

# Highlight

of OR's Sustainability Management and Activities 2024





Community Development and Social Collaboration



Innovation and Technology for All



Governance, Risk, and Compliance



Climate Action

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# Highlight

# Community Development and Social Collaboration

## **Driving Business**

Society and communities are considered stakeholders that could be affected by the organization's business operations. The impact can be both mutually beneficial and, from another perspective, business operations may also affect people's way of living in the community.

OR's vision is "Empowering All Toward Inclusive Growth: OR Fulfills Opportunities for All Growth Together", where OR realizes the importance of society and communities as key stakeholder groups. This commitment is one of the key pillars for OR's sustainable development strategy under the "5 – Small" approach, which is to create opportunities for small people through business operations along with improving communities' quality of life towards sustainable business growth and increasing competitiveness in challenging economic and social conditions.

# This is Our Giving Priority

OR identified Corporate KPIs to measure performance in participatory social and community development. The aim is to promote the implementation of social and community development activities in a participatory, tangible and effective manner. This is integrated in the Executive KPIs with details of related indicators as follows:



Improving the quality of life and creating liveable communities (5%)

Creating growth and distributing wealth to stakeholders (5%)

More information on the Social and Community Development Strategy is available in the 'Community and Social Collaboration' website



# Opportunities and Challenges

community Sustainable and social development along with OR's business operations is an ideology that the company has always adhered to as a guideline, due to OR's business operations model that operates with society and communities. Therefore, OR places importance on building good relationships and engaging communities in developing society and communities in the area. The aim is to promote operations that are in line with OR's vision of becoming a world-class Thai company that operates businesses alongside creating benefits for society and communities, reducing social inequality, improving the quality of life, and strengthening community economies as the foundation of the country's economy, as well as creating shared value for all stakeholders in a balanced manner.



## **Operational Strategy**

OR drives the implementation of social projects from the CSR approach to the CSV approach by integrating social and community development issues into the corporate vision and strategy to create projects that have positive impacts on society and business simultaneously, such as the Sustainable Coffee Plantation Development Project, the TOGETHER Project: Rak at Nongkung, the Café Amazon for Chance Project, and the Thai Det Project, with a focus on achieving goals according to the OR SDG.

In this regard, OR has set up a system to survey the opinions and expectations of the community and society, designed projects with an emphasis on cooperation between the company and the community, and used the company's resources, such as financial resources or employee expertise, effectively to achieve the highest social results. In addition, it conducted tangible measurements to assess good practices and identify areas to be expanded, as well as areas for further.

More information is available in the "Community Development and Social Collaboration"

# **Long-term Targets**

Indicators	2021	2022	2023	2024	Long-Term Target
Living Community – Number of communities surrounding OR business operations that have had their quality of life improved, both within the business areas and around the business areas	12,228 communities	14,441 communities	15,017 communities	16,843 communities	>17,000 communities, or 13 million people within 2030
Brand Strength – Brand Health Check score from social and community stakeholders	71.5 point	57.1 point	57.1 point	69.2 point	Score should be 70 or above by 2030
Number of Café Amazon for Chance branches	15 branches	60 branches	279 branches	360 branches	500 branches within 2026



## **Projects and Outstanding Achievements**

# TOGETHER Project: Rak at Nongkung

OR is committed to driving social projects that address the issues and needs of stakeholders by implementing projects that allow stakeholders to participate in all activities. An outstanding social project implemented by OR that was used as a case study in 2024 is the TOGETHER Project: Rak at Nongkung.

The project started operation from 2020 until now, covering a period of 5 years. The target group is community and society groups in the area near the petroleum depot operation area, Khon Kaen Province, which operates the process by focusing on finding the real problems and needs of the community. It uncovered that the problems of garbage and polluted water are important environmental issues. In terms of living conditions, local people encounter problems related to fires. In terms of economy, there is unemployment issue and the lack of additional income due to the absence of grouping to create and develop additional careers in the community. Therefore, the overall project was designed from the community's voice through the process of community participation in identifying the types of problems in order to support waste management, career creation, and fire prevention in order to develop Nongkung community into a strong community, leading to a good quality of life and being able to self-sustain. The project is one of the mechanisms to create participation through the concept of solving environmental problems through participatory waste management, integrated with the concept of career creation according to the philosophy of sufficiency economy to generate additional income for the community by creating products from waste to increase value, as well as fire prevention through the establishment of a working group for the community safety project, along with installing fire extinguishers at various points in the community.

According to the evaluation results of the Social Return On Investment (SROI), the TOGETHER Project: Rak at Nongkung between 2020 and 2029, has the SROI value of 1.77. This means that OR investing 1 baht in society can create a social and environmental return of 1.77 baht or 1.77 times from the investment.

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Project activities of TOGETHER Project: Rak at Nongkung

The TOGETHER Project: Rak at Nongkung resulted in tangible outcomes, which can identify the outputs, outcomes, and impacts from the project in all dimensions of society, 4 economy, and environment.

# Outputs from the TOGEHER Project: Rak at Nongkung

- Members had knowledge of waste management in 350 households.
- The Rak at Nongkung community enterprise group was established.
- Members brought waste to sell in 350 households' waste markets.
- Products have been developed with more processed products from waste, such as brooms made from plastic bottles.
- Entrepreneurs have been developed, with an online management system.
- The Rak at Nongkung learning center was established at Sawang Sutharam Temple.
- The organic waste working group and 40 model households were established.
- An efficient system for recording the amount of waste was established in the group.
- An efficient waste market management system, data collection, and accounting system were established.
- The community waste market learning center was established.
- The occupational group has been developed into a diverse and comprehensive entrepreneur, totaling 29 people.
- The organic waste management learning center for good health and a beautiful environment in Village 2 was established.

#### Outcomes

- Fire and short circuit incidents were decreased.
- Members had income from waste management, waste separation at both community and household levels, increasing to 750 households, reducing Solid Waste.
- Members of the community enterprise group had increasing income from selling processed waste products.
- Household expenses from organic waste management had decreased to 40 households.
- There was a good data storage system, reducing and preventing data loss, which could be used as a prototype community report to transfer knowledge to those who were interested.
- Expanding knowledge to product development through systematic activities, creating participation of people at all levels, resulting in a strong community structure.

# Impacts

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#### Social dimension

There was stability in the safety of housing. The quality of life of people in the community was improved. The community structure was strong, stable and sustainable.

