

Highlight

Highlights of OR's Sustainability Management and Activities in 2022



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Highlight

Sustainable Branding



56

Points (equal to 2021)

Maintain Net Promoter Score at the
'Great' level of 30-70 points in 2030

Important

Nowadays, distribution channels for products and services, as well as business competition, are increasing. Consumers have a wide variety of choices. Sustainable Branding is, therefore, one of the key issues that influence consumers' purchasing decisions of products and services. Climate change, as well as changing social and economic trends have increased consumer's awareness and influenced customer's decision on product purchasing. Businesses require a systematic strategy and branding to show their stance, in order to reach and become known among consumers, as well as to meet consumer expectations. This leads to repeat purchases and engagement with products and services, resulting in business growth. The organization's image is communicated through marketing, advertising, and public relations.

Business Strategy

"Sustainable Branding" Concept

OR is committed to communicating a sustainable corporate image to raise the awareness and value of OR products and services among customers and consumers. Therefore, ethical marketing, advertising, and public relations that reflect the performance and image of a truly sustainable business are of great importance. OR cares about all stakeholder groups and communicate accurate information to them. This can build credibility and effectively communicate OR's business intentions to society and to all stakeholders.



OR's Brand Strategic Framework

OR operates under the vision of "Fulfill every opportunity for shared growth" by setting the OR 2030 Goals regarding 3 dimensions: Healthy Environment, Living Community, and Economic Prosperity, ready to stand alongside people, society, communities and the environment and meet the needs of every lifestyle.

Additionally, OR integrates Brand Value and Corporate Image, in terms of Promoter Score and Brand Strengths, as part of its corporate KPI assessments to highlight corporate image issues as key issues. Brand Strengths must be at 77.7 points in 2022 (compared to 2021) and the Net Promoter Score will be incorporated into the OR 2030 Goals and CEO KPI, titled "Customer and Consumer Engagement". This will affect the salary and bonus calculations for the executives. (This indicator makes up 7% of all indicators.)

Brand Communication and Business Image

Since OR was separated from PTT Group in 2019, in order to create a more specific image for the oil and retail business, OR has set objectives to communicate the brand and business image from 2019 - 2024 by taking the principle of the customer journey into account for the following objectives:



2019

Create a clear, distinct and memorable Brand Identity to all stakeholders.



2020

Create satisfaction and a credible and approachable Brand Image through OR's running projects.



2021

Build up trust on the Brand, becoming a proud Thai corporate among the top international market.



2022

Sustain a relation between OR and its customers, partners, communities, investors, and employees through building up well-balanced values for all stakeholders



2023

Build up trust in OR's continuous growth through new business plans and 'New S-curve'



Outstanding Projects of 2022

1. Sustainability Branding Communication

Healthy Environment

Advertising media: “Because every cup of Café Amazon is the starting point for sustainability”
The advertisement reflects Café Amazon’s concept of sustainable business operations. This is derived from the environmental care from upstream to downstream business operations, from growing coffee beans without using chemicals, but with using knowledge to increase the value of the product, according to environmentally friendly business principles. The leftover ingredients and materials will be recirculated for maximum benefits. This is because the destination of the business doesn't end with just one generation, but this sustainability will be passed on to future generations.

Living Community

Advertising media: “Thai Ded”

The advertisement shows OR's clear goals in spearheading job creation for villagers, farmers and people in surrounding communities to "Grow Together" in order to help elevate community products to meet standards and advance to the international level, as well as create a better quality of life and bring smiles to the community



“Thaidet” helps the community smile - another project based on the concept "Fulfill all happiness" of PTT stations developed from living alongside and growing together with Thai people. PTT stations aim to become the "community centers" which ready to bring happiness to society, communities, and travelers, as well as to help develop the quality of life and good economy for the community in a sustainable way, according to the concept of Living Community.



"Thai Ded". It's amazing because Thai people help each other – OR selects products from community enterprises and help develop and increase distribution channels at PTT stations. There is also a plan to add other distribution channels, such as Café Amazon and online channels, to help promote community enterprises and give them the opportunity to expand local knowledge, raise the product quality to enter the standardized

production system, and create added value and engage an employment to generate increased income. The project also helps grow the foundation of the businesses for a sustainable good quality of life. Consumers and drivers have the opportunity to take part in supporting community economic growth. The project also makes it easier to access local specialties no matter where you are.

