

Highlight

OR's Sustainability Management and Activities 2025



Community
Development
and Social
Collaboration

Innovation
and
Technology
for All

Governance, Risk,
and Compliance

Climate
Action



Highlight

Community Development and Social Collaboration

Driving Business

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 into Executive KPIs with details of related indicators as follows:



Improving the quality of life and creating livable 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’](#)

Opportunities and Challenges

OR prioritizes community engagement due to its business operations being closely embedded in society and local communities. By aligning operations with OR’s vision of Inclusive Growth and maintaining its Social License to Operate, OR focuses on strengthening community relationships and mitigating risks from opposition or operational disruption. At a broader level, OR collaborates with the public sector, private sector, and civil society organizations (CSOs) to jointly develop initiatives that reflect this commitment. Such collaboration enhances OR’s image as a retail brand valued by consumers and trusted by communities, while strengthening OR’s ability to attract employees, customers, and investors through shared value creation. OR seeks to apply this approach across all business groups to support society, reduce inequality, enhance quality of life, and strengthen community economies, ultimately creating shared value for all Stakeholders in a balanced and sustainable manner.

Operational Strategy

OR advances social initiatives from a CSR to a CSV approach by integrating social and community development into its corporate vision and strategy, creating projects that deliver positive impacts for both society and the business. OR promotes employees’ volunteer through CSR initiatives, including the How to waste less and give more Project, the Caring Rubber Stretch Band Project project, the Sustainable Coffee Project, Café Amazon for Chance, Thai Det, and the TOGETHER Project: Rak at Tha Sao, with a focus on achieving OR SDG targets. 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.



Highlight

Community Development and Social Collaboration

เป้าหมายระยะยาว

Indicators	2565	2566	2567	2568	Long-Term Targets
01 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	14,441 communities	15,017 communities	16,843 communities	17,574 communities	>17,000 communities, or 13 million people within 2030
02 Number of Café Amazon for Chance branches	60 branches	279 branches	360 branches	468 branches	500 branches within 2026

Projects and Outstanding Achievements

“How to Ting: Discarding with Merit” Project

The “How to waste less and give more” Project was initiated by OR in recognition of the growing environmental challenges and the continuous increase in waste generation. OR therefore encourages employees to participate in shifting the mindset from “discarding” to “sustainable giving” by promoting volunteerism and starting with unused personal items. The project also supports the reduction of greenhouse gas emissions toward Net Zero, in line with the OR 2030 Goals. The project aims to enable employees to donate unused personal items instead of discarding them, thereby adding value and passing them on to those in need. This initiative generates benefits for both society and the environment under the concept of “Empowering All toward Inclusive Growth.” The project has three key objectives: fostering and supporting volunteerism among employees, reducing waste through reuse and value enhancement, and extending opportunities to those requiring assistance.

OR accepts donations of unused items such as cosmetics, medicines, footwear, and clothing. Donations are collected from March to December 2025, with donation categories adjusted on a monthly basis. Throughout 2025, the project helped reduce waste prior to entering the waste management system by more than 4,262 kilograms and delivered donated items to a total of 38 organizations.





Projects and Outstanding Achievements

I Care You Project

As Thailand is transitioning into an aging society, the national agenda has set a goal to promote Active Aging, or quality aging, among older persons. At the same time, the number of patients with muscle weakness and those requiring physical rehabilitation has continued to increase. Recognizing the importance of promoting the well-being of older people and supporting patient rehabilitation through safe and accessible physical activity, OR initiated the Caring Rubber Stretch Band Project in 2020, providing an opportunity for both OR employees and the public to participate.

The project enables employees and the public to jointly produce elastic exercise bands, which are then distributed to older people and patients who require such equipment for physical rehabilitation. As a result of the project's implementation, more than 2,562 volunteers participated, producing over 5,723 exercise bands, which were delivered to more than 22

Projects and Outstanding Achievements

TOGETHER Project: Rak at Tha Sao

The TOGETHER Project: Rak at Tha Sao is part of the long-term TOGETHER initiative implemented by OR in the Songkhla Petroleum Terminal area during 2022-2025. The project's primary objective is to strengthen the Ban Tha Sao community by enhancing self-reliance in a stable and sustainable manner through three key activity streams: fish conservation, fisheries for livelihood creation, and community product development to generate decent and sustainable income. The project builds on existing community capital and local potential, while fostering collaboration among OR, the community, and relevant stakeholders. It also promotes volunteerism and knowledge transfer to continuously expand positive impacts to other groups.

Over more than one year of implementation, key outcomes have included the development of fish hatchery and aquatic nursery facilities, value-added processing of local products, and the development of eco-tourism destinations. The project has received support from the Songkhla Coastal Aquatic Animal Research Center and local authorities. As such, the initiative serves as a model for integrating business and community efforts under the concept of balanced and mutually supportive growth, reflecting OR's conviction that "business sustainability lies in growing together with communities and society."