#### **Economic** dimension

The economic growth of the community was improved. The average income per household was increased. The unemployment rate was reduced, creating job security, continuous and sustainable income.

#### **Environmental dimension**

The awareness of environmental responsibility was created. The sustainable circular economy was promoted.

#### Funeral products



#### Handicraft products



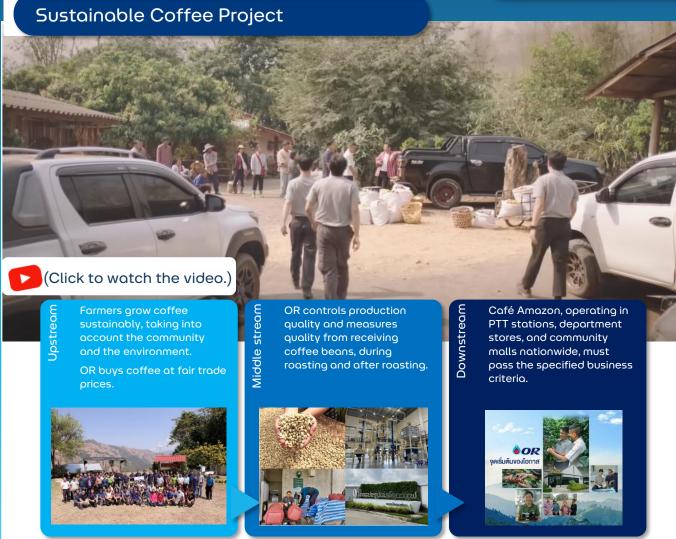
#### Waste management products



Examples of value-added products from waste from the TOGETHER Project: Rak at Nongkung.

# **Projects and Outstanding Achievements**





Sustainable Coffee Project diagram from upstream to downstream

OR has an important goal to raise the standard of coffee planting and production for farmers, as well as being a sustainable purchasing channel for farmers. In the past, OR has important operating areas in Ban Phalang and Ban Pangkhon, Huai Chomphu Subdistrict, Chiang Rai Province, where more than 166 farmers have joined the project on an area of approximately 2,600 rai of Arabica coffee, and in Ban Sam Sung, Ban Huai Mak, Ban Huai Yuak, and Ban A To, Mae Salong Nai Subdistrict, Mae Fah Luang District, Chiang Rai Province, where more than 99 farmers have joined the project on an area of approximately 1,900 rai. In 2024, OR collaborated with the Ministry of Agriculture and Cooperatives to expand the area to promote coffee planting along with nature conservation. This has been done by providing seedling nurseries, coffee drying houses, and water pipe systems to promote coffee planting for farmers in the areas of Pua District, Nan Province and Tha Sae District, Chumphon Province. There is also a cooperation project with the Department of National Parks, Wildlife and Plant Conservation to expand the area of the sustainable coffee planting development project in Mae Chaem District, Chiang Mai Province, as well as a cooperation project with the Office of the National Land Policy Committee (NLPC) to improve the quality of life of people in the NLPC area towards sustainable development with the Bio-Circular-Green (BCG) economic model to promote, support, and help improve the quality of life of farmers who are coffee producers along with developing coffee bean processing to meet standards, as well as being a market for purchasing quality coffee products with a fair price system (Fair Trade) and aiming to develop into a prototype area for sustainable land use.



In addition, OR has developed Café Amazon Park in Kluai Phae Subdistrict, Mueang District, Lampang Province, with the main objective of being a learning center for the coffee business in a complete cycle from upstream to downstream processes, as well as a research and development center for appropriate coffee strains by applying modern agricultural technology and integrated farming methods, including agroforestry coffee planting, soil management, and water management, to benefit biodiversity and the environment, and to be a model for generating sustainable income for farmers. It will be a learning center for farmers, entrepreneurs, students, and interested persons on an area of over 300 rai.

Sourcing coffee beans from the community is one of the important missions under the Sustainable Coffee Project. The project started in September 2014-present. It started with the cooperation (MOU) with the Royal Project Foundation in buying and selling parchment coffee. It has been expanded to cooperation with Sanpalang Social Enterprise Co., Ltd., the Ministry of Agriculture and Cooperatives, and other network agencies in many areas. Currently, the process of purchasing coffee beans from farmers has been developed using the Fair Trade system via the Kala Web Application to collect information on farmers, planting areas, coffee bean quality, and the amount of coffee beans purchased. This allows for easy and accurate traceability of the purchase and sale data. In addition, farmers who participate in the project will receive knowledge development that is consistent with real production problems, starting from the planting process, maintenance, harvesting, and processing of coffee products to reach the Café Amazon Standard.

# Benefits to stakeholders:

- Since 2015-2024, OR has purchased over 7,000 tons of coffee from farmer groups and communities, generating income for over 1,500 farmer groups and communities, with a combined value of over 1,400 million baht.
- The community is united, creating strength in the community.
- Labor returns to the community, reduces social problems caused by family units, and creates peace in the community.
- The project improves the quality of life in communities, resulting in community sustainability.
- Community farmers have the potential to practice sustainable farming that helps prevent forest fires and reduce air pollution from agricultural activities that contribute to smog from fine dust or PM 2.5.
- It has a positive effect on the upstream forest ecosystem, the conservation of biodiversity and the environment in the area in a sustainable manner.

# Benefits to the company:

In addition to enhancing the potential of growing and selling coffee to local farmers, this project also plays an important role in increasing the choice of coffee bean raw materials for OR's Café Amazon business. Currently, coffee beans from farmers account for 8-10 percent of the total Café Amazon coffee bean market. Sustainable sourcing of coffee beans from communities provides roasters with quality raw materials for production, which can be further developed into a variety of products, making the production chain sustainable from sourcing sustainable raw materials. It also helps strengthen the organization by reducing the risk of environmental impacts, such as climate change, on coffee production in the long term.



## **Projects and Outstanding Achievements**

# Thai Det Project



"Thai Ded Project" was launched in late 2018 through a collaboration between OR and government agency partners with the shared commitment to support and promote community products by expanding their distribution channels. OR leveraged the strength of its nationwide PTT Station service stations and Café Amazon stores as distribution channels, making it easier for community products to access the market and reach consumers.

At the same time, the project aligns with OR's business objectives by enhancing the brand image of PTT Station and Café Amazon while increasing customer satisfaction. It is a project that successfully integrates business goals with local economic development.