Living Community

Advertising media: "OR = Opportunity"

OR aims to promote the image in terms of strengthening the business while creating shared growth by announcing a change of vision and business direction with the 'OR = Opportunity' project, ready to drive the Inclusive Growth Platform, which will lead to mutual growth of the entire ecosystem. With an investment budget of over 200 billion THB over the next 10 years, the project focuses on the new growth of OR that emphasizes collaboration with businesses created from external partners. Through the use of physical and digital resources, as well as scalability, the project benefits both parties, especially

small businesses, medium business, or businesses that need support. OR has developed an "OR Inclusive Partnership" model, which consists of aligning the needs of the partners' customers, seeking out what partners need to satisfy their customers, and helping them using OR's potential, as well as developing a flexible operating system to support sustainable mutual growth. The project is in line with the four missions, which are strengthening the hybrid energy business for Seamless Mobility, meeting the needs of All Lifestyles, expanding the business base to create success and acceptance in the Global Market, and solving social and environmental problems through OR Innovation.



Outstanding Projects of 2022

2. Brand Management Metrics among Stakeholders

To measure brand value and corporate image and to reflect the success in communicating a sustainable Branding, OR conducts a Brand Health Check with a survey of brand value among stakeholders in terms of Brand Strengths and Net Promoter Score (measuring trends of recommending OR products and services to acquaintances). In addition, the results from the research were analyzed and used to adjust communication strategies and business operations to meet consumer needs and strengthen sustainable business operations.

In 2022, OR conducted a Brand Health Check with the following steps:

- Survey of the value of Brand Strength from 10 characteristics that are part of the corporate image development plan.
- Survey of the Net Promoter Score (NPS) to measure the trend of recommending products and services among stakeholders in the form of survey questions. Responses from consumers are calculated and processed into the NPS, which reflects consumer loyalty.

The summaries of the survey and research are as the following;

- From the survey of the Brand Strength score among stakeholders in 2022, it was found that the Brand Strengths score was 77.6 points, which is lower than the target of 77.7 points.
- From the survey of the Net Promoter Score (NPS), it was found that the NPS was 52 points, which is at the 'Great' level. The average score of leading companies in Thailand is 50 points.

Highlight

Innovation and Technology for All



Long-Term Target

Number of consumers using the OR's Digital Platform at 14 million before 2030.

Proportions of suppliers using the OR's Digital Platform or Digital Solution at 100% by 2030.

Expand the EV Station PluZ to be at 7,000 chargers by the end of 2030

2022 Target

- Expenses and investments in research and development, which includes the technology and innovation, at the budget of 2,845 million baht.
- Investment in Venture Capital funds increased by 2 (totaling to 3 funds).
- Expand the cumulative EV Station PluZ stations to 450 stations in 2022.



Strategy

“Innovation and Technology for all” is one of OR’s business goals (OR 2030 Goals). This is done by promoting innovation and technology to meet the various needs that arises and can be applied in business operations. It also does this by elevating the quality of life appropriately, and by increasing channels for accessing goods and services. This is in line with the mission that focuses on strengthening the energy business with Seamless Mobility, the mission of creating a complete lifestyle alternative to meet All Lifestyle, the mission to expanding the business base to create success and acceptance in the Global Market, as well as its mission to solving social and environmental problems to elevate OR Innovation in a manner of OR. It focuses on investments in innovation and technology through investments in various Digital Platforms & Technologies to enhance the OR’s ecosystem. It supports the growth of small entrepreneurs operating the PTT Station, as well as creating benefits for its suppliers, customers, or community society as well. It also expanded the cooperation on innovation and technology management with Start-Ups and SMEs in Thailand. This is to increase the potential of developing products

and services for customers and consumers through the Physical Platform network. These are PTT stations of more than 2,000 stations, and various stores covering both in Thailand and abroad. It connects to a digital platform with a base of more than 7,500,000 Blue Card members, which is the strength of OR in helping the partner growing together. In addition, OR encourages business innovation for the society and the environment to occur within its business, which results in a good image for the organization in showing its standpoint of doing businesses that focuses on growing together with the people and being environmentally sustainable. The goal is to be a model organization in the 21st century that completely combines the 3Ps concept of People, Planet, and Performance into its Business Model.

