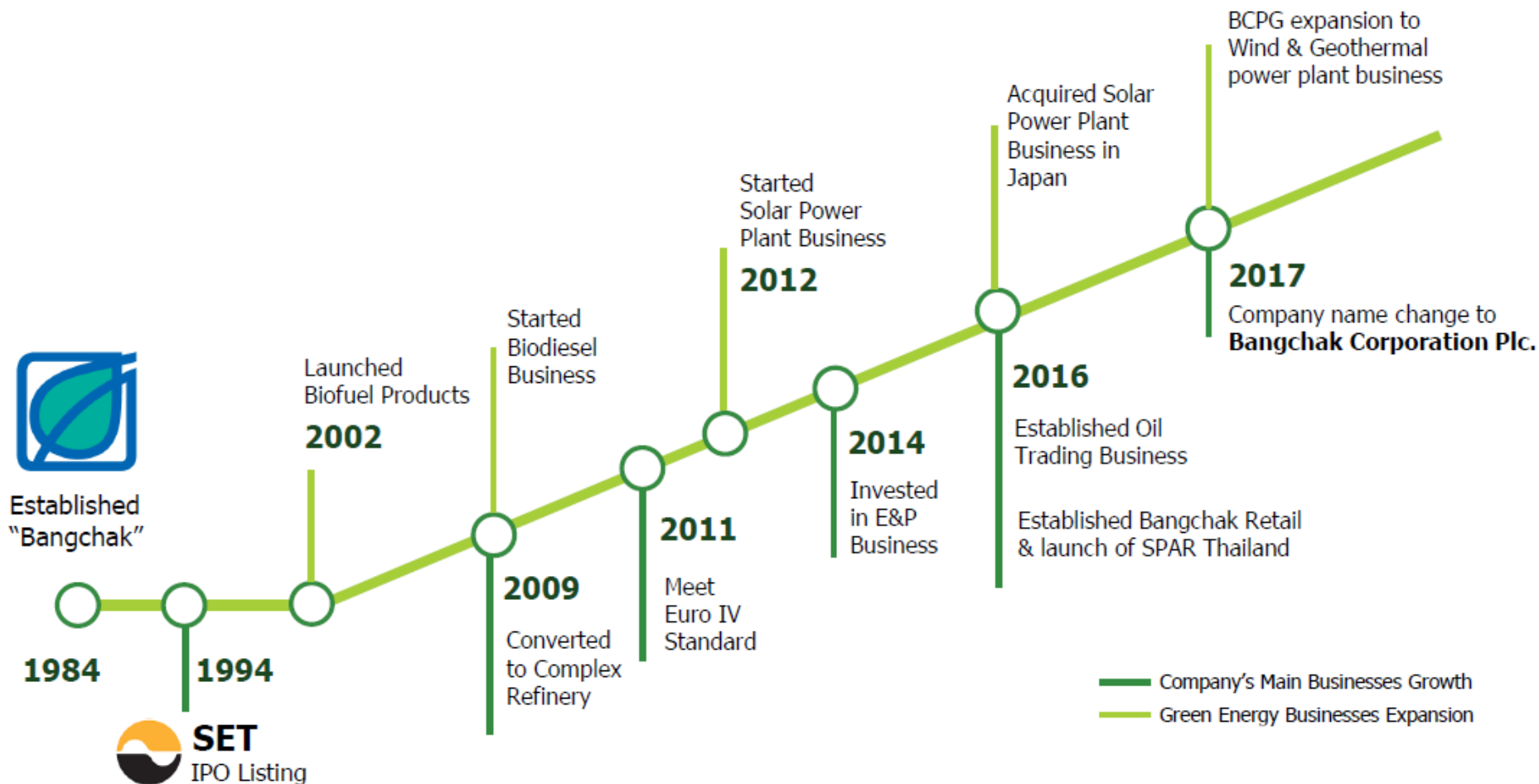




## Company Profile

Feb 2019

# Our milestone of business growth





## Vision



To be the Leading Asian Greenovative Group, founded on Good Corporate Governance, through Inclusiveness and Sustainability

## Mission

BCP commits in bringing Disruptive and Inclusive Greenovation to Delight our customers, being a trusted partner and Value Creator for all Stakeholders, and promoting Sustainable Development to Society.