Overall, the project has engaged 450 community entrepreneurs (community enterprises and local business operators), offering 1,034 Thai Ded products. The network of Thai Ded stores, located within PTT Stations and Café Amazon outlets, has expanded to 424 locations. The project has generated a total income of 166.07 million baht for community entrepreneurs.

In 2024, the Thai Ded Project has further developed its key performance indicators by introducing an eco-friendly product category. This includes community products manufactured using clean energy sources, such as solar power, and products that have improved energy efficiency and received the "Community Energy-Saving Product" certification from the Ministry of Energy.

Currently, the project features a total of 72 eco-friendly products, marking a significant improvement in response to recommendations from the project's 2023 SROI analysis. This initiative contributes to generating positive environmental impacts for local communities.





#### **Outcome**

- Community enterprises/entrepreneurs (SMEs) have marketing channels to sell their products, resulting in increased sales.
- Adding value to local raw materials to create high-value products.
- Expanding product production capacity, creating more employment, such as local labor and elderly labor.
- Increasing purchase of raw materials by people in the community.
- Expanding the network of product production groups.
- Consumers have easy access to local products and a variety of products.

## **Benefits to Stakeholders**

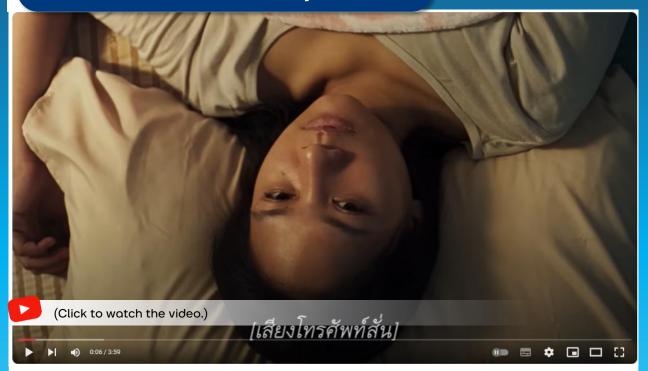
- Community enterprises/entrepreneurs (SMEs) have increased income, creating income stability.
- Improving the level of local products to be widely known.
- Creating opportunities to develop local products.
- Creating a circular economy system in the community/society.
- Creating groups, and building strength in the community.
- Raising the quality of life of people in the community, resulting in community sustainability.



# **Projects and Outstanding Achievements**



# Café Amazon for Chance Project



Café Amazon has a policy to develop society and community to be a society of mutual support by creating career opportunities for those who lack social opportunities to become employees in the store through the project "Café Amazon for Chance" which currently has 360 branches, divided into 289 COCO stores and 71 franchise stores. The number of underprivileged people is 347 in total, divided into 312 senior citizens, 22 hearing impaired persons, 1 intellectually impaired person, 4 disabled soldiers and their families, 6 physically impaired persons, and 2 underprivileged youths.

In 2024, the Café Amazon for Chance project has created a vocational training plan for the general elderly group to improve and develop their quality of life, in collaboration with the Thai Det project and the Ministry of Social Development and Human Security (MSDHS). The training is a handcrafted bag accessories-making training course from a community enterprise (Montmaxx) in Samut Prakan Province (which is one of the community enterprises in the Thai Det project) for elderly people. After completing the training, the elderly participants gained the skills to produce handcrafted bag accessories independently, which they could then supply to Montmaxx for further distribution at Café Amazon stores.

This initiative builds upon the SROI analysis conducted for Café Amazon for Chance in 2022. Based on the study's recommendations, the project was refined to create employment opportunities and additional income for the elderly, ultimately improving their quality of life. The key performance for this initiative is the number of elderly participants trained and their ability to apply their skills to generate supplemental income.

Moving forward, the project plans to expand bag distribution through Café Amazon stores and Thai Ded Project channels while also broadening access to vocational training. This includes extending opportunities to other underprivileged groups, furthering the project's social impact.





## Output

- Socially vulnerable groups are employed.
- Socially vulnerable groups are less likely to suffer from stress-related illnesses.
- Socially vulnerable groups have more savings that can be spent on family and social activities.
- Socially vulnerable groups have workplaces closer to their residences.
- · Elderly groups are healthier.
- Relevant government agencies can replace standard barista training activities with career promotion activities for socially vulnerable groups.

#### **Outcome**

- Socially vulnerable groups have regular income, which improves their quality of life and well-being.
- Socially vulnerable groups can help with family expenses.
- Socially vulnerable groups have better mental health, reducing medical expenses/seeking mental health counseling.
- Socially vulnerable groups have better relationships with family and society.
- Socially vulnerable groups have reduced travel expenses.
- Elderly people have better health, reducing the chance of becoming bedridden/homebound patients. Families can save on the expenses of caring for the elderly.
- Relevant government agencies can save some budget on promoting career creation.





# **Award and Recognitions**

OR received 4 awards of honor from the Corporate Social Responsibility (CSR-DIW) standard for entrepreneurs in 2024

OR won the 2024 Corporate Social Responsibility from the Department of Industrial Works, or CSR-DIW Award, in four Café Amazon establishments located in OASYS, Wang Noi District, Phra Nakhon Si Ayutthaya Province, namely: 1) Retail Business Distribution Center, 2) Café Amazon Coffee Roasting Plant, 3) Powder Mixing Factory, and 4) Bakery Factory. This is honored by Mr. Nattapol Rangsitpol, Permanent Secretary of the Ministry of Industry, who presented the award plaques at the Royal Jubilee Ballroom, Challenger Building, Impact Muang Thong Thani, Nonthaburi Province.



The CSR-DIW Award is an award given by the Department of Industrial Works, Ministry of Industry, to establishments that have applied the standards of social responsibility of entrepreneurs, covering seven important operational approaches: corporate governance, human rights, labor practices, environment, fair operations, consumer issues, and community participation and development, leading to sustainable development of the community economy and management of the city's environment. OR sent four pilot establishments to join the competition for the first time and all four establishments received awards.

Receiving the CSR-DIW Award reflects OR's awareness and importance of driving businesses that can truly create growth and value together with society, communities, and the environment. This aligns with OR's vision of "Empowering All toward Inclusive Growth: Fulfilling Opportunities for All Growth Together." It also reaffirms that OR has effective stakeholder management processes and approaches, which has earned the trust of society, communities, customers, business partners, employees, government agencies, and relevant stakeholders throughout the value chain in driving lifestyle businesses within the vicinity of the business premises.