Projects and Outstanding Achievements

Sustainable Coffee Project

OR aims to elevate coffee cultivation and production standards for farmers while serving as a sustainable procurement channel through the Sustainable Coffee Project, which has been continuously implemented since 2014. The project is carried out in collaboration with multiple organizations, including the Ministry of Agriculture and Cooperatives, the Department of National Parks, and the Office of the National Land Policy Committee, as well as other partner organizations. The initiative focuses on expanding cultivation areas, promoting value-added processing, conserving forests and biodiversity, and enhancing farmers' quality of life in accordance with the Café Amazon Standard, under the Bio-Circular-Green Economy (BCG Economy) approach. It also incorporates Fair Trade pricing mechanisms and Digital technology for procurement and product traceability.

In parallel, OR has developed Café Amazon Park in Lampang Province as a comprehensive coffee business learning center covering the entire value chain, from upstream to downstream, and as a research and development center for suitable coffee varieties. The project applies modern and environmentally friendly agricultural practices. From 2015 to 2025, OR procured more than 7,500 tons of coffee from farmers and communities, generating income of over Thai Baht 1,500 million for more than 1,600 farmers. The project has fostered farmer aggregation, strengthened community resilience, reduced social challenges, and contributed to environmental protection, while also ensuring a stable supply of high-quality raw materials for the Café Amazon business and mitigating long-term risks associated with climate change.

กาแฟที่ใส่ใจ
ตั้งแต่ **ต้นน้ำ** ถึง **ปลายน้ำ**
เพราะกาแฟทุกแก้วในมือคุณเริ่มต้นด้วย
การปลูกที่ยั่งยืน...สู่โอกาสที่กลับคืนให้ชุมชน

- คัดสรรด้วยความใส่ใจ
ทางธรรมชาติปลูกกาแฟ
อย่างเหมาะสมสอดคล้องกับ
ฤดูกาล
- ใส่ใจสิ่งแวดล้อม
จากเกษตรกรรม
ด้วยระบบที่เป็นธรรม
- แปรรูปจนผลิตเป็น
โรงชงที่มีมาตรฐาน
- ผลิตภัณฑ์ทุกแก้ว
ใส่ใจต่อสิ่งแวดล้อม
เพื่อสิ่งที่ดีต่อกันที่ยั่งยืน

ศูนย์กาแฟชุมชน
Café Amazon for Chance
สร้างงาน-รายได้ให้แก่ผู้ปลูก
และกลุ่มประชาชน

สำหรับ **OR** กาแฟที่ดี
ให้มากกว่ารสชาติ... แต่คือ
การที่ชุมชนได้โอกาส
ได้ใช้ประโยชน์

Sustainable Coffee Sourcing
ตั้งแต่ปี 2558
รับซื้อเมล็ดกาแฟ
จากเกษตรกรกว่า
1,900 ราย
รวมแล้ว
กาแฟสาร 7,520 ตัน
มูลค่ากว่า
1,520 ล้านบาท

**ให้ความรู้
กับเกษตรกร**
จุดเริ่มต้นคือขอให้นักกาแฟ
ที่มีอยู่ทั่วไป ในเขตอุทยานมาเป็น
ต้นกาแฟที่มีคุณภาพสูง
เพื่อกระจาย ให้ต่อไป แก่บ้าน

**สร้างรายได้
จากฝีมือคน**
ตั้งแต่เริ่มโครงการกาแฟที่เป็น
มาตรฐานและสร้างรายได้ให้กับชุมชน



Projects and Outstanding Achievements

Thai Det Project

In 2025, OR conducted an assessment of the social impact and social return on investment (SROI) of the Thai Det Project, one of OR’s flagship initiatives launched in 2018 through collaboration between OR and partner organizations. The project aims to enhance quality of life and strengthen Thailand’s community economy by curating local products from farmer groups and community enterprises, while providing marketing support and expanding comprehensive distribution channels.

Sales channels for Thai Det products have continued to grow steadily, including Thai Det shops and product corners at PTT Station and Café Amazon, as well as the online channel ThailandPostMart. Currently, the Thai Det Project features more than 1,300 products, with participation from over 500 communities and small-scale entrepreneurs.

The Thai Det Project has generated tangible social, economic, and environmental benefits, such as job creation and income stability, improved quality of life for people in communities and surrounding areas, and the promotion of chemical-free agricultural raw materials in certain areas. The SROI assessment for 2025 recorded a ratio of 1.19 times, indicating that for every 1 Thai Baht invested by OR, 1.19 Thai Baht of social value was returned to communities.

At the community level, several case examples clearly demonstrate the project’s potential, including Nong Nueng Fried Curry Puffs in Phatthalung Province and the Montmaxx DIY Bag in Samut Prakan Province, which generated social returns as high as 9.8 times and 2.4 times, respectively. These outcomes reaffirm the project’s success in increasing income, expanding employment, and stimulating a truly circular local economy.

Building on these achievements, Thai Det has become a strong example of effectively integrating social value into business strategy and has expanded to the regional level through a Memorandum of Understanding (MOU) with the Ministry of Industry and Commerce of the Lao People’s Democratic Republic (Lao PDR) under the “Outstanding Lao Products” initiative. This regional expansion reflects OR’s role as a business organization driving sustainable growth across the region, while sharing knowledge and empowering communities toward long-term shared growth.