We emphasize Inclusive and Sustainable business, pursue Domestic and Overseas expansion, embrace Good Corporate Governance principles, and nurture a High-performance, Learning culture and Happy workplace.

## Core Values

**I**  
Innovation

**AM**  
Agility & Mobility

**B**  
Beyond  
Expectation

**C**  
Continuous  
Development

**P**  
Pursuit of  
Sustainability

# Awards & Recognitions



## Local Awards



### ESG 100 Certificate 2015 - 2016

For 100 Thai corporates which is outstanding in Environment, Social and Governance



### SET Sustainability Award 2015 - 2018

- **Best Sustainability Awards** (2017 - 2018)
- **Thailand Sustainability Investment** (2015-2018)



### SET Awards

**Outstanding Investor Relations**  
(2018)



### Thailand ICT Excellence Awards

**(2017 - 2018)**  
For companies which successfully use ICT to develop efficiency of internal management systems.



### Thailand Quality Class Award (TQC)

honors entities with integrated organized management systems under the National Quality Award guidelines as well as world-standard Quality



### CG Awards & TCC Best Awards

**CG Award 2015-2016**  
for Bangchak's business conduct under corporate governance principles

## Regional Awards



### Asian Excellence Awards

- **Asia's Best CEO** (2013-2014, 2018)
- **Asia's Best CFO** (2015-2016)
- **Best IR** (2012 - 2018).
- **Best Environmental Responsibility** (2015-2018)
- **Asia's Icon on Corporate Governance** (2015)



### The Asset Corporate Awards

- **Platinum Award** (2014-2018) in recognition of overall outstanding performance (financial, management, ESG, IR)
- **Best Investor Relations** (2018)



### Asia Pacific Entrepreneurship Award

Outstanding Category, for corporate leaders' determination and ability to foster constant business growth with corporate governance and socio-environmental responsibility



### The Global Good Governance Awards

- **Best CEO Platinum Award**
- **Best CSR Excellence Award (Thailand)**
- **Best Community Programme Gold Award**
- **Global Good Governance Award** (2018)



### Asia Responsible Entrepreneurship

Health Promotion, for Bangchak's project designed to better the quality of life and health of its refinery's neighboring families



### ASEAN Corporate Governance Award

**(2017 - 2018)**  
For top 50 ASEAN Plcs with continuous commitment to corporate governance

# Diversified Portfolio: A balanced earnings engines



Ministry of Finance



9.98%

Vayupak Fund



14.66%

Social Security Office



14.46%

Public



60.90%



**Bangchak Corporation Plc.**

Paid – up Capital 1,376,923,157 Baht

As of 7 Sep '18

## Current Core Earning Engines



**Refinery and Trading Business**



**Complex Refinery with capacity of 120 KBD**

with on-going value enhancement projects to increase efficiency and capacity, along with integration to our own distribution channels



**Marketing Business**



**Own oil products distribution networks**

Retail sales market share at 15.8% (2<sup>nd</sup> rank), with >1,100 service stations nation-wide, equipped with supplementary non-oil businesses to improve sales volume



**Green Power Plant Business**



**Electricity generation from clean and renewable sources**

Mix of green power plants across solar, wind and geothermal with current capacity of 326 MW