Café Amazon for Chance project receives award at the ceremony honoring individuals and organizations that have contributed to society

On June 19, 2024, OR received an award from the Senate Committee on Social Development and Children, Youth, Women, the Elderly, the Disabled and the Disadvantaged to honor, honor, create morale and encouragement for organizations that benefit society, which are models of organizations that give importance to promoting, supporting and creating value for people with disabilities from the Café Amazon for Chance project.





# Driving Business

Digital Transformation is a key to effective business management, increasing competitiveness, and making the business more sustainable to meet the behavior and needs of consumers that are rapidly changing nowadays. In addition, the use of technology can help organizations be flexible and adapt to changes quickly and efficiently.

OR Innovation is one of the main missions of the strategy to drive the organization by increasing strength and developing innovations in data and technology, as well as seeking business opportunities in the New S-Curve with the company's potential with potential partners to jointly solve problems to create new markets and new businesses, while meeting the needs of consumers to the fullest.

#### This is Our Giving Priority

Innovation and technology is one of OR's corporate goals that are specified in the Corporate KPI and included in the CEO KPI to ensure that these issues are integrated into management and are regularly evaluated and monitored. The details of the related KPIs are as follows:

- Digital Driven Organization via Digital Platform: xplORe Application and Digital Infrastructure – SAP HANA
- New Business Investment















# Opportunities and Challenges

The application of digital technology in business operations is an opportunity to increase competitiveness to adapt to meet the needs of customers and stakeholders in order to maintain business leadership in a rapidly changing demand for products and services.

# **Operational Strategy**

OR leverages its current business strengths and potential in developing digital innovations and collaborations with partners, including large corporations, small and medium-sized enterprises (SMEs), and startups, to enhance its strengths and develop innovations in data and technology, as well as seek new business opportunities.

OR has set strategies and plans to become a Digital Driven Organization through the Digital Platform that supports online to offline (O2O) services, while also preparing to create and improve digital infrastructure for business operations and the use of digital technology to support decision-making and current business operations.



One-stop Solution





# **Outstanding Projects and Performance**

Mobility Business – Mobility Partner, Readiness for Seamless Energy Transition



OR has a strategy to open up space for potential business partners to have opportunities to grow their business together with the OR Ecosystem according to the vision of "Empowering All toward Inclusive Growth: OR Fulfilling Opportunities for Growth Together". OR recognizes the importance of the transition to a low-carbon society and sees opportunities to expand its business. Therefore, it aims to create a physical platform beyond the oil business to be an OR space community together with OR mobility solutions, aiming to create opportunities for a clean society by expanding the EV Charging Station network to cover all 77 provinces nationwide and seeking potential partners to grow together sustainably.

# พลัซความครอบคลุมแล้ว **ทั่วประเทศ**

600,000 Active Members EV Station PluZ Application in 2030





In terms of EV, OR also has a plan to move forward and expand the new EV Hub charging station format to 10 branches by the end of 2024. This charging station can support charging up to 8 charging heads simultaneously. Its power supply efficiency is higher than that of general PTT stations (from 120 kW to 180 kW), raising the confidence of electric vehicle users traveling to all regions across the country. It also integrates the use of clean energy such as solar rooftops.

After developing a full retail space in PTT Station until it became a model for world-class petrol stations, OR created a new S-Curve of new growth by launching OR Space Community. This is an adjustment of the management model of the Physical Platform from operating the oil business through PTT Stations to operate the retail business by developing a Retail Mixed-use Platform with a 100% Non-oil proportion and moving towards a full-fledged shopping center business to increase the variety of products and services in line with changing consumer behavior.













In advancing future energy (Future Energy), OR has launched Thailand's first pilot hydrogen refueling station for fuel cell electric vehicles (FCEVs) in collaboration with PTT Public Company Limited, Toyota Motor Thailand Company Limited, and Bangkok Industrial Gas Company Limited. This initiative aims to expand the adoption of various clean energy solutions and drive sustainable mobility forward.





PTT-OR-TOYOTA-BIG jointly develop hydrogen fuel stations to support trucks and tractors.

In addition to expanding opportunities in EV Charging Station network and hydrogen refueling prototype stations, OR is also seeking opportunities in innovation, marketing and sales strategies for sustainable aviation fuel (SAF) through the signing of a memorandum of understanding (MOU) with PTT Global Chemical Public Company Limited (GC) to strengthen the petrochemical industry and fuel business and support Thailand's sustainable aviation industry by increasing the capacity and capability of the refinery to produce sustainable aviation fuel (SAF) from used vegetable oil. GC and OR are joining forces to combine strengths to enhance potential and increase competitiveness towards stable and sustainable growth.



Collaboration between GC and OR on Sustainable Aviation Fuel (SAF)



# Lifestyle Business -Diversify Lifestyle business portfolio

Diversify Lifestyle business portfolio is the operation guideline of OR Ecosystem, in which OR is committed to creating alternatives for a full service to meet all lifestyles, strengthening lifestyle businesses, and expanding the portfolio to businesses other than oil to cover changing consumer needs and create diverse business opportunities. In 2024, OR officially launched Found&Found, a health and beauty retail store with the concept of "SIMPLE EASY EVERYSKIN" to satisfy health and beauty lovers. It plans to open 10 branches by 2025 and expand to 500 branches by 2030.



Found & Found's grand opening event: a new dimension in health and beauty retail

# **Digital Transformation**

OR recognizes the current challenges of Disruptive Technology, and that OR must adapt and prepare to cope with the changes that will occur. Therefore, the organization is heading towards Digital Transformation.

### People

- Synergy and collaboration
- Digital Talents

#### Process

- Operational Excellence
- Customer Satisfaction
- Portfolio Diversification

# Technology

- Cloud infrastructure
- Cyber Security
- Date Foundation



OR has a solid plan to implement Digital Transformation. OR has set a framework for driving changes covering 3 important aspects: 1) People by developing the skills of personnel to be able to work using Digital and Data to analyze information and make decisions accurately; 2) Process by increasing the efficiency of work processes to be efficient; and 3) Technology by using modern technology to increase competitiveness at a reasonable cost, which will help elevate the organization's operations in every dimension.

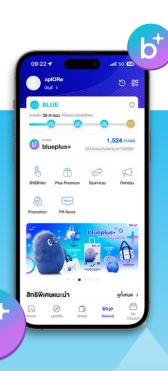
In 2024, OR announced the success of implementing the SAP S/4 HANA system, making OR the first country in Southeast Asia to install the SAP S/4HANA system with 2 industry solutions: IS Oil & Gas and IS Retail, to support OR's Mobility & Lifestyle businesses. This is an important step for OR's Digital Transformation Journey, which has installed an Enterprise Resource Planning (ERP) system with modern technology to support the organization's steady drive into the future with a unified data management system and various work processes of the organization, enabling efficient work, reducing redundancy, and being able to respond to changes quickly, leading to sustainable business success.