On the Innovation and Digital Platform issue, they are integrated into the CEO’s KPI to emphasize the importance of corporate executives monitoring and analyzing the results of these issues. In 2022, the OR has had the following outstanding projects or performances to bring innovation to help respond to the consumers:



Outstanding Projects or Performance in 2022

1. EV Station PluZ

EV Station PluZ is another alternative energy service that OR has introduced to support the needs of the consumers, while the trend for of electric cars will increase in the near future. It has started the service with a charger of Normal Charge type that has the Type 2 charger heads, as is the standard for Thailand, with the output of 7.4 kilowatts in the year 2018, OR has increased the charging capacity to be faster to respond to long-distance travel and supports primary and secondary routes. This route includes major tourist attractions all over Thailand, both inside and outside of the PTT Station. This is done with Quick Charge chargers that has the output of over 50 kilowatts, 75 kilowatts, 120 kilowatts, and the highest at 160 kilowatts. It has three different charger heads, which are the AC-Type 2, DC-CCS Combo 2, and DC-CHAdeMo that supports the use of all electric cars in Thailand through the EV Station PluZ application on iOS and Android operating systems. This is in order to allow the electric cars owners to use it conveniently, quickly

and accurately. The EV Station PluZ is ready to “Plug in happiness, and Fill up for all routes” for the EV car users, while also working together to preserve the environment, let the world have a cleaner air, and continue to create a better quality of life. In 2022, the OR has an accumulated 131 EV Station PluZ stations open for service (as of December 15, 2022). This includes PTT gas stations, PTT LPG service stations, and PTT NGV service stations on main roads, secondary roads, large districts, and it connects to important tourist routes and commercial areas. These are placed such as shopping malls, hotels, resorts, restaurants, and office buildings. This is to support the rapidly growing trend of electric cars. OR has facilitated the Digital age users through the usage of EV Station PluZ Application. They can find charging stations, book it or control the charging themselves, pay for services online, and check the usage history with convenience, speed, and accuracy for the EV car users in all dimensions.

Project Results and Benefits



- Support and maintain customer groups from the transition of fuel energy to electricity, emphasize itself as the energy leader.
- Promote sales of lifestyle business in service stations, because electric car users spend an average of 30-50 minutes in service stations for each charge.



2. Project EV Application

The trend of “Electrical Vehicle” in various countries becoming more realized and focused on, is in the form of a law supporting electrical vehicles and the cancellation of production for cars that uses petrol. These aim to solve the pollution problems, align together with the 2030 missions and goals of OR, which focuses on strengthening the integrated energy business for a Seamless Mobility, focuses on creating a comprehensive lifestyle choice to meet All Lifestyle, as well as solving social and environmental problems to raise the level of OR innovation in the manner of OR. In

addition of developing and expanding the EV Station PluZ or electric charging stations, OR has developed an EV Application that will help facilitate and correspond with the lifestyle and behaviour of modern consumers. It focuses on Contactless, Convenient, Concise, and Connectivity comprehensively within a single application. This app has the information on EV Station service points across the country, information on how to use electrical charging, it has the ability to book charging in advance, as well as has the function for full electronic payment and tax invoicing.

Project Results and Benefits



- Reduce cash management of on-site operations, and make it more convenient and accurate. It also tries to have the Online Centre as the only form of money entering.
- Easier to study customer behavior, and lead to the development of innovations and products that are better and meeting the needs of the customers.
- Reduce service time and contact with service workers for modern consumers and because of the COVID-19 situation, so service users can perform self-services.

3. Development of Payment Technology

This is a modification of methods or new service concepts. This has the aims to provide the service to users with the satisfaction and can help streamline service operations. It also help to access the services that meet the needs conveniently and faster. Additional advantage from the development of payment technology is reducing the use of resources, thereby conserving the environment. The continuous increase in online trading businesses, as well as the pandemic of COVID-19 that led to online businesses gaining increased popularity. This goes along with the change in behaviour of new consumer groups. Many Businesses have changed their marketing strategies to sell their products online to suit the current

situation. This is in online food ordering services, buying, and selling websites, and E-commerce websites, which have resulted in a significant growth in the demand for online transactions. OR has therefore studied and developed the payment process through the Applications, as well as introducing the wireless card acceptance technology (Mobile EDC). This is to prepare for accepting payments using the technology from RFID. It works similarly to the Easy Pass of the expressway payment terminals, which will help to speed up services and help build trust with service users. In addition, in the future, there will be no printing of receipts or tax invoices due to it being issued through the E-Receipt/E-Tax system.



