




PTG Energy

Public Company Limited

Analyst Meeting
4Q2025

March 2026 >



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1

SNAPSHOT & KEY HIGHLIGHTS >

PTG | AT A GLANCE

Enriching the **Quality of Life, Well-Being** and **Contentedness** of the People We Serve

4Q2025 Operating Snapshot

2,269

PT Services Station across Nation

22.3%

Oil Market Share through station channel (1,701 ML)
▲ 8.5% QoQ ▲ 2.3% YoY

3,857

Non-Oil Business Touchpoints

2,151

PunThai Coffee Branches



~ 25

PT Max Card Members



8 Current Businesses under **max** WORLD Ecosystem



Oil Fuel & Retail



Food & Beverage



Auto Care & Maintenance



LPG



Renewable Energy & Investment



e-Money



Logistics



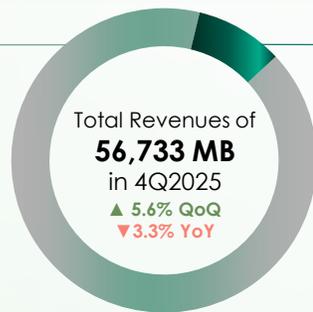
System & Equipment Management



4Q2025 Financial Snapshot

88.4%

Oil Business

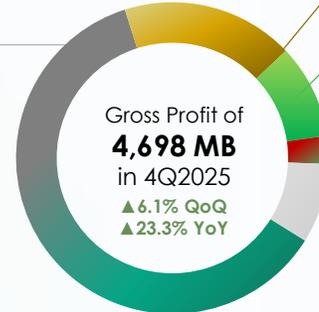


11.6%

Non- Oil Businesses

59.7%

Oil Business



17.9%

PUNTHAI

8.7%

LPG

2.4%

Max Mart

11.3%

Other Non-Oil Businesses¹

40.3%

Gross Profit Contribution in Non-Oil Business

1,980

EBITDA (MB)

▲ 17.7% QoQ ▲ 23.5% YoY

365

Net Profit (MB)

▲ 72.9% QoQ ▲ 54.5% YoY

Remarks:
1) Other Non- Oil Businesses include SUBWAY, Coffee World, SAB, LUBE and others
2) Information as of December 2025

FY2025

Key Business Highlights



Oil Retail Market Share increased to 22.0%, supported by a 0.3% growth in station sales volume, despite an overall market contraction of 0.9% YoY.



Corporate restructuring through the ATLAS listing in SET strengthened PTG's long-term growth foundation.



Non-Oil emerged as a strategic growth engine, led by PunThai Coffee's expansion to 2,151 stores nationwide and its shift from station coffee to destination coffee.



The establishment of PunThai Boat Noodles reflects a brand extension into daily food consumption, enhancing customer traffic and ecosystem synergies through integrated F&B offerings.



Digital platforms (PT Max Card and Max Me) served as key enablers, with flexible benefits of up to THB 12,000, Max Card Plus strengthens customer loyalty through personalized, data-driven engagement across PTG's ecosystem.



New-format stations, i.e. PT GIGA EV and PT Max Rest reflected PTG's shift toward integrated lifestyle destinations, delivering greater customer experience and value.



PP5's Songkhla waste project progressed, with the RDF plant now fully operational, while the WTE plant is targeted to commence operations in 1Q2026.





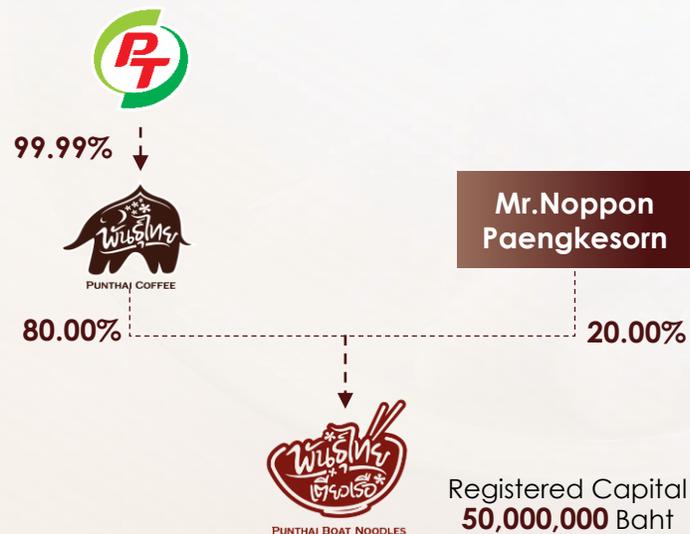
PUNTHAI BOAT NOODLES

80% Investment in **PunThai Boat Noodles** Company Limited (PBN)

Transaction Summary:

Investment Contribution (%)	: 80% of total shares
Par (Baht/Share)	: 100
Total Registered Capital (MB)	: 50
Source of Fund	: PUN's Working Capital
Management Control	: 2 out of 3 Board Representatives from PUN

Shareholding Structure:



About **PUNTHAI BOAT NOODLES**:

Business Overview	: To operate a restaurant business specializing in boat noodle dishes under the "PunThai Boat Noodles" brand, and to undertake related activities necessary to support and facilitate its business operations.
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Investment **Rationale**:

- 1. Strategic Portfolio Expansion** : Expand into PunThai as a key growth engine, positioning the business toward a full-fledged Food & Beverage (F&B) platform.
- 2. Daily Consumption Uplift via PT Max Card Ecosystem** : Drive recurring, everyday consumption across the mass market through a value-for-money proposition, supported by an integrated Earn & Burn loyalty mechanism.
- 3. Strategic Partnership with Industry Leader** : Partner with the leading expert in the boat noodles segment to jointly develop operating systems and introduce the "Duo Model" — a differentiated business format designed to enable scalable, standardized, and high-quality expansion.
- 4. Asset and Network Synergy** : Leverage existing locations, infrastructure, and customer base across PTG's nationwide network to maximize operational efficiency and returns on assets.
- 5. Expansion** : 50 Stores per year



ก๋วยเตี๋ยวเรือ



❖ พุ้นไทย ❖

ความอร่อย ที่อยู่ในทุกภาชนะ



PUNTHAI BOAT NOODLES – KHLONG LUANG 8





Annual Subscription Fees of **599 Baht**, but could obtain the **benefits** up to more than **12,000 Baht** per annum



a) Customize Your **Benefits¹** to Fit Your Needs

Privileges	Quota	
	From	Up to
<ul style="list-style-type: none"> 0.5 Baht Discount for Oil and Auto LPG Per Liter 	Liters Per Month	100 Liters 200 Liters
<ul style="list-style-type: none"> 15 Baht Discount Per Cup for Hot/Cold/Frappe Beverages 	Cups Per Month	20 Cups 50 Cups
<ul style="list-style-type: none"> Buy 1 get 1 on Participating Items 	Rights Per Month	2 Rights 6 Rights
<ul style="list-style-type: none"> 50 Baht discount on LPG cylinder exchange at PT 	Privileges Per Card Cycle	4 Privileges 12 Privileges

b) Key **Benefits¹** Included with the Card

Key Privileges	Quota	
	From	Up to
<ul style="list-style-type: none"> 50 Baht discount per cup for beverages or yogurt 	Cups Per Month	5 Cups
<ul style="list-style-type: none"> 50% Discount on 6-inch Sandwich (Selected 9 menu items) Buy 3 Get 1 Free (Selected Tire Models Only) 	Rights Per Month	5 Rights 1 Right
<ul style="list-style-type: none"> 15% Discount on Maintenance Spare Parts 20% Discount on Car Accessories Free Nitrogen Fill/Refill and 25-Item Safety Inspection 	Privilege Per Card Cycle	Unlimited
<ul style="list-style-type: none"> 50% Discount on PT Maxnitron Engine Oil 	Privilege Per Card Cycle	3 Rights
<ul style="list-style-type: none"> Free Emergency Fuel Delivery (Value: 100 Baht) 	Privilege Per Card Cycle	1 Right
<ul style="list-style-type: none"> 8% discount on Patois packages valued at 500 Baht or above 	Privilege Per Card Cycle	Unlimited

c) More Exclusive Benefits from **Leading Partners**



Any Many More

¹/Privileges are subjected to the terms and conditions specified by the Company.

²/ For more details please refer to: [Link](#)

FY2025

Key Awards & Recognition



PTG ranked #48 in the **Fortune Southeast Asia 500**, securing a place among the Top 50 companies in the SEA region.



PTG received the highest **"AAA"** rating in the **SET ESG Ratings 2025**, reflecting its strong ESG integration and commitment to sustainable long-term growth.



PTG's CEO received the **"Outstanding CEO"** award at the **IAA Awards 2025**, reflecting strong confidence from the investment community.



PTG received Outstanding Investor Relations Awards 2025 from **SET Awards** and recognition from **IR Impact**.



PTG received multiple HR recognitions, including **HR Asia Best Company to Work For**, **HR Excellence Award** and the **Human Rights Award**.



PTG and PunThai Coffee received the **Business+ Product of the Year Awards 2025**, recognizing service excellence, customer trust, and the **"PT Service Volunteer"** initiative.