Projects and Outstanding Achievements

Café Amazon for Chance Project

The Café Amazon for Chance Project is designed to foster a supportive and inclusive society by creating employment opportunities for socially disadvantaged groups through job placements at Café Amazon stores. At present, the project has been implemented across 464 branches, with a total of 477 participants, encompassing older people, people with disabilities, and underprivileged youth.



Award and Recognitions

In 2025, the Café Amazon for Chance Project received the Excellent Organization Award for Promoting Employment and Income Opportunities for Older Persons from the Ministry of Social Development and Human Security. The project also partners with YoungHappy Plus, an online platform connecting retirees with job opportunities, to expand income-generation opportunities for older persons.



In 2025, the Thai Det Project received the BEDO Award on Biodiversity & Sustainability from the Biodiversity-Based Economy Development Office in recognition of its contribution to promoting the sustainable use of biodiversity-based resources.





Highlight

Digital & Innovation

Importance

OR is committed to leveraging digital technologies and AI in its business operations to enhance operational efficiency and respond to consumers and customers in a timely manner. Therefore, 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 Digital and 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 Transformation Organization, advancing organization-wide implementation of the Digital Roadmap to establish a strong foundation for business operations.
- Investment in new businesses and the performance of the OR New Revenue Stream.

Opportunities and Challenges

Climate change, together with rapidly evolving market conditions and business practices, changing consumer behavior characterized by declining oil consumption and a shift toward electric vehicles, as well as the expectations and values of modern consumers toward OR in operating with strong consideration for the environment, society, and communities, and technological transformation through the application of technology and AI to enhance efficiency and organizational resilience, collectively present both challenges and opportunities for OR.

These factors enable OR to strengthen its competitive capabilities by leveraging data and digital technologies to improve operational efficiency, reduce costs, and deliver customer-centric experiences across all dimensions. Such efforts comprehensively enhance OR's business capabilities, spanning from customer-facing functions (front-end) to OR's internal operational processes (back-end). Moreover, the development of digital infrastructure supports OR's ability to respond swiftly to market demands, while fostering a sustainable and inclusive business ecosystem that encompasses all stakeholder groups.

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. In addition, OR builds upon these efforts by utilizing digital data to develop products and services that attract customers into the OR Ecosystem.

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.



Outstanding Projects and Performance

Physical Platform

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.

- OR also has a plan to expand the new EV Hub charging station to 9 branches in 2025. This charging station can support charging not less than 8 charging heads simultaneously. Its power supply efficiency is higher than that of general PTT stations, raising the confidence of electric vehicle users traveling to all regions across the country.



- OR launched OR Space Community which 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.



- 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.

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. Since 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. Currently, Found&Found operates 20 points of sale, comprising 11 standalone stores and 9 shelf-in-shop locations. OR also plans to expand its points of sale to more than 400 locations by 2030.

Outstanding Projects and Performance

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.

In 2025, OR initiated the Digital Blueprint project to establish a structured approach to Digital Transformation aimed at enhancing business performance. The project focuses on three core objectives: 1) Uplift Revenue, Win Market Share, 2) Optimize Operating Cost, and 3) Elevate Customer Engagement.

Since 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.



Outstanding Projects and Performance

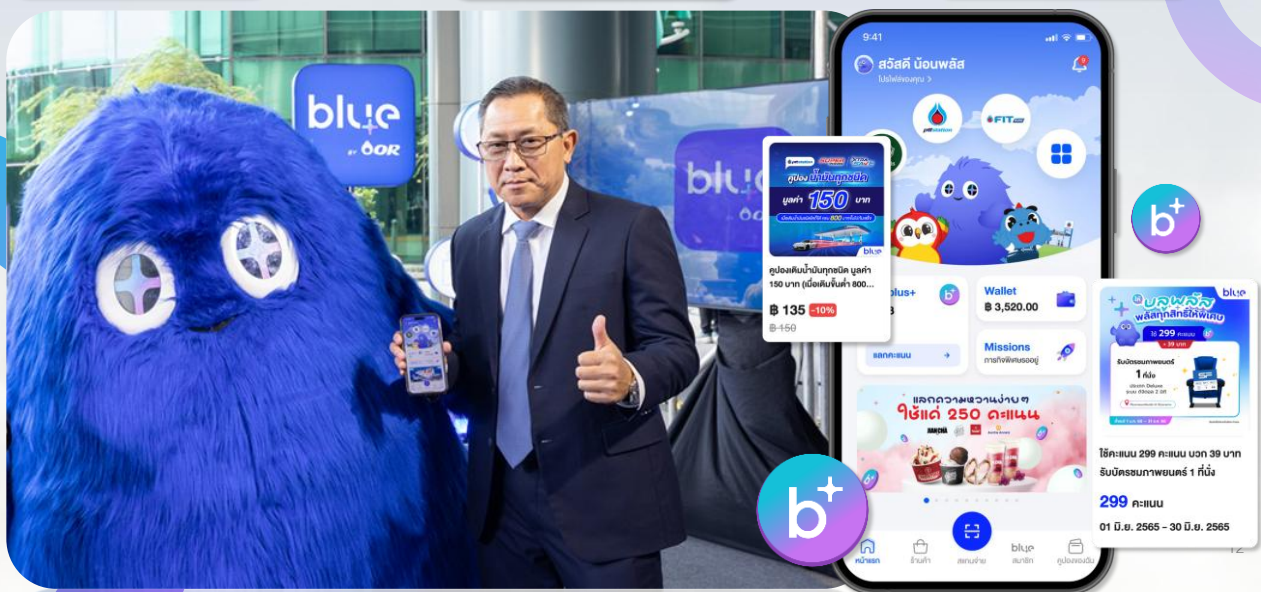
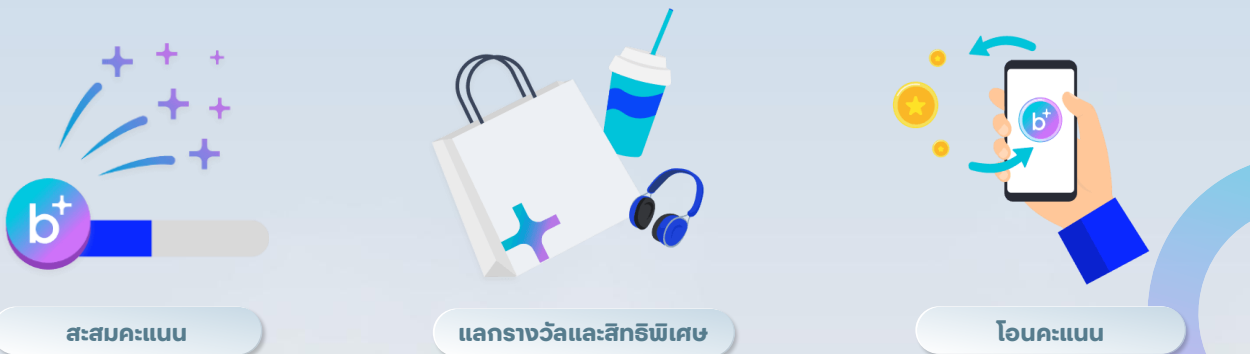
Digital Platform