#### Digital platform xplORe

The xplORe application is a digital platform that combines all the features that meet the needs of usage, such as the blueplus+ point collection system and e-wallet, to facilitate consumers' out-of-home lifestyles more conveniently under the concept of "Touch for More Life, Find the Right Thing More Than Ever" and create a limitless online-to-offline (O2O) connection experience, meeting every lifestyle in the digital world with a variety of services, linking products and services of OR and affiliated businesses, including partner stores that come with discount deals and special privileges. The service launched in August 2023 onwards, with more than 3.5 million downloads.























(Click to watch the video.)

## Key features of xplORe

- Deal: Special discount coupons from OR brand stores and partners, activity tickets and entertainment
- Reservation: Book concert tickets, restaurant reservations from business partners
- Searching: Search for PTT Stations with fuel prices
- Mission: Join missions with various activities and receive points or special prizes
- Wallet: Electronic wallet, can be used to pay at OR stores and partner stores that support Thai QR payment
- Reward: Collect blueplus+ points and use them to redeem special privileges from leading stores, transfer points, win prizes, redeem points to join activities/redeem many prizes

# Results and benefits of the project

- Increased convenience for customers and created a better experience of engagement with OR
- Increased the number of purchases via xplORe sent to OR's offline stores
- New customers who signed up for xplORe spent money both on the xplORe platform and OR's offline stores
- 4. Become a new revenue channel for OR







# Research, Innovation and Collaboration Projects



OR has established the Cafe' Amazon Park development project on an area of over 300 rai in Kluai Phae Subdistrict, Mueang Lampang District, which will help strengthen the Café Amazon business from upstream to downstream and create a sustainable business ecosystem. The park will be a plantation, research center, and development center for fine coffee varieties by applying modern agricultural technology and integrated farming methods. It will be developed as a prototype learning center for coffee technology and innovation to extend the supply chain of the business, especially upstream coffee in a full cycle. This includes planting, researching, and developing strains to meet market demand, as well as developing it into a green area and ecotourism destination, and a knowledge center for entrepreneurs and students to cultivate coffee sustainably. In addition, research and technology will be used to design and implement a management system for prototype coffee plantations, consisting of soil quality testing, soil moisture testing, and water management, etc., to serve as a database for further analysis and development of project operations in line with the OR's Digital Driven Organization approach.







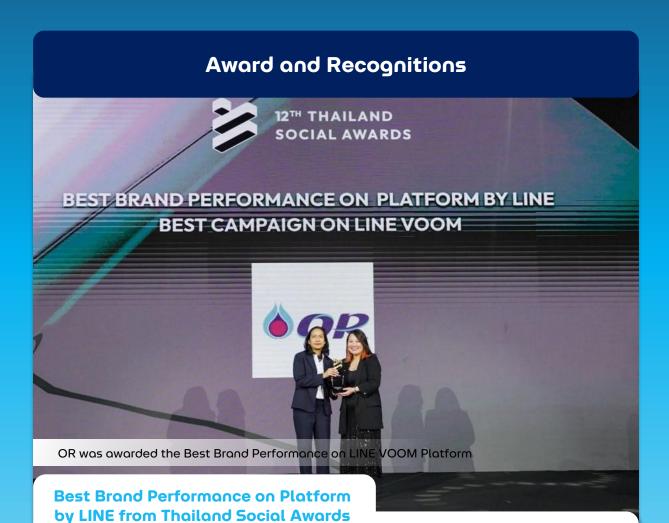
# EV Data Base for Business Connection Project

OR's collaboration with PTT Group through the Petrochemical and Refining Integrated Synergy Management (PRISM) project, Arun Plus Co., Ltd., and companies within PTT Group to jointly develop a platform for collecting data related to the EV Value Chain business in a comprehensive manner, covering all processes of electric vehicles, from the beginning to the end of the product, such as raw material data, production processes, etc. This is to provide an opportunity to connect and expand the use of PTT Group products for easier access. As OR operates a business in the lubricant and fluid (EV Fluid) product group, such as Transmission Fluid, Brake Fluid, and various types of Coolants, it is considered an important part of developing this data collection system to be more complete, comprehensive, and comprehensive in every process of operations throughout the value chain.









OR demonstrates its leadership in responding to consumers in the digital age in 2024 by receiving the Best Brand Performance on Platform by LINE award from the LINE Official Account "OR Happy Life" as a brand that created an outstanding and excellent campaign on LINE VOOM. OR Happy Life's LINE account has more than 14 million friends. The 12th Thailand Social Awards was organized at True Icon Hall, Icon Siam, Bangkok, which is considered the largest social media award ceremony in Thailand that emphasize the digital industry's role in driving Thailand's businesses and the overall economy. It is considered another award of pride that will make OR strive to look for new opportunities to develop the quality of products and services to



respond to all lifestyles of consumers in this digital era.





In the current situation, new forms of risks may emerge and result in regulations or laws changes. Therefore, good corporate governance is important to support the effective management of the organization.

OR realizes the importance of Governance, Risk, and Compliance (GRC), which are important tools in driving the business along with strengthening the foundation for stable and sustainable operations. Since OR operates a variety of businesses, it has set the OR SDG strategy in the D-Diversified section, Opportunities for Growth in All Forms (More Partners, Products and Services) through OR's potential to be a platform for distributing diverse and comprehensive business opportunities and growing together, including Mobility, Lifestyle, Global, and Innovation businesses. Every business needs to adapt and prepare for changes that may occur in the future. The absence of good and systematic governance may cause damage to the business in terms of both financial impact and reputation. Therefore, OR has set a management structure that covers all three aspects of GRC as a framework for good corporate governance throughout the organization and companies in the group. This is in order to prepare for changes that may occur in the future and to supervise operations in accordance with the law, as well as to create confidence in business operations for all stakeholders.

#### This is Our Giving Priority

OR has set executive performance indicators (CEO KPIs) related to Governance, Risk, and Compliance (GRC). This is done through Leadership KPIs by measuring the ability to lead the company to be widely accepted and recognized as a leading organization in Thailand, covering GRC with a proportion of 10 percent from the full evaluation criteria of 100 percent.