## New Growth Engines



**Bio-based Products Business**



**National leader of bio-based products**

To capture biofuel demand and develop high value innovative bio-based products



**Natural Resources Business**



**Petroleum E&P and Lithium Mining business**

Strategic Investment in E&P and Energy Storage

# Bangchak Service Station - Retail Market is the priority



**1,175** service stations  
as of **Dec 2018**

**Standard Type**

**555 sites**  
(75% of Retail Sales Volume)



**COOP Type**

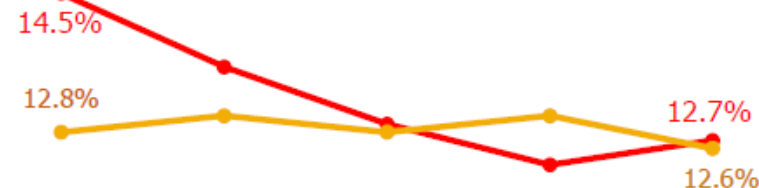
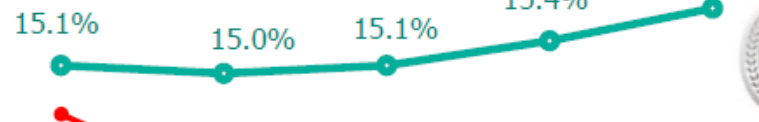
**620 sites**  
(25% of Retail Sales Volume)



**\*COOP Type**

is small sized service station owned by farmers cooperatives

## Historical Market Share (Retail Channel)



2014 2015 2016 2017 2018



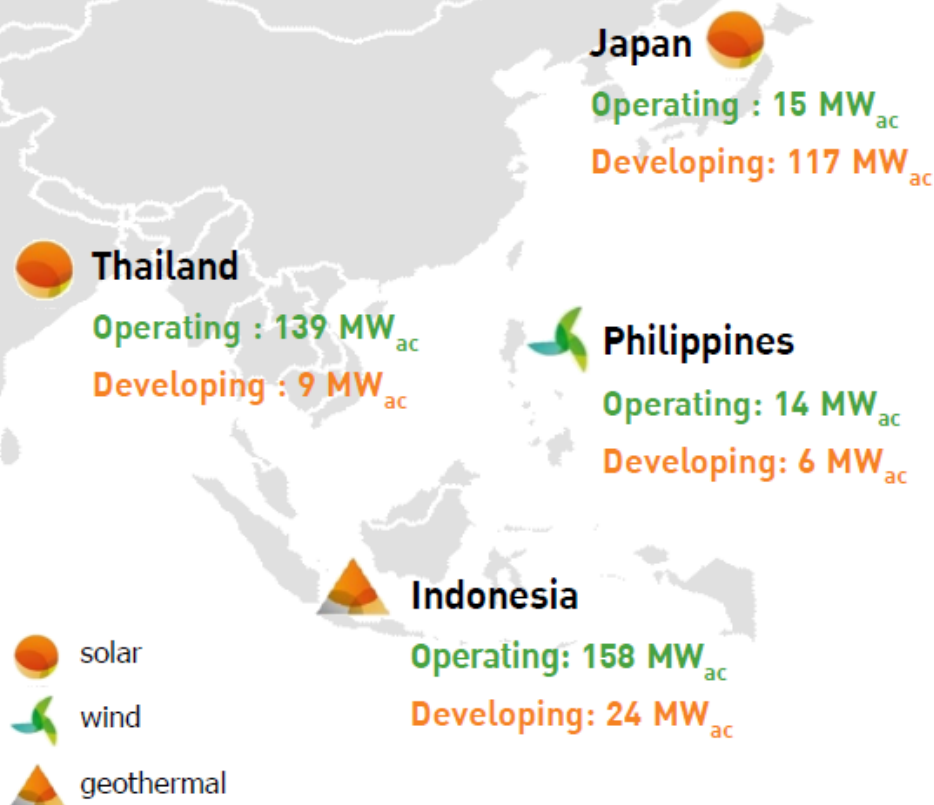
# Green Power Plant – Diversified Green Power Plant Capacity