OR realizes the importance of using technology and innovation in business operations to increase capabilities and competitiveness. Accordingly, OR has developed payment and service channels in the form of applications and online channels, enabling consumers to access products and services more conveniently, responding to current consumption. It is also a channel for communication, public relations, and providing promotional information to customers quickly and accurately. In 2025, OR has the following digital platforms.

blueplus+ as the Central Digital Platform of OR's Ecosystem

OR launched the blueplus+ application as the central digital platform of OR's Ecosystem, seamlessly connecting data, services, and benefits across all affiliated brands. The platform strengthens OR's ability to gain deeper and more accurate customer insights, enabling the expansion of personalized marketing and services, while delivering new value in both business performance and consumer experience dimensions.

The application features a modern, intuitive, and instantly recognizable interface, with key consumer-centric functionalities designed around ease of use and value creation. These include the Café Amazon Rewards system, which allows members to earn points based on membership tiers when purchasing products or beverages at Café Amazon, redeemable for exclusive rewards; PTT Station features that enable users to check fuel prices, locate service stations, and purchase discount coupons instantly; and the blueplus+ wallet, which supports cashless payments. Together, these features reinforce the concept "blueplus+ – easy to use, tailored to your needs, and ready for everyday use."





Outstanding Projects and Performance

Virtual Bank

The Virtual Bank business is one of OR's key strategies for driving digital business growth, with a focus on leveraging big data, developing and applying advanced technologies, and extending business capabilities while expanding the customer base through collaboration with strategic partners via new financial service models. This approach is designed to better address diverse customer needs while promoting inclusive financing, in alignment with the policy objectives of the Bank of Thailand and OR's vision, "Empowering All toward Inclusive Growth."



Outstanding Projects and Performance

Research, Innovation, and Collaboration Project

OR established the Café Amazon Park development project on an area of 365 rai in Kluai Phae Subdistrict, Mueang Lampang District, with the objective of strengthening the Café Amazon business across the entire value chain, from upstream to downstream, while creating a sustainable business ecosystem. The park will serve as both a coffee cultivation and processing site, as well as a research and development center for high-quality coffee varieties that meet market demand, deliver high yields, are suitable for local conditions, and are resilient to diseases and pests.

The project also focuses on the development and management of related resources, including water, soil, shade trees, conservation systems, biodiversity, and appropriate ecosystems. In addition, model coffee plots will be developed to enable the expansion of cultivation areas and enhance resilience to climate change through the application of appropriate technologies and innovations, combined with precision agriculture and integrated farming practices.

Furthermore, the project aims to build research and development capabilities and advance knowledge and technology in collaboration with partner organizations across the public and private sectors, as well as international institutions. It will also serve as a data foundation to support project implementation aligned with OR's vision of becoming a Digital Driven Organization.

The Café Amazon Park will be developed as a model learning center for coffee development technologies and innovations, strengthening the business supply chain, particularly the upstream segment, in a comprehensive manner. In parallel, the project contributes to the development of green spaces and eco-tourism destinations, while serving as a knowledge hub for farmers, entrepreneurs, academics, and interested stakeholders to collaboratively foster a sustainable business ecosystem in line with ESG principles.