PunThai Coffee won **Franchise of the Year** and **Best Beverage Franchise** at the Thailand Franchise Award 2025.





2

KEY PERFORMANCE >

4Q2025 & FY2025



NON - OIL BUSINESS OVERVIEW

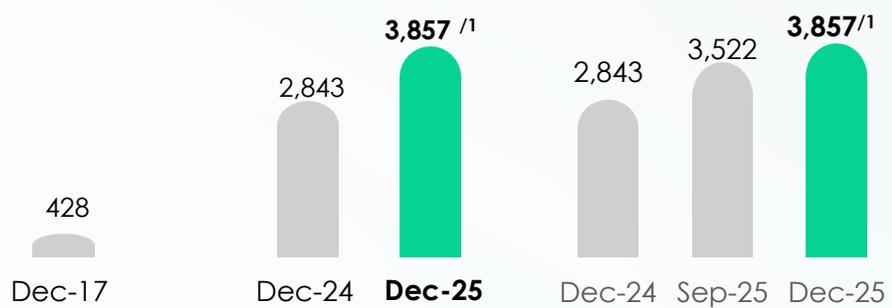
NON-OIL BUSINESS

Touchpoints

Unit: Touchpoints

Growth:
31% 8-Year CAGR
+35.7% YoY (+1,014)

YTD:
+9.5% QoQ (+335)
+35.7% YoY (+1,014)



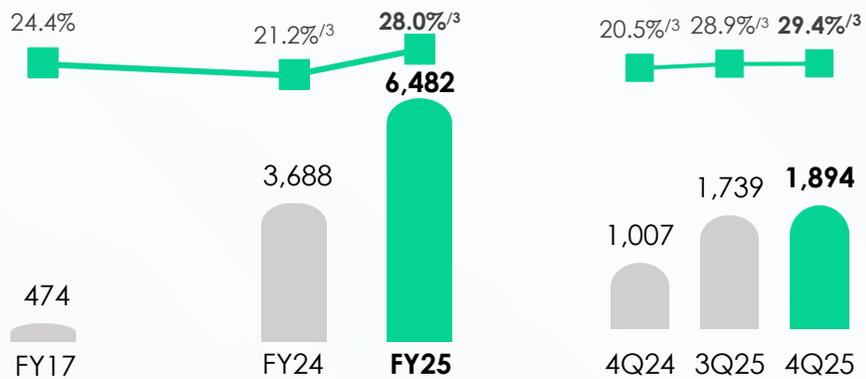
1) Remark: The number of touchpoints does not include three PunThai Boat Noodles outlets.

Gross Profit

Unit: MB / %

Growth:
39% 8-Year CAGR
+75.7% YoY

QTD:
+8.8% QoQ
+88.1% YoY



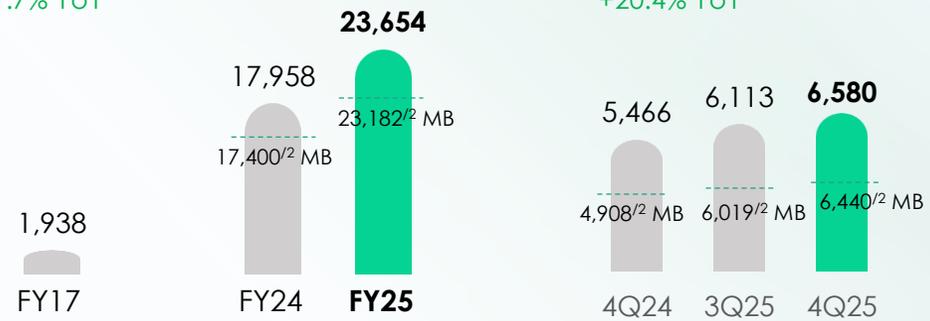
3) Remark: GP Margin calculation was excluded revenues from PP5 according to TFRIC12

Revenue

Unit: MB

Growth:
32% 8-Year CAGR
+31.7% YoY

QTD:
+7.6% QoQ
+20.4% YoY

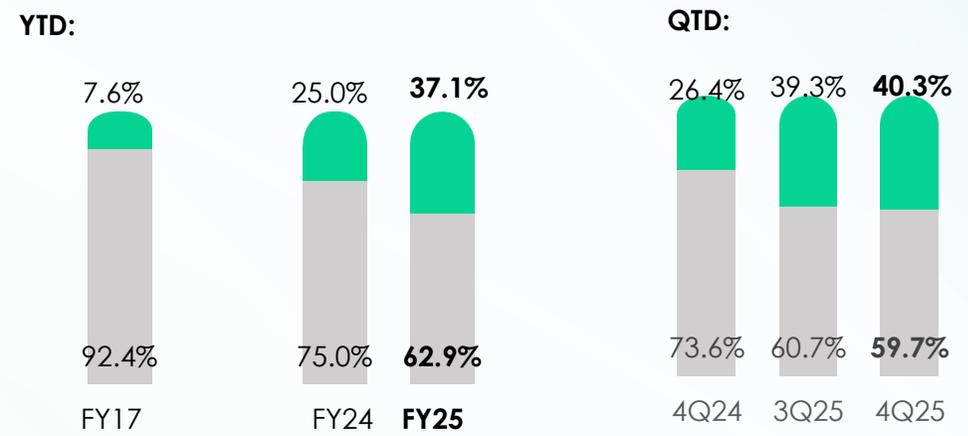


2) Remark: Exclude revenues from PP5 according to TFRIC12 Accounting Standard

Gross Profit Contribution

Unit: %

■ Non-Oil ■ Oil





NON-OIL BUSINESS

3,857

TOUCH POINTS

People Oriented

Auto Oriented

Food & Beverages

Retails



2,151 Stores



97 Stores



27 Stores



387 Stores



453 Gas Shops

Alternative Energy Stations

Auto Care and Maintenance



245 LPG Stations



202 EV Charging Stations



127 Branches



44 Lube Change



124 Rest Areas



PUNTHAI COFFEE

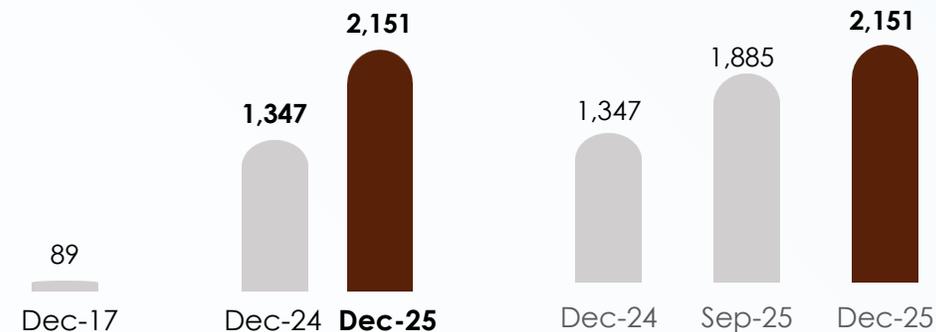


Touchpoints

Unit: Stores

Growth:
49% 8-Year CAGR
 +59.7% YoY

YTD:
 +14.1% QoQ (+266)
 +59.7% YoY (+804)



Touchpoints Breakdown

Unit: Stores / %

Inside = inside PT Service Station
 Outside = outside PT Service Station
 Inside : Outside = 43.1%:56.9% (4Q2025)

Franchise (Outside)

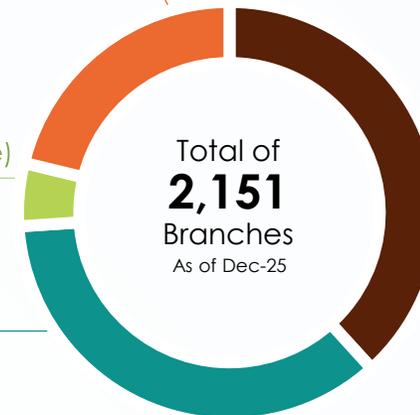
456
 (21.2%)

Franchise (Inside)

104
 (4.8%)

Equity (Outside)

768
 (35.7%)



Equity (Inside)

823
 (38.3%)