Project Results and Benefits



- Reduce the amount of money stored in cash form, which is vulnerable to loss, theft, etc. It also helps reduce normal operating expenses.
 - Reduce transaction fees.
 - Reduce the use of paper and storage costs for things such as receipts and tax invoices, which can be replaced by the electronic systems (E-Receipt/E-tax). It will also help preserve the environment as well.
 - Easier to study customer behavior, to help develop innovations and products that better meet the needs of the customers.
- It is a process adjustment to meet the needs of the customers by improved from using existing technology, from listening to the customer's Pain Point, and developed to be the better products and services.
- Apply OR's own Business Model such as the EV Platform Application, in the event of payment system through Gateway of the bank is not yet supported.

4. Geo-analytics Tool Project (Geo-analytics Tool)

Under the mission of OR that focuses on strengthening the integrated energy business with Seamless Mobility and creating a complete lifestyle alternative to meet All Lifestyles, OR therefore has studied and extended the Geo-analytics Tool, or the mathematical simulation program that can learn, and analyse the potential of locations for the PTT Station and Café Amazon establishment. It uses the principles of Machine Learning from various sources of information, such as population data, Point of Interest: POI, statistics of number of cars, sales from the PTT Station and Café Amazon in similar locations, as well as being able to analyse forecasts of product sales that will

occur in the future. The use of such technology will help OR's ability to analyse the marketing patterns and know of the products that are appropriate for the community, society, and surrounding environment. This shall be achieved with accurate analysis results, more than relying only on the experience of employees for analysis. In 2022, the data has been improved to be more accurate such as inbound-outbound roads information, traffic volume, and station status, which are used for analysis. This includes editing GIS data, allowing the model to learn accurately from the data in factors such as the effect on traffic volume.



Project Results and Benefits

- Increase the analytical accuracy of the Geo-analytics Tool for evaluating New Station Forecasting Models and Cannibalization Models.
- Expand the network of PTT Station and Café Amazon in potential locations. This is because data representing the density of communities around the proposed locations are used. As a result, the location can be analyzed for business growth more efficiently.
- Analyze the impact of opening a PTT Stations and Café Amazons which are close to the existing PTT Stations and Café Amazons.

5. Café Amazon Application Development Project

With the marketing strategy around the Omni Channel, and with the lifestyle and daily behaviour of consumers changing, Café Amazon has launched the “Café Amazon Application”, aiming to give the convenience to customers for coffee ordering, reducing the queueing time at the store, and reducing the chance of COVID-19 virus spreading. In addition, Café Amazon sees that, the

services through the Café Amazon Application are considered to bring convenience into the hands of customers. No matter where the customers are during the day, various services will help customers get a comfortable service, and they can be happy with their favourite drink, as well as be able to collect Blue Card points.

Project Results and Benefits



- Order & Pay Service – Increase the convenience for customers in ordering the products, and payments through applications to be Cashless. In addition, the customers can collect the Blue Card points from every order as well. Customers can receive drinks immediately when they arrive at the store, and they can choose the time to pick up the products at the store. The system will display the earliest time that the customers can choose, and the system will send notifications to the staff at the shop to complete the drink before the customer comes to pick it up, leading to no need of concerning about the taste changing due to the ice inside the drink melting. This will increase the options and create convenience for customers during rush hours.
- Catering Services – Customers who wish to order products from Café Amazon for catering purposes can direct order drinks, pastries, and more from Café Amazon for the delivery. It requires ordering 3 days in advance and can be tracked on the order status (Open for Café Amazon Terrace only).
- Be able to analyze customer preferences in a personalized way, and offer promotions that match the individual customer’s preferences. Customers can also customize the drinks as they like in every order.
- Café Amazon Delivery Services – Able to deliver drinks, pastries, and various products from Café Amazon to customers directly, and can be tracked in the order status (Only branches that offer delivery services).