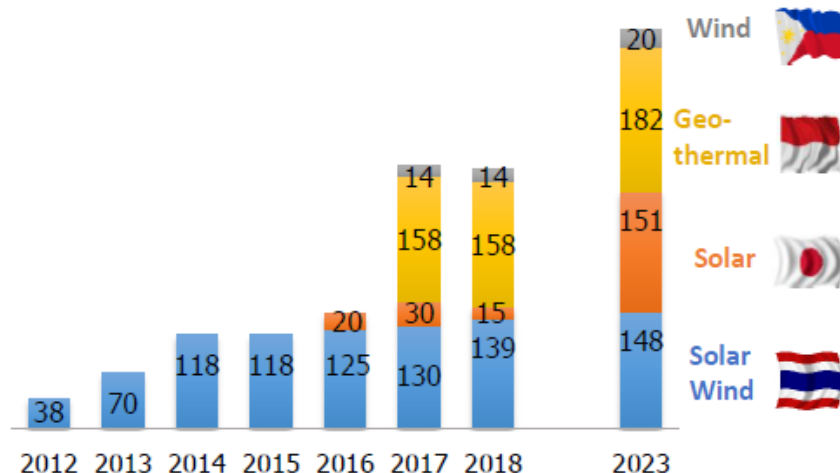
Currently has total capacity of **326 MW<sub>ac</sub>**

And to install additional capacity of **156 MW<sub>ac</sub>** within 2022

“Stable & Reliable cash flow stream”



Operating Capacity (MWac)

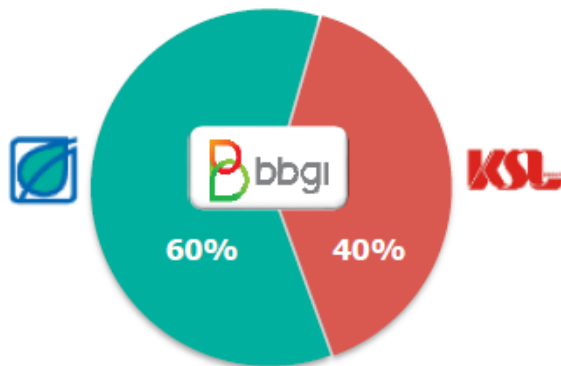


\* Wind & Geothermal contributes to BCPG income as profit sharing from associated companies



## Leading bio-based product player in Thailand

### Current Shareholding Structure



Registered Capital 2,532 THB Million

### Key Strategies

- Strong partnership with KSL, one of the largest sugar producer in Thailand
- To be the largest capacities with different types of raw materials to capture cyclical products