PUNTHAI COFFEE



Snapshot & Highlights

Key Performance

Financial Statements

ESG Development

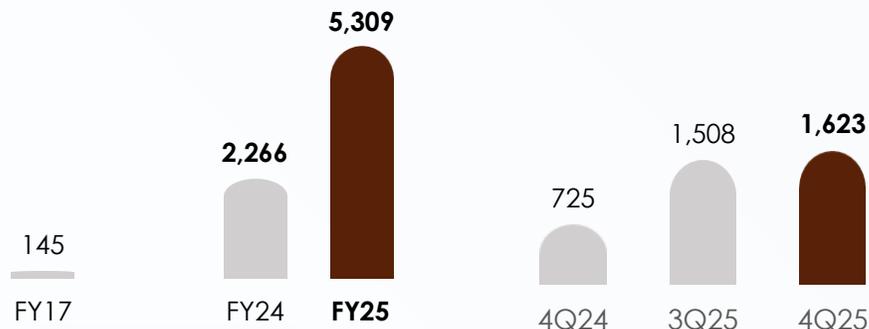
Outlook

Sales

Unit: MB

Growth:
57% 8-Year CAGR
+134.3% YoY

QTD:
+7.6% QoQ
+123.7% YoY

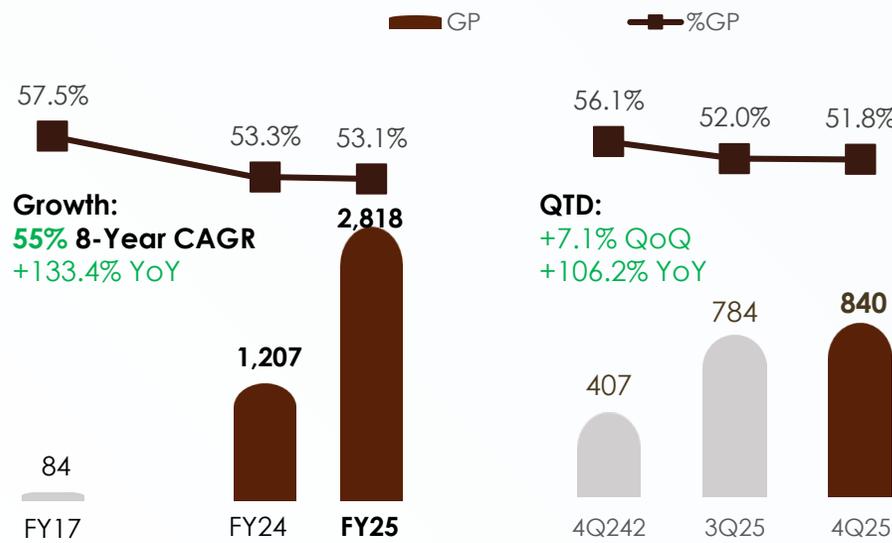


Gross Profit

Unit: MB / %

Growth:
55% 8-Year CAGR
+133.4% YoY

QTD:
+7.1% QoQ
+106.2% YoY

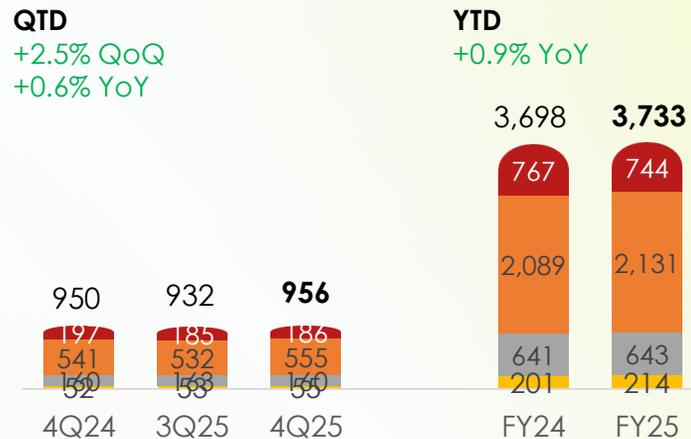




THAILAND LPG CONSUMPTION

All Sector Consumption

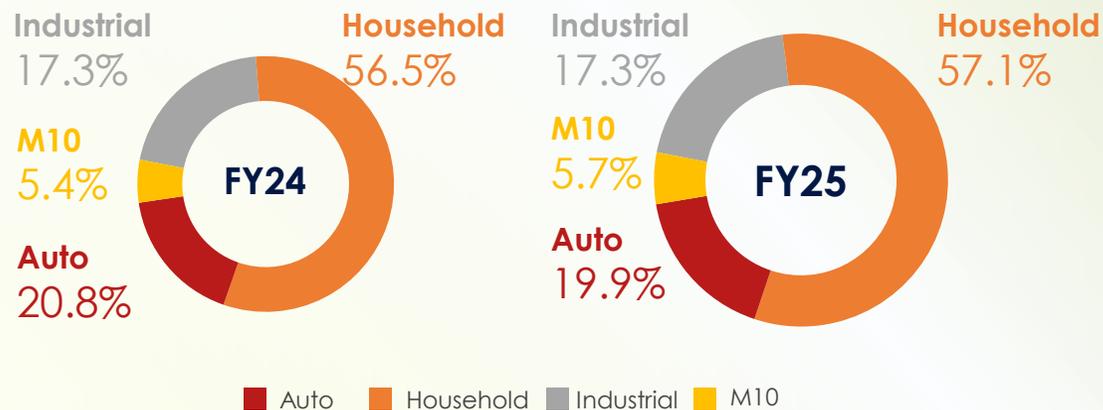
Unit: MKG / %



4Q25:
 Auto LPG: +0.3% QoQ, -5.9% YoY
 Household LPG: +4.3% QoQ, +2.6% YoY
 Industrial: -1.6% QoQ, 0.0% YoY
 M10: +4.8% QoQ, +6.6% YoY

Sector Distribution

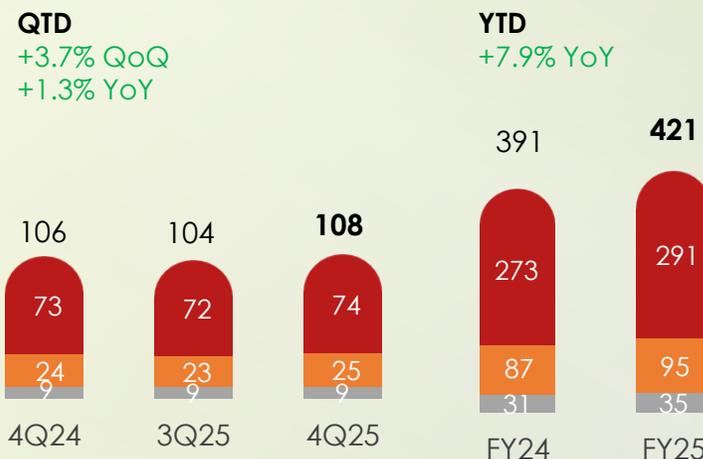
Unit: MKG / %



PTG LPG SALES VOLUME

All Sector Sales Volume

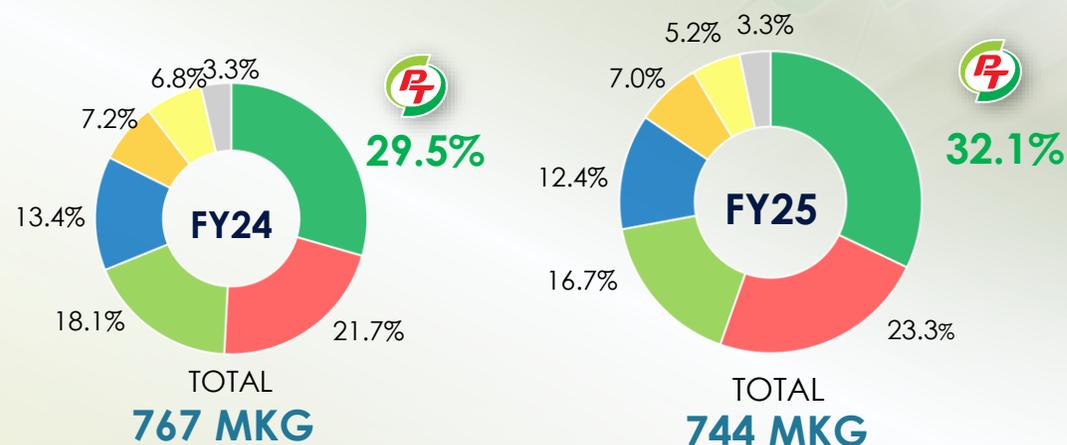
Unit: MKG / %



4Q25:
 Auto LPG: +2.0% QoQ, +0.7% YoY
 Household LPG: +9.2% QoQ, +3.9% YoY
 Industrial: +3.2% QoQ, -1.2% YoY

Auto LPG Market Share

Unit: MKG / %





AUTOBACS

เที่ยวเหนือม่วนแท้ๆ



ดูเบอร์โทรขอโต้เบคส์สาขาภาคเหนือได้โนแคปชั่น

เที่ยวใต้หรรอยแรง



ดูเบอร์โทรขอโต้เบคส์สาขาภาคใต้ได้โนแคปชั่น

เที่ยวตะวันออกชิลๆ



ดูเบอร์โทรขอโต้เบคส์สาขาภาคตะวันออกได้โนแคปชั่น

เที่ยวตะวันตกสบายใจ



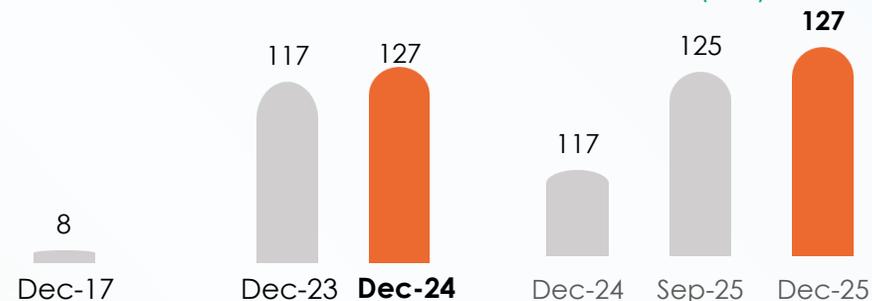
ดูเบอร์โทรขอโต้เบคส์สาขาภาคตะวันตกได้โนแคปชั่น