Award and Recognitions

Asia Pacific “Winner” Award in Business Innovation on Hybrid and Infrastructure Modernization

OR made history on the regional stage by winning the “Winner” Award for Asia Pacific in the category of Business Innovation on Hybrid and Infrastructure Modernization at the Cloudera Data Impact Awards, presented during CLOUDERA EVOLVE25 in Singapore. The award recognizes OR’s strong data foundation that effectively enables the advancement of AI in Business.

OR was recognized as the most outstanding innovative organization in this category among leading enterprises across the region. OR’s data science team submitted the Next Best Offer (NBO) solution, a key strategic initiative that drives intelligent data utilization across OR’s business operations. In the final round, OR was selected as Thailand’s representative to present alongside prominent regional organizations, including Allianz Australia, Bank Central Asia (BCA) Indonesia, UOB Singapore, and OCBC Singapore, all of which play significant roles in the Asia Pacific region.

The award ceremony was held at Marina Bay Sands, Sands Expo & Convention Center, on Thursday, 7 August 2025.

OR is honored to be the first Thai organization to receive the top award in this category, marking an important milestone for Thailand in showcasing its business innovation capabilities on the international stage.





Highlight

Governance, Risk, and Compliance

Driving Business

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.

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 6% from the full evaluation criteria of 100%.

Opportunities and Challenges

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, every business needs to adapt and prepare for changes that may occur in the future, particularly evolving laws and regulations. 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 and has adjusted its operational approaches to align with the changing business environment. This enhances organizational flexibility and readiness to adapt to change, while building confidence among all stakeholder groups.

Operational Strategy

OR has 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

01

Zero Non-Compliance

2025 Targets

Case of fraud or intentional non-compliance with law is 0

Outstanding Projects and Performance

Governance

1. OR has joined the United Nations Global Compact Membership (UNGC)

OR has joined the UNGC (United Nations Global Compact Membership) since 1 December 2022. In 2025, 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 (Link: PTT Oil and Retail Business Public Company Limited | UN Global Compact)

2. Communicating good corporate governance to OR suppliers at 2025 OR Supplier Day

To ensure that OR has a sustainable supply chain, OR organized the 2025 OR Supplier Day under the OR Sustainable Growth toward Smart Partnership for over 150 suppliers on 1 April 2025. 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.)

3. Assessment of Employee Awareness of Corporate Governance and Anti-Corruption

In 2025, 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 3 categories: knowledge and understanding of good corporate governance and anti-corruption, assessment of the performance of the corporate governance department, and the assessment of the organization's corporate governance performance. The assessment results show that 90.2% of employees have a good understanding of good corporate governance and anti-corruption operations, and 90.9% 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. Regarding organizational operations, 87.3% of employees believe that OR demonstrates good corporate governance and is able to conduct business responsibly while effectively complying with relevant laws and regulations.



4. License Management Platform

In 2025, Corporate Legal Department implemented the License Management Platform to support operations and ensure that OR complies with applicable laws and maintains all required licenses in accordance with legal requirements. The platform consolidates and stores various licenses, presents information through a dashboard, and provides license expiration alerts to relevant departments.

LICENSE MANAGEMENT PLATFORM
ระบบบริหารจัดการใบอนุญาต

Search **NEW**

- ✓ หมดปัญหาเรื่องลิมิตใบอนุญาต
- ✓ ดูรายงานใบอนุญาตแบบ Real Time
- ✓ รวบรวมใบอนุญาตของทุกธุรกิจ ใน OR
- ✓ ค้นหาใบอนุญาตที่เกี่ยวข้องกับธุรกิจ

เปิดใช้งานแล้วตั้งแต่วันที่ 18 มิถุนายน 2568 เป็นต้นไป

!! รบกวนทุกท่านช่วย ตรวจสอบใช้งาน และ Update ใบอนุญาตในระบบ โดยมีทีม Post Go live Support ตั้งแต่วันที่ 18 - 24 มิถุนายน 2568

วิธีใช้งานระบบ

Intranet > Others > Legal > ระบบบริหารจัดการใบอนุญาต > logon > License Managements





Outstanding Projects and Performance

Risk Management

To raise employee awareness of the importance of risk management and internal control processes, and to enhance knowledge and understanding of risk management and internal controls among executives and employees for effective application in their work, OR has incorporated risk management as a core topic in the annual new employee's OR Orientation.

OR therefore organized the following training programs:

- Risk management training for personnel at the Chief Executive Officer level and above through the In-house RCL PTT program and the Risk Management Program for Corporate Leaders (RCL), regularly organized by the Thai Institute of Directors Association (IOD), to strengthen understanding of roles and responsibilities in corporate governance related to risk management.
- Training sessions are held during the year to make employees aware of the importance of risk management processes and internal control, and to increase knowledge and understanding of risk management and internal control for executives and employees to apply to their operations effectively.
- Workflow Process and Process Control Plan training
- Risk Management and Internal Control course delivered through E-learning to provide foundational knowledge on risk management and internal controls for executives and employees at all levels across the organization.

Examples of risk management training courses that OR conducted in 2025

Training program	Target Group	Summary of recommendations from training/Remark
Risk Management and Internal Control (Orientation)	New Employees Round 1: 33 persons Round 2: 46 persons	New employees have knowledge and understanding in risk management and internal control as a basis for their work.
Risk Management and Internal Control (E-Learning)	Executives and employees throughout the organization, with the following number of participants: <ul style="list-style-type: none"> • Risk Management: 1,963 persons • Internal Control: 1,880 persons 	Executives and Employees have gained a deeper understanding of risk management and internal control.