## Opportunities and Challenges

Governance, risk management and compliance (GRC) are important tools in managing corporate risks, both in business operations and in cases of non-compliance with the law, increasing efficiency in managing operational risks and building confidence among stakeholders, as well as demonstrating transparency in business operations from the current challenges in business operations.

## Operational Strategy

The key initiatives for GRC issues such as setting the structure of the committee responsible for overseeing GRC management, such as the Corporate Management Group, the Compliance Committee, and the Risk Management Committee. In addition, there are good policies on Good Corporate Governance, Risk Management, Compliance with Laws and Regulations, Anti-Fraud and Corruption as well as whistleblowing regarding corruption and the Company's regulations compliance. In addition, OR strives for the integrate the concept of environmental, social, and corporate governance (ESG) management into business conduct and operations, aiming to enable the Board of Directors, the Management, and employees to comply with as a guideline to support the Company with Good Corporate Governance, excellent management, business ethics, transparency and verifiability.

#### Long-term target

1

Zero non-compliance

#### 2024 Targets

Case of fraud or intentional noncompliance with law is zero (0)





# **Outstanding Projects and Performance**

# Governance

OR has joined the UNGC (United Nations Global Compact Membership) since December 1, 2022. In 2024, OR has completed the Communication on Progress report to communicate the performance results in line with the 10 principles of the Sustainable Development Goals as required. For more information, please visit: <a href="https://unglobalcompact.org/what-is-gc/participants/154944-PTT-Oil-and-Retail-Business-Public-Company-Limited">https://unglobalcompact.org/what-is-gc/participants/154944-PTT-Oil-and-Retail-Business-Public-Company-Limited</a>



Commun	ication On Progress	
PUBLISHED C TITLE		LEVEL/STATUS
02-Aug- 2024	2024 Communication on Progress	Submitted
09-Dec- 2023	2023 Communication on Progress	Submitted

The Declaration of Intent for Participation.





# Communicating good corporate governance to OR suppliers at 2024 OR Supplier Day

To ensure that OR has a sustainable supply chain, OR organized the OR Supplier Day 2024 under the concept of Lean and Sustainable Procurement Era for over 150 suppliers on March 29, 2024. The event communicated OR's intention to operate in accordance with the principles of corporate governance, ethical standards, and OR's code of business ethics to suppliers so that they can apply them in their operations appropriately and conduct business with OR with social and environmental responsibility. In addition, OR invited suppliers to join the Private Sector Collective Action against Corruption (CAC) to create a network to fight against corruption throughout the supply chain.



#### Internal employee survey

In 2024, OR has created an employee CG & Anti-Corruption Awareness Assessment to measure the employee's level of knowledge and understanding of the organization's good corporate governance and anti-corruption operations in order to improve appropriate and effective communication measures and formats. The assessment is divided into 2 categories: knowledge and understanding of good corporate governance and anti-corruption, and assessment of the performance of the corporate governance unit. The assessment results show that 89 percent of employees have a good understanding of good corporate governance and anti-corruption operations, and 88 percent of employees believe that the unit can perform excellently in its operations and communicate good corporate governance and anti-corruption within the organization appropriately and consistently.



# Outstanding Projects and Performance Risk Management

To create employees' awareness on risk management and internal control processes and to increase knowledge and understanding of risk management and internal control for executives and employees to apply in their work effectively, especially in specifying risk management as one of the topics in the OR Orientation, OR organizes training to ensure that employees work in accordance with the organization's compliance by proceeding as follows:

- Providing knowledge on risk management for personnel in the position of CEO and above through the Risk Management Program for Corporate Leader (RCL) training course, which is regularly organized by the Thai Institute of Directors (IOD) to create knowledge and understanding of the roles and responsibilities in corporate governance in terms of risk management.
- Risk Management and Internal Control trainings for new employees to make employees aware of the importance of risk management and internal control processes and to increase knowledge and understanding of risk management and internal control for employees to apply in their work effectively.
- Risk Management trainings for all departments and subordinate units to be used in preparing Business Unit Risk/Project Risk/Unit Risk Analysis/Workflow Process and Process Control Plan preparation.
- Risk Management and Internal Control courses via E-Learning to provide a foundation
  of knowledge on risk management and internal control for executives and employees
  at all levels throughout the organization.

#### Examples of risk management training courses that OR conducted in 2024

Courses	Target Group	Outcomes
Risk Management and Internal Control (Orientation)	New employees (166 persons)	The new employees have knowledge and understanding in risk management and internal control as a foundation for their work.
Project Risk Management	Strategy departments of all line of business, departments related to business development and ORion projects (55 persons)	Employees have greater knowledge and understanding of project risk management.
Risk Management and Internal Control (หลักสูตร Company Management Program)	Executives and employees throughout the organization, with the following number of participants: Risk Management 1,840 persons Internal Control 1,786 persons	Executives and employees have greater knowledge and understanding of risk management and internal control.



# **Outstanding Projects and Performance**

# Compliance

In 2023, OR has established the Corporate Legal Department to provide corporate law services to OR and companies in the OR Group. It is also a center for regulatory compliance, collecting regulations, assessing risks, and supporting various departments to operate in accordance with the specified guidelines, as well as monitoring, inspecting, and reporting to top executives and relevant committees. It is responsible for strategic planning and budget management of the department to be in line with the business direction efficiently and to the greatest benefit of the organization.

OR has been officially certified as a member of the Private Sector Collective Action Against Corruption (CAC) since the first application for certification in July 2023 by the CAC committees, and invites suppliers and partners to join the network of the project.

# **Award and Recognitions**

#### Asian Excellence Award 2024

OR received 4 awards at the 14th Asian Excellence Award 2024 organized by Corporate Governance Asia magazine in the Hong Kong Special Administrative Region of the People's Republic of China to honor individuals or organizations that conduct sustainable business and have good governance, as well as taking excellent care of the community, society, and environment. The awards received were Asia's Best CEO, Asia's Best CFO, Best Investor Relations Company, Sustainable Asia Award.



OR won 4 outstanding awards in Asia from the 14th Asian Excellence Award

OR received the **Excellent Corporate Governance (Excellence CG Scoring)** for the 4th consecutive year from the Corporate Governance Report of Thai Listed Companies 2024 (CGR), which is based on consideration of 4 aspects: shareholders' rights and equal treatment of shareholders, consideration of the role of stakeholders and sustainable business development, information disclosure and transparency, and the responsibility of the board of directors from the Thai Institute of Directors Association (IOD) and the Stock Exchange of Thailand (SET).