Touchpoints

Unit: Branches

Growth:
41% 7-Year CAGR
+8.5% YoY

YTD:
+1.6% QoQ (+2)
+8.5% YoY (+10)

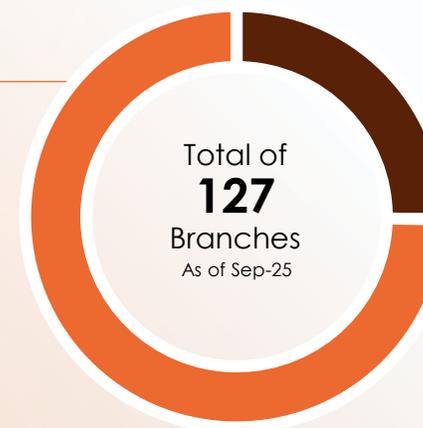


Touchpoints Breakdown

Unit: Branches/ %

Equity (Outside)

95
(74.8%)



Total of
127
Branches
As of Sep-25

Equity (Inside)

32
(25.2%)



AUTOBACS

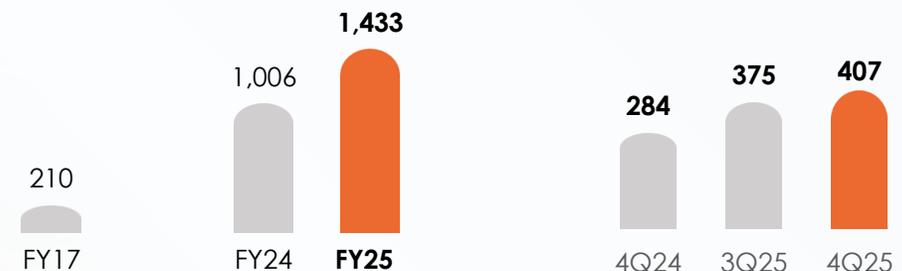


Sales

Unit: MB

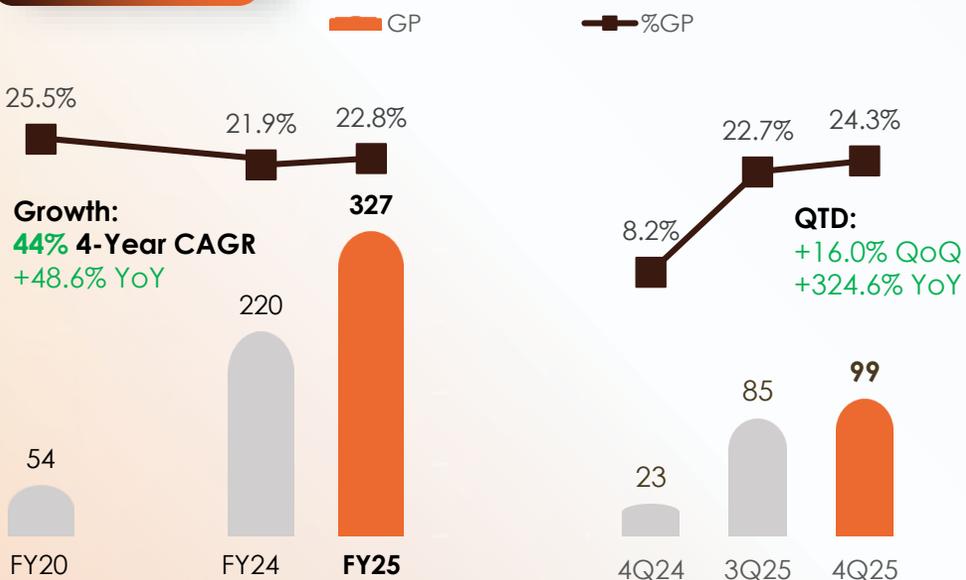
Growth:
47% 4-Year CAGR
+42.4% YoY

QTD:
+8.6% QoQ
+43.1% YoY



Gross Profit

Unit: MB / %



Growth:
44% 4-Year CAGR
+48.6% YoY

QTD:
+16.0% QoQ
+324.6% YoY



PTGmax
ดีเซล B10
ดีเซล
DIESEL

แก๊สธรรมชาติ
91
แก๊สธรรมชาติ
95

6

5

4

2

1

3

- อันตราย**
- ดับเครื่องยนต์
 - ห้ามสูบบุหรี่
 - ห้ามโทรศัพท์

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OIL BUSINESS OVERVIEW



OIL STATIONS

Total PT Service Stations

2,240 > **2,269 Stations**



Oil COCO
1,876 > **1,892**

83.8%
Contribution

83.4%
Contribution



Oil DODO
364 > **377**

16.3%
Contribution

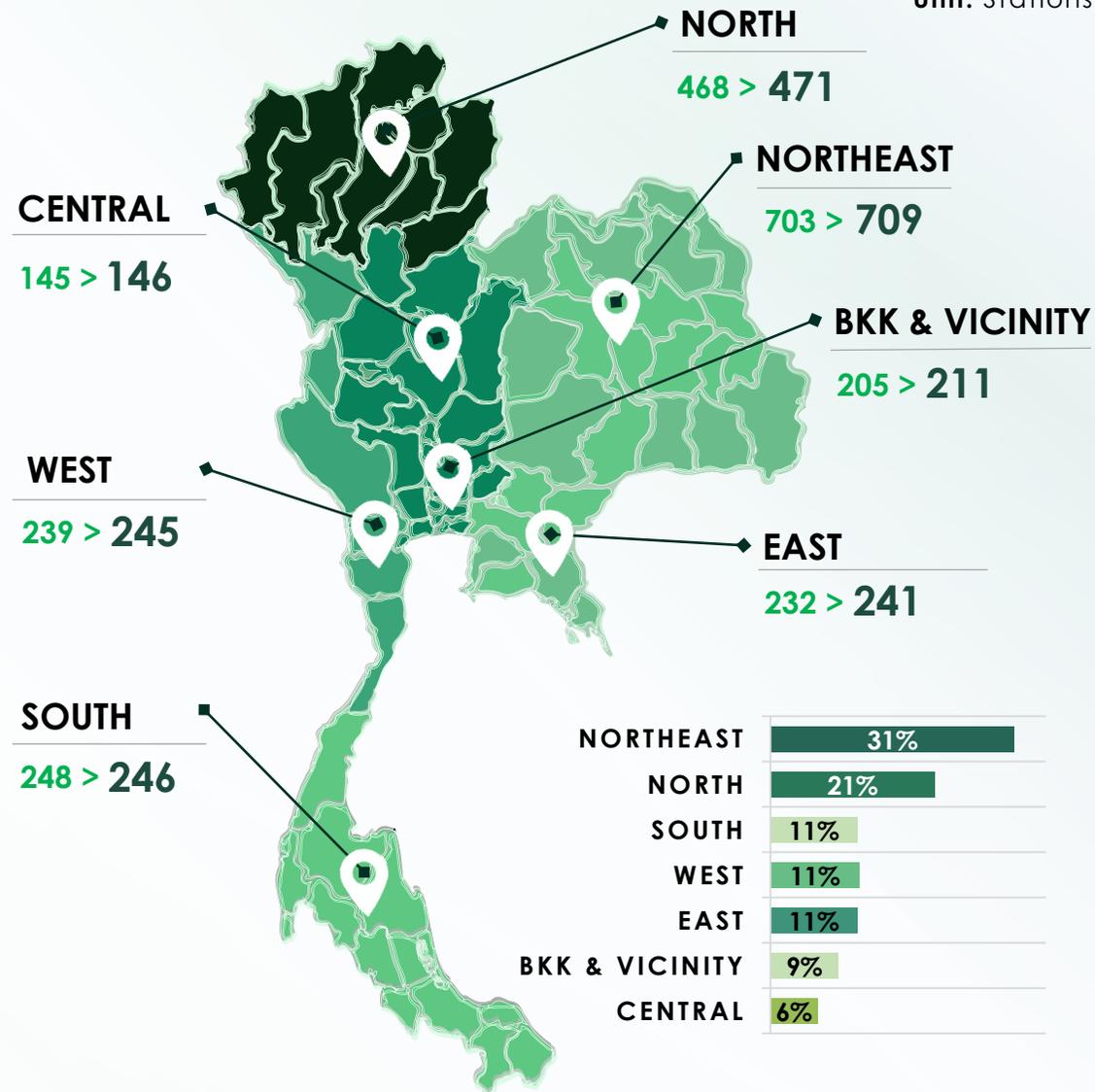
16.6%
Contribution

31-Dec-24 31-Dec-25

Source: The Company

REGIONAL DISTRIBUTION OF OIL STATIONS

Unit: Stations





THAILAND OIL CONSUMPTION

Unit: ML / %

All Channel Consumption

QTD

+5.4% QoQ
-1.9% YoY

YTD

-1.7% YoY

9,076

8,448

8,901

35,918

35,310

2,929

2,903

2,946

8,554

11,576

6,147

5,530

5,955

24,434

23,734

4Q24

3Q25

4Q25

FY24

FY25

Retail Consumption

Unit: ML / %

QTD

+6.5% QoQ
+0.3% YoY

YTD

-0.9% YoY

7,333

6,905

7,352

28,915

28,646

2,627

2,636

2,686

10,280

10,442

4,706

4,269

4,666

18,635

18,204

4Q24

3Q25

4Q25

FY24

FY25

■ Diesel ■ Benzene



PTG OIL SALES VOLUME

Unit: ML / %

Channel Distribution

QTD

+8.6% QoQ
+1.9% YoY

YTD

-0.4% YoY

1,696

1,591

1,728

6,710

6,685

33

23

27

162

116

1,663

1,568

1,701

6,548

6,569

4Q24

3Q25

4Q25

FY24

FY25

4Q25:

Retails:
+8.5% QoQ, +2.3% YoY
Wholesales:
+14.0% QoQ, -18.0% YoY

FY25:

Retails:
+0.3% YoY
Wholesales:
-28.2% YoY

Product Distribution

Unit: ML / %

QTD

+8.6% QoQ
+1.9% YoY

YTD

-0.4% YoY

1,696

1,591

1,728

6,710

6,685

472

490

505

1,858

1,938

1,224

1,101

1,223

4,851

4,747

4Q24

3Q25

4Q25

FY24

FY25

■ Retails ■ Wholesales



Oil station expansion
in 4Q25 +1.3% YoY

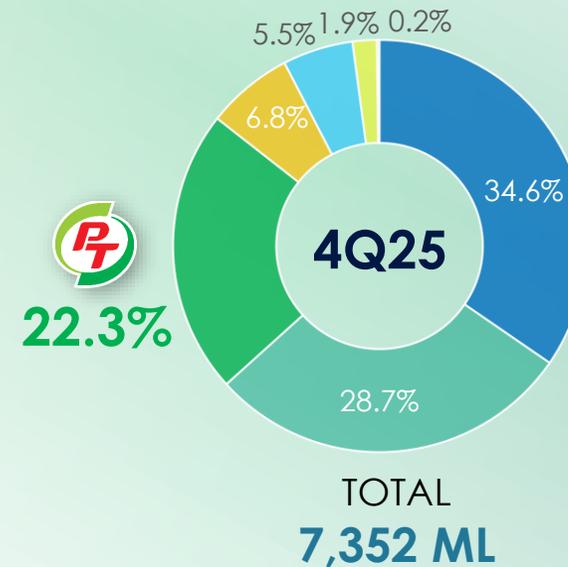
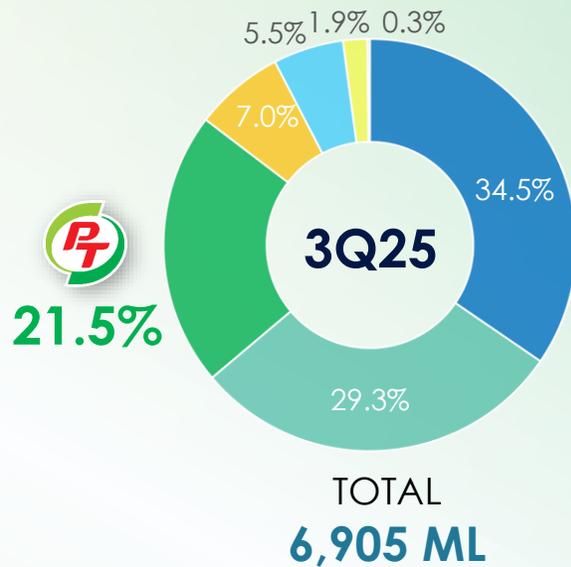
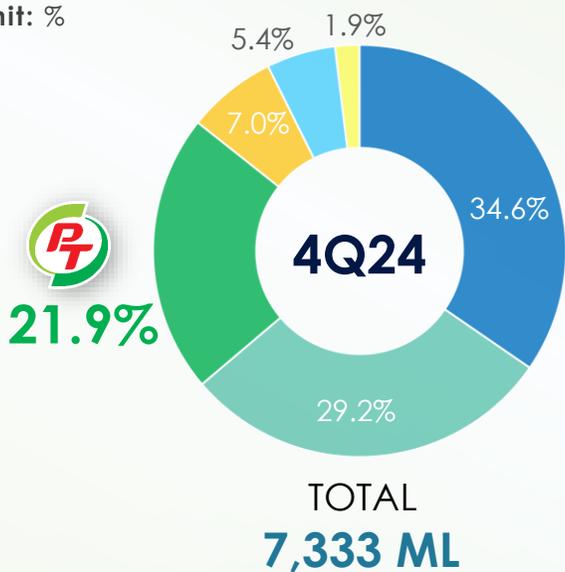


SSS in 4Q25 +0.2% YoY

OIL RETAIL

MARKET SHARE

Unit: %



Historical Market Share



Source: Department of Energy Business (DOEB) and The Company
Remark: According to DOEB, ESSO's oil sales volume was consolidated under BCP from November 2023 onwards.



3

FINANCIAL STATEMENTS >



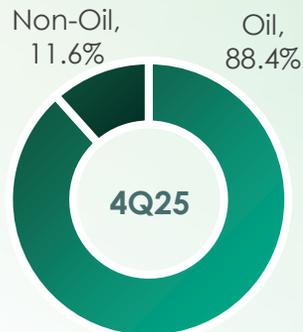
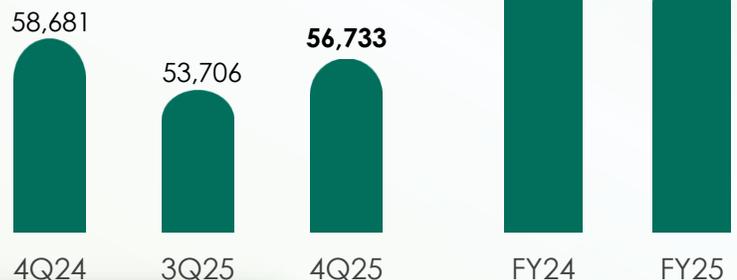
INCOME STATEMENT >

Revenue

QTD:
+5.6% QoQ
-3.3% YoY

YTD:
-0.7% YoY

Unit: MB/%

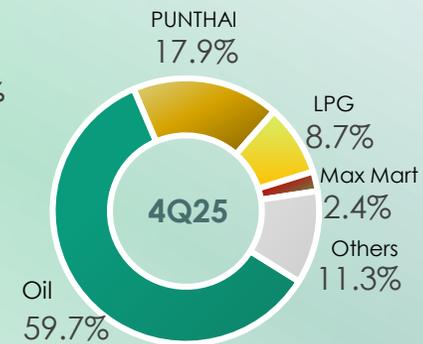
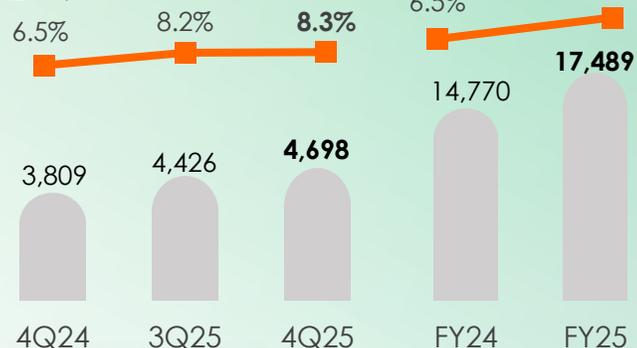