6. Franchise Portal & Communication or B2B Engagement Development Project

Café Amazon is a franchise business that has been popular with consumers for a long time including being interested from business dealers in buying a franchise to open their shops. As a result, there are many branches of Café Amazon in the country. Therefore, standard control and quality development are the important factors. OR has developed a Franchise Portal & Communication system to achieve communication that is quick and easily accessible. It is a collaboration development with Bluebik Group Public Company Limited, or Bluebik. The system is currently under development, and is expected to be completed by the 2nd quarter of 2023. The system will display press releases, such as new products, new campaigns, and various training news that the stores or the Dealers are required to acknowledge. It will display the Audit Information, which includes assessment scores, scores from Mystery Shopper, and customer complaints information. Thus, the branch can develop and improve itself constantly. It will have a Chatbot system to help answering the general questions. It will have a

system of Warning Alerts for things such as rent payments and shop renovations. Moreover, it can ordering the products and notify the repair of equipment and tools of the Café Amazon shops. It will also include a questionnaire for branch stores to give suggestions and comment back to OR (Survey Module). It will also display monthly, quarterly, and yearly sales data for each branch so the information can be taken into consideration to find ways to generate more sales in the future.

Project Results and Benefits

- Enables more convenient, faster, and easier communication between OR, the branch stores, and the dealers.
- Enables the management of branch stores to be more efficient, which leads to the development of quality services.

7. Pickup-Deposit Point Project for Manless Delivery (Boxsi : Manless Delivery & Deposit Box)

From the current consumer behaviours and the growth of online shopping trend (e-Commerce) in the form of Offline-to-Online Business: O2O Business, as well as from the OR's mission to create a comprehensive lifestyle choice, and to meet the needs of All Lifestyles, and from the spread of COVID-19 that lead to social distancing measures, the BOXSI was researched and developed. It is a smart box business, which consists of the

following 3 services:

- Pickup services for products ordering from the E-Commerce Platform Lazada
- Parcel delivery services by Flash Express
- Storage service or baggage service



BOXSI smart boxes are open 24 hours at PTT Stations and outside of the PTT Stations. There are a total of 29 branches in Bangkok. You can choose to use the BOXSI smart box service anywhere and anytime through the application for various services of the smart box. It will create comfort and create privacy for the users, it will help maintain social distancing, and help reduce the spread of COVID-19.

Project Results and Benefits

- To study and experiment, and to develop new business operations for OR.
- Increase the channels of goods receiving, delivering, and storing for consumers for 24 hours a day
- It is an opportunity to extend OR's business operations in the form of the O2O in the future.

SERVICES



APPLICATION



SMART BOX



Highlight

Community Development and Social Collaboration



Importance

Participating in sustainable community and social development in tandem with OR's business operations is an ideology that the company has always adhered to as a guideline. Due to OR's business operation model that runs closely with society and community, OR, therefore, places importance on building good relationships and participation with the community in the development of societies and communities in the area. This is to promote operations that are in line with OR's vision of being a world-class Thai company that conducts business while contributing to the society and community, reducing social inequality, developing the quality of life, and strengthening the community economy to serve as the foundation of the country's economy, as well as creating shared value for all groups of stakeholders.

Long-Term Target

Living Community elevates the well-being of the community, covering both business areas and communities around business areas > 15,000 communities or more than 12 million lives by 2030

The brand strength value of stakeholders in the social and community group From from conducting the Brand Health Check, the brand strength of stakeholders in the social and community group is at the level of >70 points by 2030

Expand Café Amazon for Chance branches to increase opportunities and generate income for the socially disadvantaged group to 500 branches by 2026

2022 Target

12,720 communities

> 57.4 Points

Expand Café Amazon for

Chance to 62 branches



Management Strategy

The concept of "improving the quality of life and community economy across the country"

OR is committed to leveraging its resources, including the knowledge capabilities of its personnel, and applying technologies OR adheres to the concept of resource utilization that requires personnel with knowledge and competence and application of technology to enhance the quality of life while continuously developing communities' economy. OR is committed to integrating social activities into sustainable business operations, as well as giving opportunities to underprivileged people, society

and/or communities. This has become a part of the business value chain according to the vision Empowering All Toward Inclusive Growth and the Corporate Citizenship and Philanthropic Framework, in line with 10 of the United Nations Sustainable Development Goals and 3 social action principles, including S – Small (Opportunities for communities), D – Diversified (Opportunities for All Growth), G – Green (Opportunities for Clean Societies)

Facet 1: Neighbours Together



Business operations in parallel with creating benefits to the communities surrounding OR's business areas.