To achieve

## 624.5 million litres / year

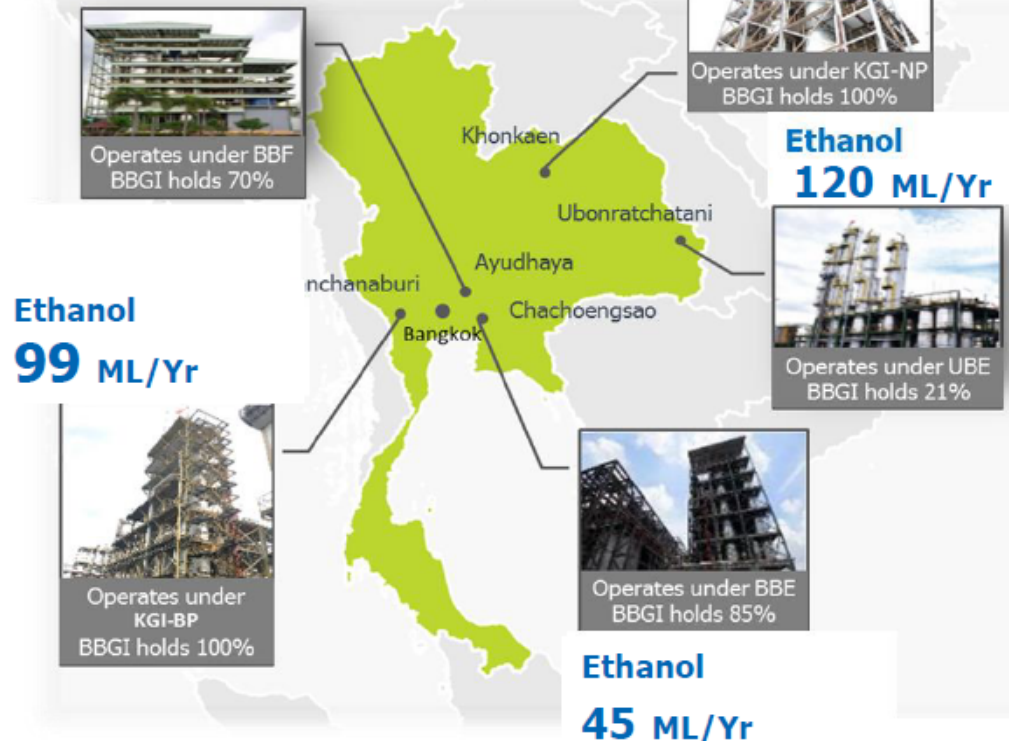
Total biofuel capacity

**Biodiesel**

**290 ML/Yr**

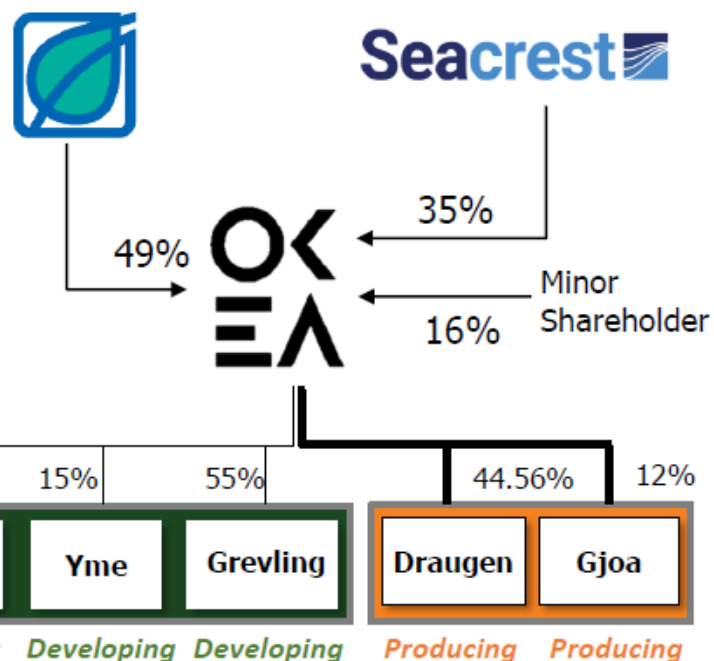