Gross Profit

QTD:
+6.1% QoQ
+23.3% YoY

YTD:
+18.4% YoY

Unit: MB/%

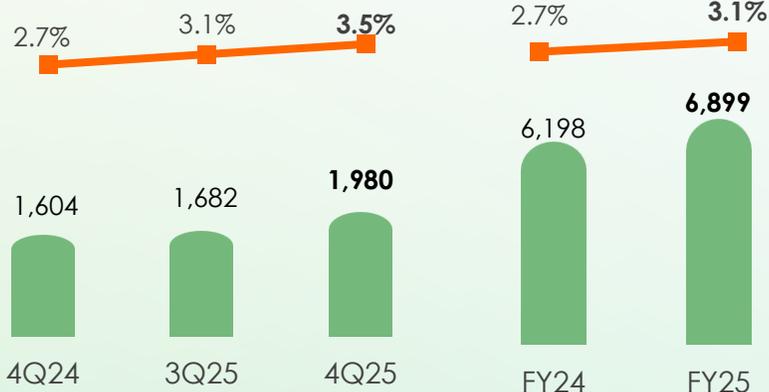


EBITDA

QTD:
+17.7% QoQ
+23.5% YoY

YTD:
+11.3% YoY

Unit: MB/%

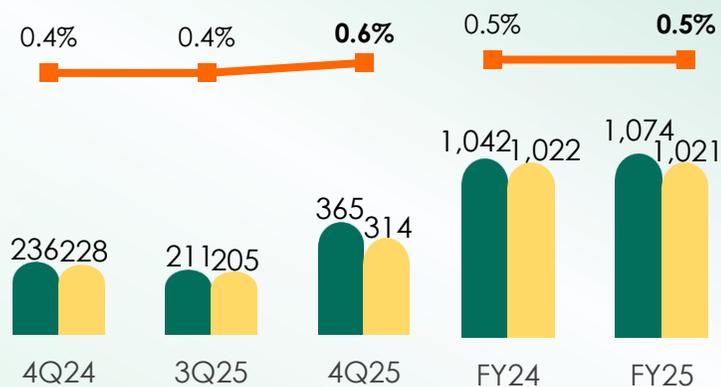


Net Profit

QTD:
+72.9% QoQ
+54.5% YoY

YTD:
+3.1% YoY

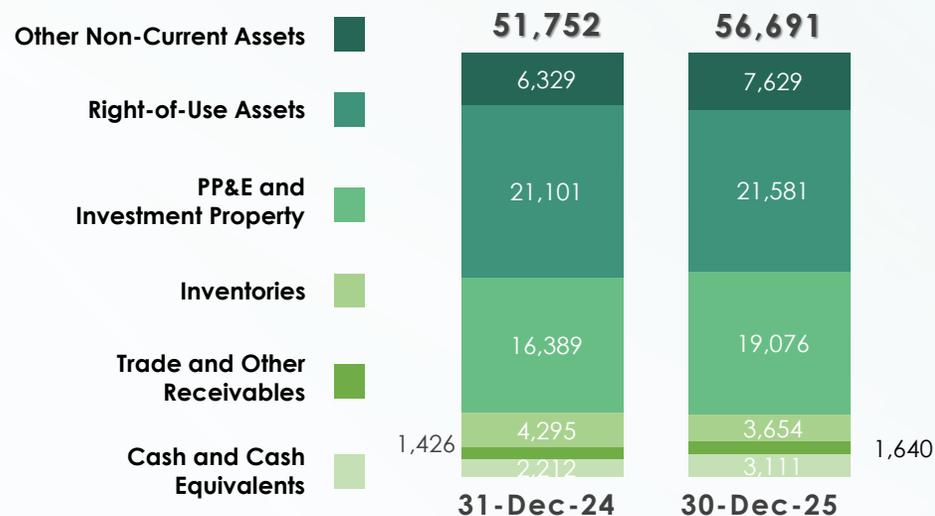
Unit: MB/%



- Profit for the year
- Profit attributable to Owners of the Company
- Net Profit Margin calculated based on Profit for the year

FINANCIAL POSITION >

Assets



Total Assets of 56,691 MB, representing an increase of 4,939 MB or 9.5% from 2024. The key changes were as follows:

(+2,655 MB) Property, Plant and Equipment increased and **(+480 MB) Right-of-Use Asset** in line with the continued expansion of the Non-Oil business & Oil Business

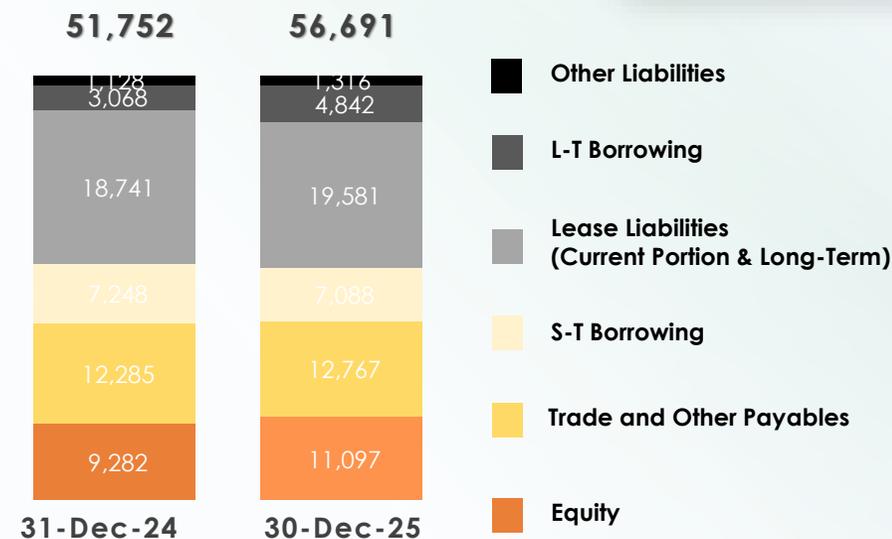
(+899 MB) Cash and Cash Equivalents driven by higher cash flows from operating activities

(+627 MB) Intangible Assets primarily attributable to the recognition of Service Concession Arrangements under TFRIC 12 related to the waste-to-energy power plant business

(-641 MB) Inventories in line with the effective management of oil inventory levels in response to market conditions.

Unit: MB/%

Liabilities & Equity



Total Liabilities of MB 45,594, increasing by 3,124 MB or 7.4% from 2024. The key drivers were as follows:

(+1,774 MB) Long-Term Loans and Debentures to support investment plans and business expansion

(+482 MB) Trade and Other Current Payables in line with higher purchasing volumes and credit term management

(+525 MB) Lease Liabilities align with the Business Expansion

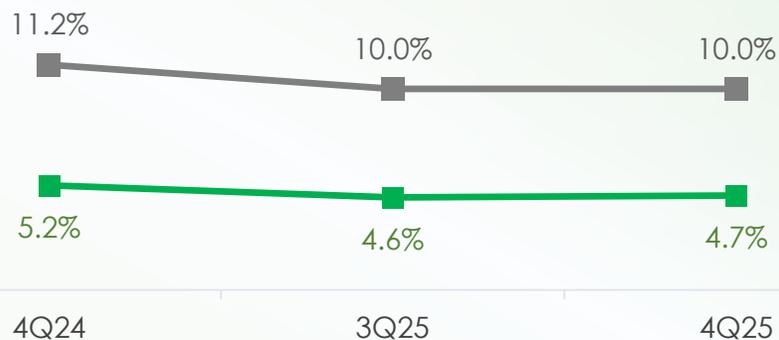
Meanwhile, **Shareholders' Equity** amounted to MB 11,097, increasing by 1,815 MB or 19.6%, primarily driven by improved operating performance during the year.

KEY FINANCIAL METRICS >

Profitability Ratio

Unit: %

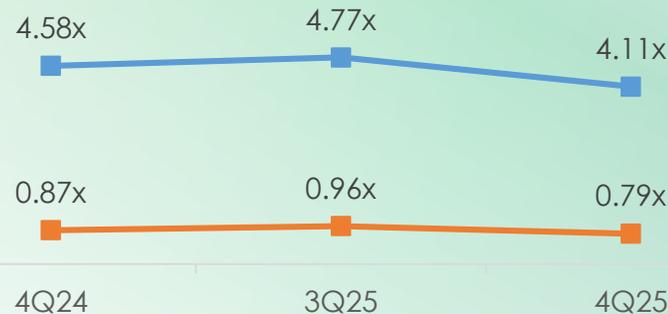
ROA (Annualized) ROE (Annualized)



Leverage Ratio

Unit: Times

D/E Net IBD/E*

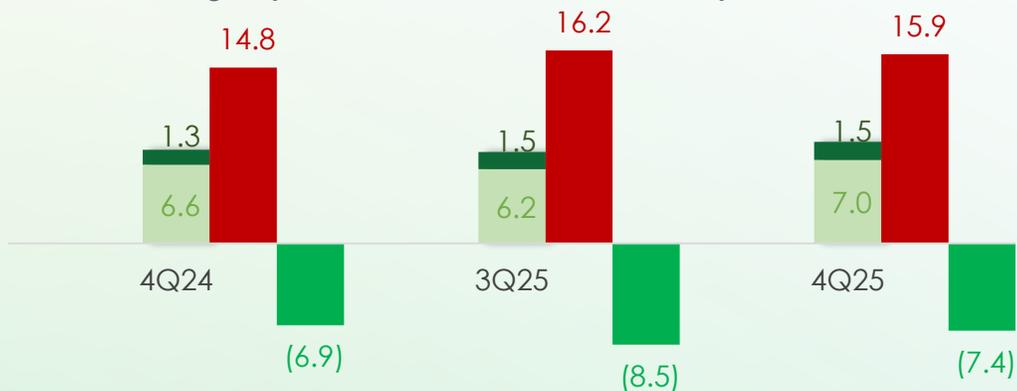


*Net Interest Bearing Debt to Equity (For Covenant) = Interest Bearing Debt - Cash and Cash Equivalent / Total Equity

Operating Cycle

Unit: Days

Day in Inventory Avg. Collection Period
Avg. Payment Period Cash Cycle



Cash Flow

Unit: MB



DIVIDEND APPROVAL >



Dividend Policy :