Facet 2: Caring Nature



Environmentally friendly organization that integrated the efficient management of natural resource usage.

Facet 3: Shared Value



Economic prosperity and growth through career promotion and wealth distribution across societies

Outstanding Projects or Performance in 2022

S- SMALL (Opportunities for Every Community)

Neighbors Together: Creating Food Selling Channel for Community Project

OR has created food distribution channels for communities surrounding the Café Amazon Roasting Plants (OASYS), which operates via the LINE application on Open Chat, with employees in every factory as users in the channel. This gives the community more options and channels to reach customers and earn extra income from food sales. The project started by surveying the community of shops around the area within a radius of no more than 3 kilometers in order to compile at least 5

restaurants that sell delicious, fresh, clean food that can be conveniently delivered to and publicized to employees in the OASYS area, most of which are local personnel, with the aim of increasing the use of such channels for both ordering food and selling food. The project surveyed the users and distributors' working style, procedures, and methods of food ordering platforms to further develop and create standards.



Pun-sook Project

The constantly fluctuating economic situation affects the release of produce into the market. Farmers and communities face problems with oversupply of produce and low prices, causing farmers and communities to lose income. Therefore, PTT Station can increase product distribution channels for farmers and communities through the Pun-sook Project, which helps the community by giving farmers and communities a space to sell agricultural

products and community products free of charge. In addition to increasing income for the community, the project also increases distribution channels for consumers as well. This is in line with PTT Station's business position to serve as a community center, as well as enhancing the quality of life for people and communities to grow in tandem with the Company.

Food Selling Channel for Community

Pun-sook Space

Project Goals

- Create food distribution channels for communities surrounding the OASYS area by using the LINE mobile application in the form of Open Chat.
 - Survey the community of shops surrounding the OASYS area within a radius of no more than 3 kilometers to collect at least 5 shops selling delicious, fresh, clean food that can be conveniently delivered to the OASYS area.
 - Publicize to employees within the OASYS area, most of which are personnel in the area, to take part in selling food, thus giving consumers at least 5 more options.
- Continuously implement the Pun-sook Project areas by expanding to 1,000 PTT stations to help farmers and communities free of charge.
 - Help alleviate the problem of low product prices and increase distribution channels for farmers when the product is in oversupply.
 - Coordinate with government agencies and various farmers groups, including dealers across the country to help farmers and communities in the area.



Food Selling Channel for Community

Pun-sook Space

Social Benefits Indicators

- Restaurants from the community around the OASYS coffee plant participated in 3 communities, namely the Sananp Thuep Subdistrict, Chamab Subdistrict, and Phai Lung Subdistrict.

- 1,139 stations participated in the Pun-sook Project (as December 2022), which helped to generate an income of 15.55 million THB for farmers.

Business Benefits Indicators

- Increase the satisfaction of employee well-being due to the increasing choice for meals and maintain the food quality in the establishment of 4 factories, including coffee roasting plants, mixed powder factory, bakery factory, and distribution centers.

- Supporting Living Community for PTT Station to create a commitment between communities and OR.



D – DIVERSIFIED (Opportunities for All Growth)

Shared Value: Café Amazon for Chance Project

OR creates opportunities for society through the Café Amazon for Chance project by creating jobs for the underprivileged. It focuses on the elderly as Thai society fully enters aging society in 2022 where 20% of the total population is aged 60 years and over. OR also provides career development opportunities for people with hearing disabilities, intellectual disabilities, disabled soldiers, and plans to expand operations to include other vulnerable groups. Under the concept of Social Enterprise that uses the strength of the business to help solve problems and develop society sustainably. According to the data, hearing disabilities were the second most common group of people with disabilities after the physically handicapped and are considered vulnerable groups who are paid less than their educational qualifications. OR, therefore, identified the hearing disabilities and the elderly as the main target groups to participate

in the Barista Training Program at the Amazon Inspiring Campus (AICA) Training Center, which adheres to the standard of Café Amazon. Participants are then sent to take part in an internship at Café Amazon for Chance, the University President's Office branch, Mahidol University, Salaya, before starting full employment. The project also covers the design of the branches to suit the hearing impaired and elderly staff, with rooms, assistive devices and emergency medical equipment. The project also introduces a new digital coffee grinder innovation or the Hybrid Machine to facilitate and speed up work. In addition, a Duo Screen POS was introduced to reduce the errors in the ordering process. The aim of the project is to reduce inequality in work and employment, as well as increase opportunities and create jobs for those who are socially disadvantaged.