**Ethanol**

**49.5 ML/Yr**

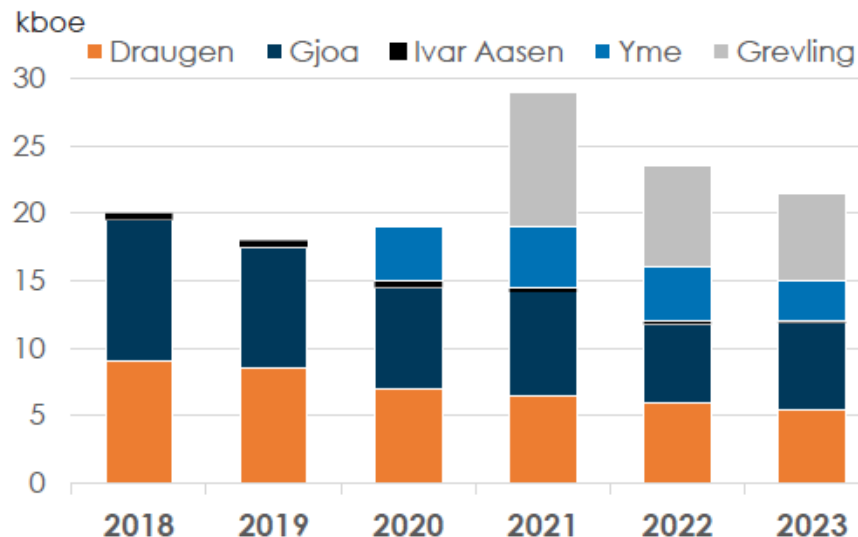




## OKEA shareholding structure



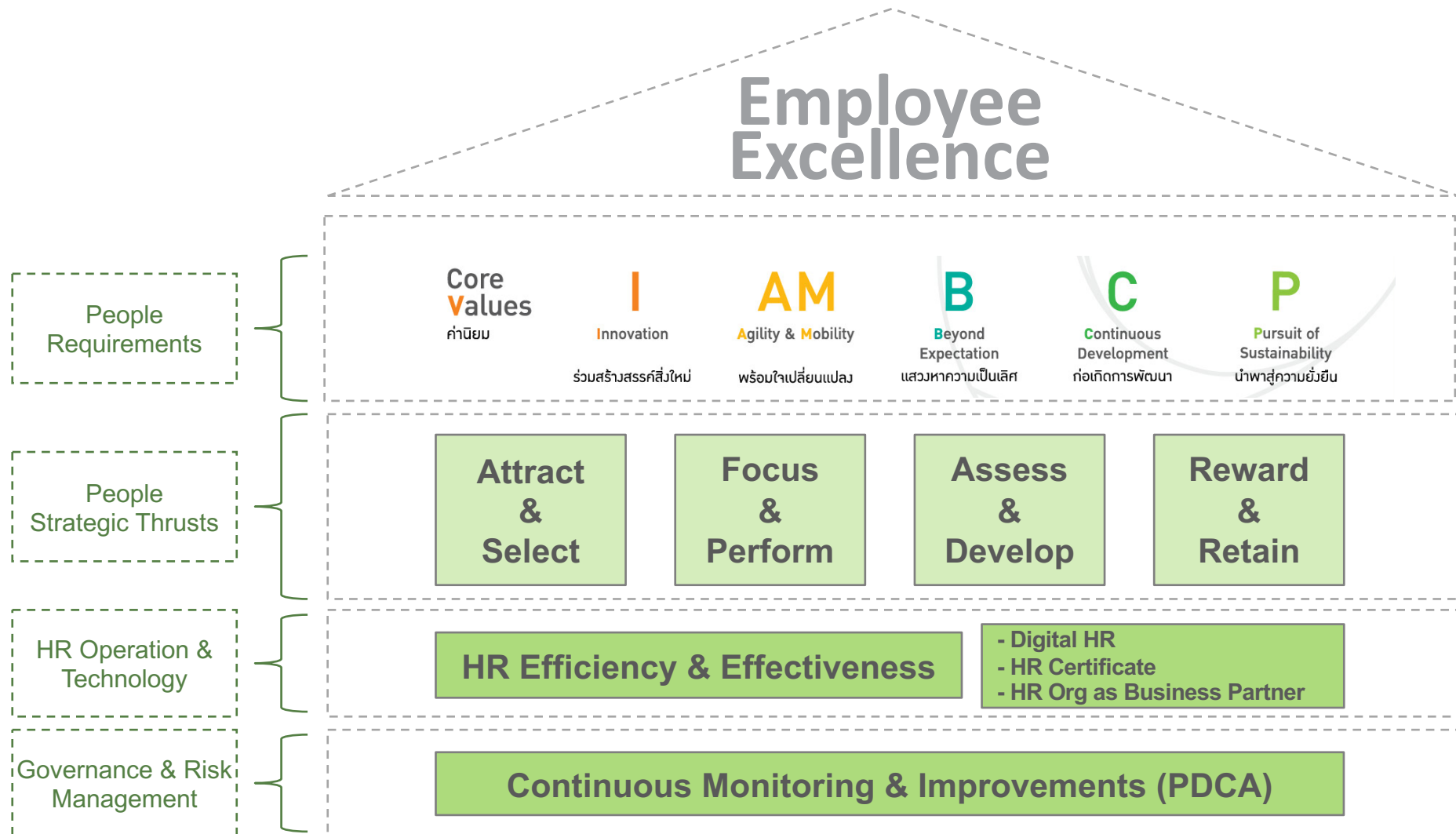
## Production Profile by oil field (net to OKEA)