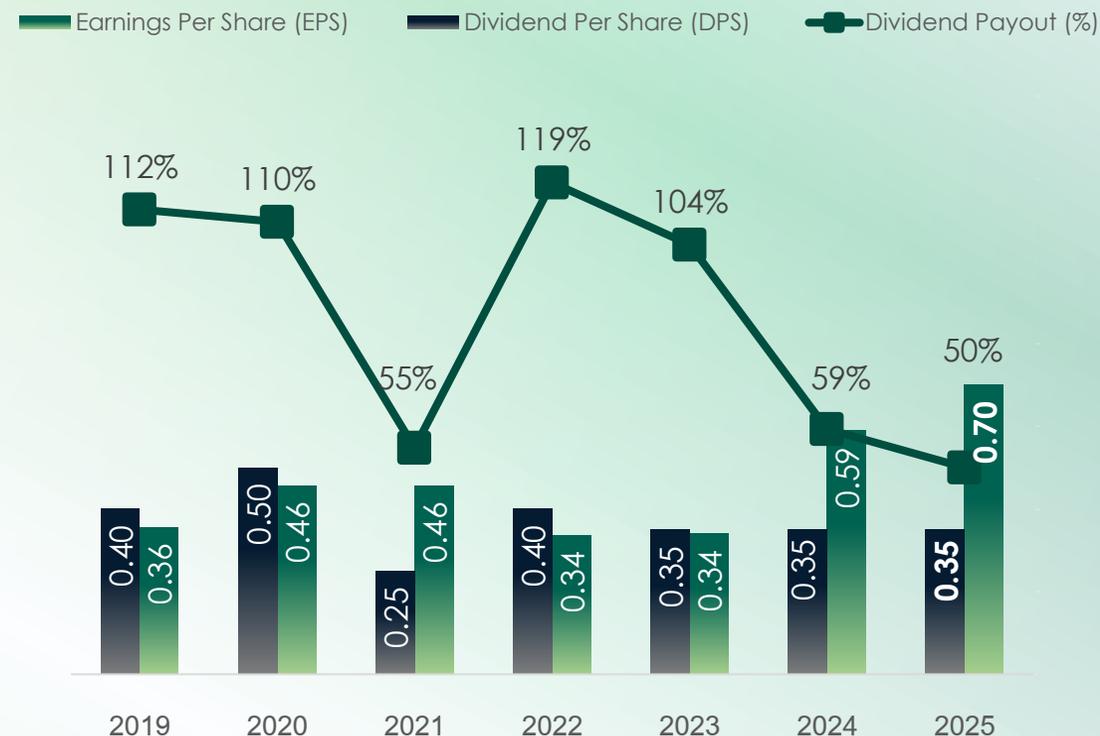
Pay no less than **30%** of net profit according to the separate Financial Statements after taxes, legal reserve, and other reserves (if any).



BOD Resolutions :

- The Board of Directors resolved to propose to the Annual General Meeting of Shareholders the approval of a dividend payment for Fiscal Year 2025 at **THB 0.35 per share** for 1,670 million shares, **totaling 584.5 MB**.
- The Company has set the Record Date for determining shareholders entitled to receive the dividend on 11 March 2026 and the Ex-dividend (XD) date on 10 March 2026

Historical Dividend Payment:



Notes:

- However, the dividend payment is subject to change depending on operating performance, financial position, liquidity, the need for working capital, investment and business expansion plans, market conditions, suitability, and other factors relating to the Company's operations and management. This is reliant upon the Company having adequate capital for business operations as determined by the Board of Directors and/or the shareholders.
- The dividend payment is scheduled for 15 May 2026. The proposed dividend payment is subject to approval by the Annual General Meeting of Shareholders for 2026, which will be held on 24 April 2026



4

ESG DEVELOPMENT



FY2025

ESG DEVELOPMENT ▾

Environment

- **Solar Roof** technology produces **6.23 M kWh**, reducing CO2 emissions by **2,963.23 tCO2e** yearly.
- Promoted alternate wetting and drying (AWD) rice cultivation across 500 rai, reducing greenhouse gas emissions by **1,115 tCO2e**.
- **EV Charging: 208 stations** installed for sustainable transport.
- **1,700 trees** planted via CSR initiative.



Social

- **Employee Engagement:** Achieved a score of **84%**
- Received the Outstanding Award at the Human Rights Awards 2025
- **Local Economic Impact:** Supported local farmers with earnings of **103 million baht**.
- Provided **27.7 million baht** in **employment value to the disabled 226 persons** and **81.6 million baht to the elderly 319 persons**
- **Engaged 111 communities** through the PT Volunteer Camp and sustainable Arabica coffee and economic crop project, emphasizing solidarity and participation.



Economic/Governance

- Received a **5-star** ("Excellent") CGR rating from the Thai Institute of Directors Association (IOD).
- Scored **100** in the **AGM Checklist** assessment, demonstrating excellent performance.
- Customer Satisfaction: Achieved **87.3% satisfaction from entrepreneur customers** and **94.2% from consumer customers**.
- PTG & PunThai Coffee Received the "Product and Service of the Year 2025" Winner Award for its comprehensive, customer-centric services.