Outstanding Projects and Performance

Compliance

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.





รางวัลแห่งความสำเร็จ (Award and Recognitions)

1. Asian Excellence Award 2025

OR received four awards at the 14th Asian Excellence Award 2025, organized by Corporate Governance Asia to honor individuals and organizations that demonstrate outstanding leadership, sustainability performance, good corporate governance, and responsibility toward communities, society, and the environment.

The awards received by OR in 2025 include: Asia's Best CFO, Best Investor Relations Company, Sustainable Asia Award, and Asia's Best CSR

2. Excellence CG Scoring

OR received the Excellent Corporate Governance (Excellence CG Scoring) for the 5th consecutive year from the Corporate Governance Report of Thai Listed Companies 2025 (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).

3. ASEAN Asset Class PLCs

OR received the ASEAN Asset Class PLCs award from the ASEAN Corporate Governance Scorecard assessment in 2024. The assessment is organized by the ASEAN Capital Markets Forum (ACMF), the Asian Development Bank (ADB), and securities regulators across ASEAN to evaluate the corporate governance practices of listed companies in six ASEAN countries: Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Viet Nam.

This recognition reflects OR's strong commitment to conducting business with transparency, accountability, and ethical standards in accordance with internationally recognized principles of good corporate governance, and demonstrates the confidence placed in OR by investors worldwide.

4. Honorary plaque from the Anti-Corruption Foundation

OR received the honorary plaque from the Anti-Corruption Foundation for the 4th consecutive year (2022 - 2025) 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.





Highlight

Climate Action

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 through 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 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. 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.

Opportunities and Challenges

OR, as an oil and retail business and the flagship company of the PTT Group, is seeking new opportunities in business while inventing and developing the quality of products and services. Therefore, the Company shall adapt to keep pace with the transition to a low-carbon society, in line with Thai and international policies, to jointly reduce greenhouse gas emissions. This includes increasing the proportion of renewable energy use or exploring alternatives with lower greenhouse gas emission technologies, such as creating EV Station PluZ network, influencing consumer behavior to choose Low Carbon products and services, and preparing plans to address potential physical and transition risks in the future. All of these aspects pose both challenges and opportunities for OR to expand its business while enhancing the brand's identity to attract environmentally-conscious investors who support sustainable businesses.

Operation strategy

OR is formulating a Climate Strategy based on 3Rs Climate Strategy (Reduce, Remove, and Reinforce) and establishing a clear framework for overseeing climate change, as well as the assessment of risks and opportunities related to climate change issues. This includes conducting a Climate Scenario Analysis based on the guidelines of the Task Force on Climate-related Financial Disclosure (TCFD). The aim is to understand both Physical Risks and Transition Risks in order to progress towards the Net Zero Emissions target, which involves referencing the principles outlined by the Science-Based Target (SBT).

Long-term Targets

Long-term Target	2025 Targets
Reduce greenhouse gas emissions Scope 1 and Scope 2 from business activities more than one-third by 2030 (compared to 2022 as a base year)	The amount of direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) in 2025 must not exceed 26,475 tons of Carbon Dioxide equivalent.
Reduce the proportion of conventional fuel use more than one-third by 2030 (compared to 2022)	The proportion of Energy Consumption does not exceed the specified target*
Install Solar Panels by 2030 to achieve a cumulative production capacity of 20.04 MWp	Installation of Solar Panels in 2025 to achieve a cumulative production capacity of 19.200 MWp

* Further details are available under [Climate Action](#)



Outstanding projects and performance

Reduce - Own Greenhouse Gas Emissions: Moving towards the OR Net Zero goal by reducing own greenhouse gases emissions

Solar Panel

OR push the effort for an increasing in the proportion of renewable energy usage within business establishments, such as the installation of solar rooftops in areas for instance, PTT Stations, Lifestyle Business Centers (OASYS), Petroleum Terminals, Oil Depots, Lubricant Distribution Centers, Café Amazon, LPG Cylinder Refurbishing Plant, and office buildings, etc. In 2025, the cumulative number of installations is 438 locations, with plans to expand to other branches continuously.

In addition to installing solar rooftops at OR’s establishments to increase the share of renewable energy, OR also supports and encourages its dealers at PTT Stations and customers in various industries to install solar rooftops. This initiative aims to reduce reliance on electricity generated from conventional fuels and transition to renewable energy, thereby contributing to the reduction of indirect greenhouse gas emissions across the value chain (Scope 3 GHG Emissions). Currently, the performance is as follows:

Target and Performance

KPI	Performance				2025 Targets	2030 Targets
	2565	2566	2567	2568		
Accumulated use of energy from solar rooftop in OR establishments (MWp)	1,449	12,783	17,59	19,638	19,200	20,044

Outstanding projects and performance

Remove - Residual Greenhouse Gas Emissions: Eliminating greenhouse gases by supporting greenhouse gas capture activities

10,000 rai OR's reforestation project

OR's 10,000-Rai Reforestation Project OR is committed to achieving Net Zero Emissions by 2050 while conserving nature and protecting the environment. OR has set a target to reforest 10,000 rai under Thailand's voluntary greenhouse gas reduction program (T-VER) by 2030 in collaboration with the Royal Forest Department in Chiang Rai and Phayao provinces. As of 2025, OR has successfully reforested and maintained 1,500 rai, with 280 rai officially registered under the T-VER program. These reforested areas contribute to offsetting the organization's greenhouse gas emissions, supporting the achievement of its Net Zero Emissions.