Excellent Corporate Governance Scoring Results (Excellence CG Scoring)



OR received the honorary plaque from the Anti-Corruption Foundation for the 3rd consecutive year (2022 - 2024) for continuously supporting the foundation's anti-corruption activities and operations and demonstrating its intention to conduct business transparently and tangibly oppose corruption in its business operations.

OR received the award ceremony from the 2024 Thai Chamber of Commerce's Outstanding Ethics Award (TCC Best Award) for the first time on December 12, 2024. This award was organized by the Thai Chamber of Commerce and the Board of Trade of Thailand to honor organizations that have received an Outstanding Ethics Award, making them widely known to the public and serving as good examples for entrepreneurs. This shows that OR operates its business on the basis of ethics, which is in line with the goal of creating credibility in operating transparently for stakeholders.





#### **Driving Business**

Climate change remains a topic of interest across various sectors, from the national to the international level, due to its increasingly severe impacts. This is coupled with the intensification of measures being introduced, as well as the growing drive to foster collaboration in response to the global climate change goals.

OR, as a leading player in the oil and retail business, recognizes the undeniable significance of climate change to both the organization and stakeholders throughout the value chain. Therefore, the strategy and operational plan for OR SDG (Small, Diversified, Green) - creating a sustainable future in OR's style - have been established in order to effectively achieve the OR 2030 Goals. By creating opportunities for a clean society and promoting green businesses for a sustainable environmental future, OR is committed to supporting a sustainable low-carbon society and achieving carbon neutrality by 2030 and net-zero emissions by 2050. OR aims to be part of the solution and reduce the impact of climate change through its business operations.

#### This is Our Giving Priority

Climate change is integrated as part of the Key Performance Indicators (KPIs) for the Chief Executive Officer and senior executives. It is also one of the organizational goals (OR 2030 Goals) within the "Healthy Environment" dimension, accounting for 4% of the total KPIs. This includes the reduction of greenhouse gas emissions under Scope 1 and Scope 2. This approach underscores OR's commitment to ensuring that climate-related issues are incorporated into management practices, with regular evaluation and monitoring.

MS42 ที่ทำให้สังคมใทยสะอาดชื่น

(Click to watch the video.)











# A collaborative project for the development and investment in the production of Sustainable Aviation Fuel (SAF).

The aviation industry is a major contributor to greenhouse gas emissions and faces challenges in reducing carbon emissions from its operations. In response to the need to decrease greenhouse gas emissions in the aviation sector, as referenced by the International Civil Aviation Organization (ICAO). Therefore, the transition to sustainable aviation fuel (SAF) has become a key global focus.

Sustainable Aviation Fuel (SAF) is a type of fuel with chemical properties similarly to conventional aviation fuel or jet fuel. SAF can be blended with jet fuel for use in aircraft without the need for engine modifications or adjustments. This helps reduce greenhouse gas emissions, marking a significant step toward the adoption of clean energy in the aviation industry.

OR as a market leader in Thailand's aviation industry and an energy solution provider, has adapted and is advancing toward becoming the national leader in Sustainable Aviation Fuel (SAF). The company is also developing a strong infrastructure, which includes seven aviation depots and over 12 aviation fueling stations across the country. All operations adhere to the internationally recognized JIG Standard. In 2024, OR applied for the International Sustainability & Carbon Certification (ISCC), specifically the ISCC EU standard, to ensure the sale of SAF in compliance with relevant regulations. Additionally, from 2023 to 2024, SAF was tested on pilot flights covering major airports, tourist cities, and international routes, including Thai Airways on the Phuket-Bangkok route, Bangkok Airways on the Samui-Bangkok route, and Thai VietJet Air on the Bangkok-Da Nang route.

Moreover, in 2024, OR partnered with GC to explore market opportunities and sales strategies for SAF, as well as to jointly develop sustainable product innovations and technologies for SAF blending. This collaboration marks the first use of the Co-Processing process in the aviation industry. The initiative aims to strengthen the petrochemical and oil businesses, align with the mandatory SAF policy, and support Thailand's sustainable aviation industry.





# Green Logistics Collaboration

OR has adjusted its coffee transportation process for Café Amazon by testing a long-haul transportation system using EV trucks, making it the first of its kind in Thailand. The EV truck will transport raw coffee beans from OR's warehouse in Mae Wang District, Chiang Mai Province, to the warehouse at the OASYS lifestyle business centers of Café Amazon in Wang Noi District, Ayutthaya Province. This trial aims to test the technological feasibility and business viability by utilizing the EV Station PluZ network along the 'Green Coffee Bean Route' as charging points for the transportation trucks. A collaboration agreement has been signed with WICE to lead the use of electric vehicles in goods transportation activities, thereby contributing to a efficient reduction in carbon dioxide emissions. This initiative is part of creating a model for transforming the entire business value chain into a green ecosystem, encompassing OR's operations and the development of the coffee ecosystem from upstream to downstream.



พิธีลงนามบันทึกความเข้าใจ (MOU) โครงการทดลองการขนส่งเมล็ดกาแฟดิบโดยยานยนต์ไฟฟ้า (EV) (Green Logistics for Café Amazon Project)



Image of Green Logistic Project in collaboration with WICE

Additionally, OR has also adjusted the transportation process for bakery products from the factory to Café Amazon stores in the central and other regions nationwide to be eco-friendly through a Green Logistics Solution. This involves using an innovative cold-chain transportation that helps reduce energy consumption, in collaboration with SCG JWD Logistics Public Company Limited (SCGJWD), to meet the needs of temperature-controlled goods transportation across the country.



# Circular Economy project as part of the collaboration to reduce greenhouse gas emissions.

An example of a project related to the principles of the circular economy that OR is implementing in 2024 is the PTT Lubricants project, which delivers the first set of school desks from the 'Save the World, Save the Car for the Future' campaign to Ban Pha Nang School in Mae Chaem District, Chiang Mai Province. This initiative involves repurposing used Performa Synthetic Eco Car lubricant gallons, collected from oil change services at FIT Auto. The used containers, made from PCR plastic pellets, undergo an upcycling process, transforming into Wood Plastic Composite material to produce durable school desks and chairs. These items are then donated to schools in underprivileged areas, with the first donation going to Ban Pha Nang School in Mae Chaem District, Chiang Mai Province.