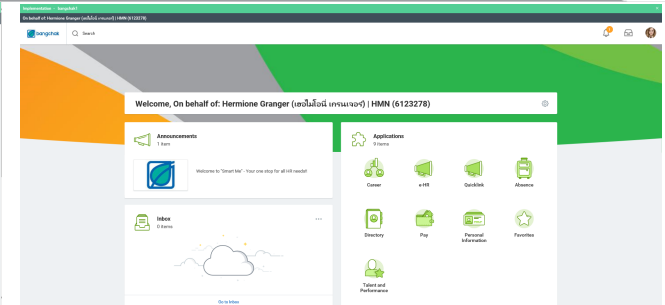
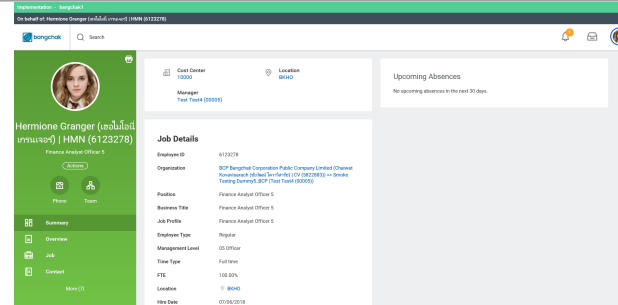
OKEA is a pure Norwegian development & production company established in 2015

BCP acquired OKEA shares in Nov'2018 (transaction value 939 million NOK), with performance realized from Dec'18 onwards

# Empowering human resource as most valuable resource through building Employee Excellence



## Digital HR



## HR Certificate



ทบทวนความรู้

สร้าง Credit

พัฒนาคณะของ HR

สร้างบรรทัดฐานของคนที่จะมาเป็น HR

## HR-BP



MDC + Sub MDC

Re-Org HR

มอบหมายเป็น HR-BP



## Building HR Efficiency & Effectiveness

- Systematic & Integrated Digital HR
- Flexible Time & Benefit
- Differentiate HR Tools
- HR Professional Certificate
- High Performance Org. & Culture Change
- Talent & Succession Management
- International Internship Program



2017 - 2018



2019 - 2020

## Becoming HR Business Partner

- Tailor-made HR practice for Business Unit
- Talent Mobility and Succession Management
- Business Service Excellence
- English as a Business Language



## Corporate HR – Global Employee

- Serve Regional and Global Expansion



2021 Onwards



# HR Plan for year 2019



## Best Employer Pillars



### Talent Focus

## 2019 Action Plan

1. Educate Promotion Criteria & Career Path/ Coaching & Feedback Workshop
2. Employer Branding
3. Employee Level Revisit (Current levels VS Service years)
4. Job Evaluation of Company Group
5. New Hiring Approach Design
6. Succession Planning
7. Talent incentive design
8. Talent Selection (High Potential Assessment)
9. Talent Value



### Engagement

1. Accelerated Performance Development Program (APDP)
2. Career Management
3. Cultivate employee experience (Internal Communication: Proud to be BCP)
4. E-Health Record & Benefits
5. Employee Assistance Program (EAP)
6. Flexible Benefits Design
7. Health Project
8. Improve quality of life (โครงการลดหนี้สิน)
9. PMAT HR Innovation Award
10. Revisit Performance Evaluation Process
11. Smart ME Project (Data Driven Organization -Analytic/Dashboard)
12. Revisit ambassador criteria and enhance facilitator skill for ambassador
13. Revisit Rule & Regulation to comply with new labor law + Leave Policy (incl. BD-month Leave)
14. Rule and regulation for legal execution or insolvent case of employee
15. Tax Planning for Retirement Employees (project for 5 years-time)
16. Story Telling Skills



### Agility

1. Build up good work environment & team work for all BG via ambassador
2. Disruptive Design Thinking
3. Hiring and Managing Employees with Disabilities (Performance criteria and contract extension)
4. Non-Disclosure Agreement (NDA) for level 13 and above
5. Performance Improvement Project - Organization Structure Review, JD & JE, KPIs, Salary Structure, Manpower Design



### Engaging Leadership

1. Trusted Leader (Manager)
2. Legendary Leaders



*Greenovate*  
our Tomorrow

THANK YOU