, competencies, performance, and market competitiveness, without discrimination based on gender.

2. Equal Value Assessment

The Company applies a structured job evaluation methodology to ensure roles with comparable responsibilities, skills, complexity, and business impact are assigned within the same compensation framework regardless of gender.

3. Gender Pay Equity Analysis

The Company conducts annual gender pay equity assessments covering basic salary, annual merit increases, and total remuneration by employee category. The analysis includes comparing the ratio of women's remuneration to men's remuneration and identifying any unexplained differences.

4. Corrective Action Plans

Where gaps are identified, the Company performs root-cause analysis and implements corrective measures, including salary adjustments, compensation calibration, and enhancement of compensation governance processes.

5. Monitoring & Disclosure

Pay equity indicators are reviewed annually and incorporated into compensation planning and workforce governance processes. The Company monitors progress through gender pay ratio analyses in accordance with GRI 405-2 requirements and continuously improves remuneration practices.

Definition, Equal remuneration: As defined by the ILO equal remuneration for men and women workers for work of equal value, this refers to rates of remuneration established without discrimination based on sex.

Employees are entitled to annual leave and overtime pay.

Company provides paid annual leave to all eligible employees in accordance with applicable laws and Company policies. Employees are entitled to take time away from work while continuing to receive their regular salary and retain access to employment-related benefits and social protection. Employees may utilize their annual leave for family care purpose.

To ensure effective utilization of annual leave entitlements, the Company has implemented a E-leave management system that enables transparent leave administration and monitoring**. Employees may carry forward unused leave in accordance with Company policy, while line managers regularly review leave**

balances and encourage employees to utilize their entitled leave. In 2025, employees utilized approximately **97% of total annual leave entitlements**, reflecting effective access to paid leave across the workforce. Through these practices, the Company seeks to ensure that employees can fully benefit from paid annual leave without loss of income or employment-related protections, supporting responsible workforce management and adherence to labor standards.

In addition, employees who retire or leave from the Company are entitlement receive compensation for carried and unused leave in accordance with Company regulations, ensuring that employees receive the full value of their entitled benefits.

Definition, Paid annual leave: This refers to a period of time set by the employer, when employees can take time away from work while still receiving a paycheck and being eligible for social protection.

Provide training or reskilling to climate transition changes

The company enhances employees' knowledge of environmental management in alignment with the sustainability and environmental policies and practices. For instance, the Company organized climate-related training sessions to provide employees with the knowledge and skills needed to support the low-carbon transition and mitigate the impacts of climate-related regulatory and industry changes. Training for the Dealer Relations Section and Service Station Construction Management covers Thailand's Net Zero roadmap, the Climate Change Act, Bangchak's Net Zero pathway, GHG emissions calculation for service stations, and low-carbon equipment selection for new service station design.