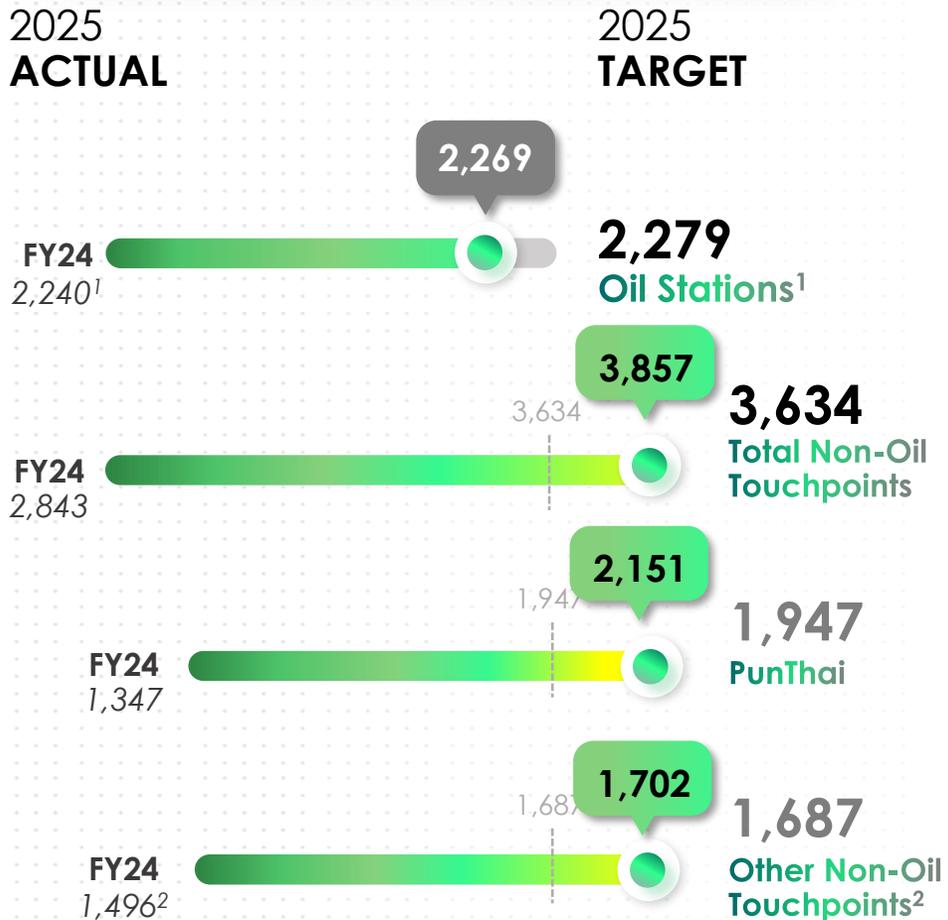
5

SUMMARY & OUTLOOK >



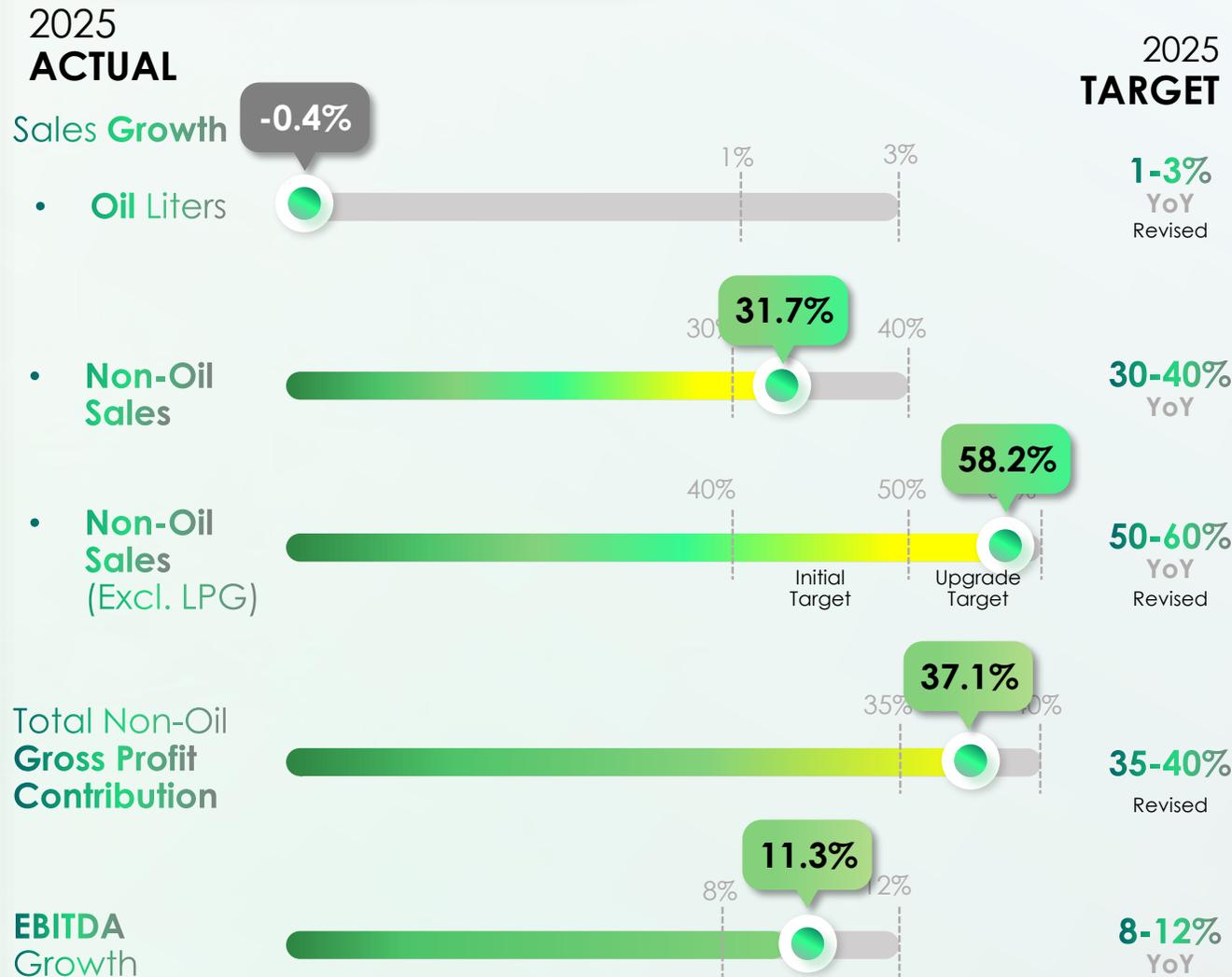
2025 SUMMARY

2025 Max World Touchpoints



Remarks:
 1) Number of Station included Auto LPG Station (Mixed) of 181 Stations in 4Q2025 and 174 Stations in 4Q2024.
 2) Other Touchpoints include: LPG (Auto LPG and Household Gas Shop), Max Mart, Coffee World, Autobacs, Max Camp, Maxnitron Lube Change, and EleX by EGAT PT
 3) Non-Oil includes LPG, Logistics, CVS, F&B, Lubricant and other incomes.

2025 Performances





2026 TARGET

2026E Max World Touchpoints

2025
ACTUAL

2026E
TARGET

Oil Business



FY25
2,269¹



2,309
Oil Stations¹

Non-Oil Business

FY25
3,857



4,981
Total Non-Oil
Touchpoints

• **F&B Business**



FY25
2,151



2,951
PunThai Coffee



FY25
124²



214
Other F&B
Touchpoints³

• **LPG Business**



FY25
698



836
LPG Business

• **Other Non-Oil Business**



FY25
884



980
Other Non-Oil
Touchpoints⁴

2026E Performances⁵

2025
ACTUAL

2026E
TARGET

Sales Growth

• **Oil Liters**



3-5%
YoY

• **Non-Oil Sales**



30-40%
YoY

**Total Non-Oil
Gross Profit
Contribution**



40-45%

**EBITDA
Growth**



8-12%
YoY

Remarks:

- 1) Number of Station included Auto LPG Station (Mixed) of 181 Stations in 4Q2025
- 2) The figures exclude PunThai Boat Noodles of 3 stores.
- 3) The Company's Food and Beverage service points comprise Coffee World, Subway restaurants, and PunThai Boat Noodles outlets.
- 4) The Company's other Non-Oil service points comprise automotive maintenance and service centers under the Autobacs brand, Max Camp rest areas, Maxnitron Lube change service centers, and electric vehicle (EV) charging stations under the EleX by EGAT PT and GIGA EV brands.
- 5) The information and analysis presented herein are prepared based on the circumstances and assumptions as of the report date only. Actual operating results and figures may differ or change in the future due to external factors or other events beyond the Company's control, which may affect its future operations.

2026

TARGET

CAPEX 

TOTAL TARGET

3,500 – 4,500 MB



OIL

500 – 1,000 MB



PUNTHAI

1,000-1,500 MB



LPG

1,000-1,500 MB



OTHER NON-OIL

500-1,000 MB



NEW BUSINESS

500-1,000 MB



Source: The Company

*The CAPEX is subjected to the operating cash flow generating during the period.

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#อยู่ดีมีสุข



Satisfaction Survey





APPENDIX 

APPENDIX 1:

CONSOLIDATED **INCOME STATEMENT**

Unit: MB

Financial Performance Summary (Unit: Million Baht)	4Q2024	3Q2025	4Q2025	2024	2025
Sales	58,681	53,706	56,733	225,813	224,341
Sales from Oil Business	53,215	47,593	50,153	207,855	200,687
Sales from Non-Oil Business	5,466	6,113	6,580	17,958	23,654
COGs	(54,872)	(49,280)	(52,035)	(211,043)	(206,852)
Costs from Oil Business	(50,413)	(44,906)	(47,349)	(196,773)	(189,680)
Costs from Non-Oil Business	(4,459)	(4,373)	(4,686)	(14,270)	(17,172)
Gross Profit	3,809	4,426	4,698	14,770	17,489
Gross Profit from Oil Business	2,802	2,687	2,804	11,082	11,007
Gross Profit from Non-Oil Business	1,007	1,739	1,894	3,688	6,482
%Contribution					
Oil Business	73.6%	60.7%	59.7%	75.0%	62.9%
Non-Oil Business	26.4%	39.3%	40.3%	25.0%	37.1%
Other Income	169	153	158	403	577
Share of Profit (Loss)	45	51	10	125	164
SG&As	(3,377)	(4,061)	(4,091)	(12,884)	(15,697)
Finance Cost	(283)	(287)	(284)	(1,091)	(1,138)
EBT	363	283	492	1,490	1,394
Income Tax Expense	(126)	(72)	(128)	(448)	(320)
Net Profit for the Period	236	211	365	1,042	1,074
EPS	0.14	0.12	0.19	0.61	0.61

APPENDIX 2:

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Unit: MB

Financial Position Summary (Unit: Million Baht)	Dec 31, 2025	Dec,31 2024	Amount Change	% Changes
Cash and Cash Equivalents	3,111	2,212	899	40.6%
Trade and Other Receivables	1,640	1,426	215	15.1%
Inventories	3,654	4,295	-641	-14.9%
Total Current Assets	8,405	7,968	437	5.5%
Property, Plant and Equipment	18,465	15,810	2,656	16.8%
Right-of-use Assets	21,581	21,101	480	2.3%
Other Non-Current Assets	1,975	1,659	315	19.0%
Total Assets	56,691	51,752	4,939	9.5%
Trade and Other Payables	12,767	12,285	482	3.9%
Short-term Loans & Loans due within 1 year	7,088	7,248	-160	-2.2%
Total Current Liabilities	21,409	20,797	612	2.9%
Lease Liabilities	18,188	17,663	525	3.0%
Total Liabilities	45,594	42,470	3,123	7.4%
Retained Earnings (Unappropriated)	6,803	6,167	636	10.3%
Others	4,294	3,115	1,179	37.9%
Total Equity	11,097	9,282	1,816	19.6%
Total Liabilities and Equity	56,691	51,752	4,939	9.5%

APPENDIX 3:

SOURCE & USES OF FUNDS STATEMENTS

Unit: MB

Sources and Uses of Funds Statement as of December 31, 2025 (Million Baht)			
Sources of Funds		Uses of Funds	
Cash from Operations	8,220	Payment of Interest and Tax (Net)	1,621
Proceeds from Short-Term Loans to Related Parties	54	Payments for Purchases of Property, Plant and Equipment, Investment Property and Intangible Assets	6,348
Proceeds from Dividend	59	Payments on Redemption of Debentures (Net)	1,427
Proceeds from Short-Term Loans from Financial Institutions and Bank Overdraft	4,657	Payments for Right-of-use Assets	135
Proceeds from Debenture	1,000	Payments for Investment in Associate	362
Proceeds from Non-Controlling Interests	1,242	Payments for Finance Leases	1,227
		Payments for Long-Term Loans	2,752
		Dividend Payment	461
		Cash Increase	899
Total	15,232	Total	15,232

THANK YOU