In addition, OR is implementing a community forest maintenance project in collaboration with the Mae Fah Luang Foundation. This initiative provides funding to local communities for the care and preservation of community forests, covering a total area of 8,100 rai across four provinces: Chiang Mai, Chiang Rai, Amnat Charoen, and Yasothon. The carbon credits generated from this project will be used to offset OR's greenhouse gas emissions.



Outstanding projects and performance

Reinforce - GREEN Portfolio of business and Investment: Expanding the portion of green portfolio and green investment

PTT Station Flagship Vibhavadi 62 is designed under the “Green” concept to be a future prototype of Green Station that expresses itself through OR’s business network ecosystem.

One important highlight of G-GREEN is that it serves as a pilot area using 100% renewable energy, which includes the installation of a solar rooftop with a generation capacity of 584 kWp, along with a battery energy storage system (BESS) with a capacity of 160 kWh to increase proportion of renewable energy. This is a joint development between OR and Nuovo Plus. Furthermore, by purchasing renewable energy in the form of Renewable Energy Certificates (REC) to confirm the use of renewable energy, OR ensures that the energy used at its service stations is 100% renewable.

Additionally, Café Amazon within PTT Station has implemented store designs that enhance energy efficiency and environmental friendliness across multiple dimensions. As a result, Café Amazon has received the Leadership in Energy and Environmental Design (LEED) Gold certification.

In addition, there are other important operations involved to help support and promote the reduction of indirect greenhouse gas emissions (Scope 3) within the PTT Station flagship Vibhavadi 62, including comprehensive waste management.

Furthermore, investments have been made in the installation of an Ultra Filtration wastewater recycling system that operates without the use of chemicals. The recycled water meets US EPA standards and is suitable for purposes such as watering plants.

An overview of additional businesses at PTT Station flagship Vibhavadi 62 highlights efforts to support the energy transition. These include the installation of EV Station PluZ, serving as a model for future energy innovations that are environmentally friendly, driving Thailand toward a sustainable electric vehicle society.

Green EV Project

In 2025, OR implemented the Green EV Project, providing EV charging stations powered by 100% clean electricity. A pilot project was launched at PTT Station flagship Vibhavadi 62, participating in the Utility Green Tariff (UGT) program, which offers green electricity without source-specific attribution, in collaboration with the Electricity Generating Authority of Thailand.



Outstanding projects and performance

Reinforce - GREEN Portfolio of business and Investment: Expanding the portion of green portfolio and green investment

Green Logistics Collaboration Project

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 Lifestyle Business Centers (OASYS) 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.

Additionally, OR has also adjusted the transportation process for bakery products from the Bakery 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.

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 similar 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 Joint Inspection Group Standard (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, from 2024 to date, 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. OR has currently obtained ISCC CORSIA certification (Trader with Storage).

In 2025, OR, together with Bangkok Airways Public Company Limited, signed a Letter of Intent (LOI) to collaborate on the use of Sustainable Aviation Fuel (SAF). This initiative represents the first use of SAF produced by a refinery-based manufacturer in Thailand.



Outstanding projects and performance

Reinforce - GREEN Portfolio of business and Investment: Expanding the portion of green portfolio and green investment

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 reducing greenhouse gas emissions by over 13% for drip coffee and more than 30% for coffee capsules, respectively.



In 2025, OR continued committed to and focused on advancing green business operations and therefore expanded the preparation of Carbon Footprint of Products (CFP) data for products in the diesel, gasoline, aviation fuel, and fuel oil categories, covering a total of 20 products. The product carbon footprint assessments were conducted across the entire value chain, with the assessment boundary ranging from raw material acquisition through delivery to industrial customers (B2B) and retail customers (B2C), in accordance with the relevant Product Category Rules (PCR) for each product group. All products have been certified with the Carbon Footprint of Products (CFP) label by the Thailand Greenhouse Gas Management Organization (TGO). The outcomes of these assessments enable OR to further improve and develop its products to be more environmentally friendly.

Outstanding projects and performance

Reinforce - GREEN Portfolio of business and Investment: Expanding the portion of green portfolio and green investment

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 2025, a total of 4 projects were cumulatively registered. Further details are available under [Climate Action](#)



Award and Recognitions

1. OR Receives the “Carbon Credit Certification Project Award 2025” in the Renewable Energy Category from the Thailand Greenhouse Gas Management Organization

In 2025, OR received awards for two projects under the Carbon Credit Certification Project:

- ❖ T-VER Solar (Phase I): Installation of solar rooftops across multiple OR sites to reduce electricity consumption from fossil fuels. The project was certified for 3,518 tons of carbon dioxide equivalent (tCO₂e) (first issuance);
- ❖ T-VER Biofuel: Promotion of biofuel usage (B10, B20, E20, and E85) to replace conventional fuels at PTT Station locations. The project was certified for 1,045 tons of carbon dioxide equivalent (tCO₂e) (first issuance).