Currently, the 'Save the World, Save the Car for the Future' project, which involves donating student desks made from used lubricants gallons collected from FIT Auto service centers and processed through upcycling, has already delivered these desks to 5 schools in underprivileged areas. A total of 100 sets of desks have been donated, resulting in a reduction of greenhouse gas emissions about 1,600 kilograms of carbon dioxide equivalent.







# Thailand Voluntary Emission Reduction Program (T-VER) in collaboration with the Thailand Greenhouse Gas Management Organization

In addition, OR has developed various projects to reduce greenhouse gas emissions under the Thailand Voluntary Emission Reduction Program (T-VER) in collaboration with the Thailand Greenhouse Gas Management Organization. In 2024, the registration of activities related to the T-VER project has been carried out, including the following:

1



Promotion of Fuel Switching from Gasoline/Diesel Based Fuel to Blended Biofuels by PTT Oil and Retail Business Public Company Limited



2

Solar Rooftop Project (Phase 1) by PTT Oil and Retail Business Public Company Limited





Solar Rooftop Project (Phase II) by PTT Oil and Retail Business Public Company Limited

3



#### Voluntary

Greenhouse Gas Emission Reduction Program (T-VER) in the Forestry and Green Area of Chiang Rai and Phayao Provinces by PTT Oil and Retail Business Public Company Limited and the Royal Forest Department.





4



# Carbon Footprint of Products (CFP) label and Carbon Footprint Reduction (CFR) label

In 2024, OR received certification for the Carbon Footprint of Products (CFP) label for 12 items and the Carbon Footprint Reduction label (CFR), or the 'Reduced Global Warming Label,' for 3 items from the Thailand Greenhouse Gas Management Organization (TGO). This certification reflects OR's commitment to operating under the OR SDG framework, particularly the G -GREEN dimension, which focuses on creating clean societal opportunities by driving all of OR's businesses to be green. The Café Amazon products certified with the CFP label include Iced Black Coffee, Roasted Whole Bean Coffee, Drip Coffee, Flavored Drip Coffee, Coffee Capsules, and Flavored Coffee Capsules, totaling 12 items. In addition, 3 products were recognized for significantly reducing greenhouse gas emissions by more than 2% from the baseline year, meeting the CFR criteria. These products include Café Amazon Drip Coffee Signature, Café Amazon Coffee Capsule Amazon Signature, and Café Amazon Coffee Capsule Amazon Selected, with these three products greenhouse gas emissions by over 13% for drip coffee and more than 30% for coffee capsules, respectively.



# Low Emission Support Scheme (LESS) Project

To support activities aimed at reducing and absorbing greenhouse gases at PTT Station, OR has implemented a project to assess the greenhouse gas absorption of trees at 8 COCO PTT Stations. The project received a certificate of recognition under the Low Emission Support Scheme (LESS) from the Thailand Greenhouse Gas Management Organization (TGO) on 28 August 2024.

# PTT Group Green for Life

In 2024, OR applied for the environmental label under the PTT Green for Life brand, developed according to the international standard ISO-14021: 2016, to ensure that OR's business operations are environmentally friendly and to support OR's sustainability efforts. The services that received the PTT Green for Life label include 80 fuel stations and 3 LPG cylinder refurbishing plants. The environmental aspects that received certification consist of 5 key areas as follows:



Reduced Water Consumption





Renewable Energy



Green house gas reduction







## **Award and Recognitions**

OR is a member of the Thailand Business Council for Sustainable Development, actively contributing to driving Thailand's sustainability policies. This demonstrates OR's commitment to sustainability efforts, aiming for a low-carbon society and becoming a net-zero greenhouse gas organization by 2050.

# OR เข้าร่วมงาน COUNCIL AND ASSOCIATES

&TBCSD ANNUAL EVENTS 2024



เมื่อวันที่ 4 ธันวาคม 2567 OR เข้าร่วมงานประชุม Council and Associates และงาน
TBCSD Annual Event 2024 "TBCSD Sustainable Business Forum 2024"
ณ โรงแรม เชินการา แกรนด์ เซินกรัลพลาง่า อาดพร้าว กรุงเกพฯ โดยปีคุณประเสริฐ บุญสัมพันธ์
ประธานจงค์กรรุงกิจพ์อิการพ์ดนามอย่างขึ้งขึ้น (Thailand Business Council for Sustainable Development: TBCSD) เป็นประธานเมิดงานประชุม โดยมีวัตถุประสงค์เพื่อ น่าเสนอวิสัยทักม์ขององค์กรรุงกิจพ์อการพัฒนาอย่างขึ้งขึ้น (TBCSD) และแสดงจุดชืมร่วมกับ องค์กรสนาจิก ในการเป็นผู้นำในภากรุรกิจไทยด้านความอังชิม ที่กับกระแสการเปลี่ยนแปลง ของโลก และตอนโจกเข้าที่กับการพัฒนาของประเทศ ในปัจจุบัน มืองค์กรสมาชิกทั้งกาครัฐและ

ทั้งนี้ OR เป็นส่วนหนึ่งในสมาชิกจงศ์กรรุดโจเพื่อการพัฒนาอย่างยิ่งชื่น (TBCSD) โดยมี คุณสุขาติ ระมาศ พอก. Associate Member และ คุณจรรณวิสาชี ผู่ศุกจรรด พอ.บนชุม. ผู้ประสานจานหลัก เป็นผู้แกนเข้าร่วมงาน เพื่อร่วมเป็นส่วนหนึ่งในการสนับสนุนการขับเคลื่อน นโยนายถ้านการพัฒนาอย่างซึ่งชื่นของประเทศไทย และงหารานว่ามีจระหว่างอดกัรสนาชิก รวมถึงเป็นการสดงจาดนารมณำว่า OR บุ่งศูการเป็นจงค์กรรุดโจคารข้อบตำและยั่งขึ้น



จัดทำและเผยแพร่ไดย: ฝ่ายบริหารความยั่งขึ้น และคุณภาพ ความปลอดภัย อาชีวอมานัย และสิ่งแวดล้อม (นยญ.)





OR is part of the Energy Conservation Network activity, 'Energy Beyond Standard 2024,' to actively cooperate in energy conservation. This initiative aims to generate long-term interest in energy conservation, leading to the creation of a network for consultation and support in reducing energy usage. It provides a platform for collaboration to promote effective energy conservation within buildings and factories. In addition to achieving energy savings, it also helps reduce greenhouse gas emissions and supports Thailand's climate change policies to achieve carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065.