Both projects represent significant milestones demonstrating OR’s strong commitment to reducing greenhouse gas emissions across both production activities and consumer energy use. These initiatives align with OR’s balanced business development goals encompassing economic, social, and environmental dimensions, and support Thailand’s national commitment toward achieving net zero emissions.



 **Award and Recognitions**

2. OR Receives the “Climate Action Awards” from the Federation of Thai Industries

OR received the Climate Action Award at the Climate Action Excellence level from the Climate Change Institute (CCI) under the Federation of Thai Industries (FTI), which represents the highest level of recognition. The award reinforces OR’s leadership in driving Thailand’s industrial sector toward a sustainable future, highlights excellence in climate action implementation, and reflects the collective commitment of Thailand’s industrial sector to advancing toward net zero emissions.

This award is a source of pride and underscores OR’s strong commitment to conducting business sustainably, contributing to the advancement of the country toward environmentally friendly economic and social development, reducing greenhouse gas emissions, and achieving Net Zero Emissions by 2050, in alignment with Thailand’s national sustainability policy.





Highlight

การกำกับดูแล การบริหารจัดการความเสี่ยง และการดำเนินธุรกิจที่สอดคล้องตามกฎหมาย



Award and Recognitions

3. OR Receives the Royal Forest Department Support Award in Forest Restoration and Development

OR received the Royal Forest Department Support Award in the Forest Restoration and Development category, reflecting OR's strong commitment to the conservation, restoration, and sustainable management of the nation's forest resources. The award also recognizes OR's support and contributions to various public forestry initiatives, delivering benefits to society at large and helping preserve forest integrity in a sustainable manner, while contributing to enhanced biodiversity.

In this regard, OR has established a reforestation plan in collaboration with the Royal Forest Department, covering a total area of 1,900 rai. To date, OR has completed planting and maintenance activities across 1,500 rai in Chiang Rai and Phayao provinces. These efforts are estimated to reduce greenhouse gas emissions by approximately 800 tons of carbon dioxide equivalent per year. Such achievements and commitments align with OR's 2030 Goals under Healthy Environment and its ambition to achieve Net Zero Emissions.

สาขาฟื้นฟูและพัฒนาทรัพยากรป่าไม้
บริษัท ปตท.น้ำมันและการบริการปลีก จำกัด (มหาชน)

OR รับรางวัลผู้ช่วยเหลือราชการกรมป่าไม้
สาขาการฟื้นฟูและพัฒนาทรัพยากรป่าไม้

คุณวรรณวิสาห์ สุกุทอรณก นจ.มยท. เป็นผู้แทนรับโล่รางวัลผู้ช่วยเหลือราชการกรมป่าไม้ ในสาขาการฟื้นฟูและพัฒนาทรัพยากรป่าไม้ เนื่องในโอกาสวันสถาปนากรมป่าไม้ ครบรอบ 129 ปี จาก ดร.ชญาฉินท์ ภัคจิตต์ ปลัดกระทรวงทรัพยากรธรรมชาติและสิ่งแวดล้อม (ทส.) เป็นประธานในพิธี ณ กรมป่าไม้ การได้รับรางวัลในครั้งนี้สะท้อนให้เห็นถึงความมุ่งมั่นของ OR ในการอนุรักษ์ ฟื้นฟู และบริหารจัดการทรัพยากรป่าไม้ของประเทศ รวมถึงการช่วยเหลือสนับสนุน การทำงานในการกิจต่างๆ ของงานราชการป่าไม้จนเกิดประโยชน์ต่อสังคมส่วนรวม เพื่อรักษาไว้ซึ่งความอุดมสมบูรณ์ของผืนป่าให้คงอยู่อย่างยั่งยืนและเป็นส่วนหนึ่งในการเพิ่มความหลากหลายทางชีวภาพอีกด้วย

ทั้งนี้ OR มีแผนการดำเนินงานโครงการปลูกป่าร่วมกับกรมป่าไม้ 1,900 ไร่ โดยปัจจุบันได้ดำเนินการปลูกและบำรุงรักษาป่าบนพื้นที่ 1,500 ไร่ ในพื้นที่จังหวัดเชียงใหม่และพะเยา โดยสามารถลดการปล่อยก๊าซเรือนกระจกได้ประมาณ 800 ตันคาร์บอนไดออกไซด์เทียบเท่าต่อปี ความสำเร็จและความมุ่งมั่นดังกล่าวของ OR สอดคล้องกับเป้าหมายในการดำเนินงานด้านสิ่งแวดล้อม (HEALTHY ENVIRONMENT) ด้านการลดการปล่อยก๊าซเรือนกระจกจากการดำเนินงานการลง 1/3 ภายในปี 2030 เมื่อเทียบกับปี 2022 และ การปล่อยก๊าซเรือนกระจกสุทธิเป็นศูนย์ (NET ZERO) ภายในปี 2050



Highlight
OR's Sustainability Management and Activities 2025