Project Goals

Expand and switch from Café Amazon to Café Amazon for Chance (to promote the employment of the underprivileged, totaling about 1-4 people/branch)

62 branches
Number of accumulated
branches totaling by 2022



500 branches
Number of accumulated
branches totaling by 2026



Social Return on Investment (SROI)

In 2022, OR has assessed the social return on investment (SROI) from CSR activities by selecting the Café Amazon for Chance project, which is operated by OR, by interviewing project stakeholders and analyzing and assessing social outcomes to calculate the SROI value¹



"Café Amazon for Chance" is a great initiative. Thailand is now considered a fully-aged society and many healthy seniors still wish to work due to the economic downturn situation. I see myself values from work. I receive supports from family and my work experiences are shared back home.

At the beginning, I was worried about communicating effectively with colleagues and clients who have normal hearing. However, I was mentored closely through on the job training which allowed me to quickly adapt to work environment. As a result, my communication skills including literacy is improved and I now find it easy to socialize with ordinary people.



Based on the SROI analysis for the Café Amazon for Chance project, calculated from the five-year operation (2022 - 2026) of 395 Café Amazon for Chance branches, the project generates social return on investment when considering the 2 following strategies

- Strategy 1: Analysis of result in the case of investment in the construction of a new Café Amazon for Chance branch - SROI = 0.29 : 1
- Strategy 2 :
- Analysis of result in the case of developing an existing Café Amazon store into a Café Amazon for Chance branch - SROI = 1.46 : 1

ตัวชี้วัดทางสังคม

- The project can create careers and income for the disabled and the elderly as follows:
- People with hearing disabilities: 27 positions, generating income of 3,302,208 THB.
- People with intellectual disabilities: 3 positions, generating income of 366,912 THB.
- Disabled veterans and their families: 2 positions, generating income of 244,608 THB.
- The elderly: 103 positions, generating income of 12,597,312 THB.
- The homeless: 2 positions, generating income of 244,608 THB.

Business Benefits Indicators

257 million THB: Revenue from sales of goods and services in 2022 of Café Amazon for Chance in Thailand.



Thai Det Project

The Thai Det Project officially started operations in 2018 with the objective of developing and increasing distribution channels for various quality and interesting products, as well as creating opportunities for farmers, community enterprises, and SME entrepreneurs across the country to grow sustainably. The Thai Det project is divided into 4 sub-projects as follows:

- Thai Det Corner is a unique local souvenir corner inside PTT Stations. PTT Station dealers are invited to select products of community enterprises and SMEs during the "Thai Det Matching Day" activity to choose products to be distributed within their PTT Stations, which increases the opportunity to expand the market and increase income for community enterprise entrepreneurs and SME entrepreneurs participating in the project.
- Thai Det Market is a large market within PTT Stations participating in the project, which allow farmers and enterprises around the PTT Station to sell agricultural produce, food, and various products that are unique to the local area, directly to consumers.
- Thai Det Post Box is a collaboration between OR and Thailand Post Co., Ltd. The project opens 2 Thai Det P.O. Box stores inside 2 PTT Stations (King Kaew branch and Bang Bon Branch). Products can be ordered at the service point or through the e-Commerce system. Then, the Thai Post will deliver the goods to the customer's specified address.
- Thai Det Store is a souvenir shop run by the owner of PTT Station under the brand "Thai Det", which is scaled up from Thai Det Corner. It serves as a point of sale for quality and interesting products with local identity from community enterprises and SME entrepreneurs across the country.

The Thai Det Project is another important project that supports society and communities according to the concept of developing PTT Stations into community centers or "Living Community" that creates value and benefits for society, communities, and the environment in general.



Project Goals

- Adding distribution channels for community products through Thai Det Corners and Thai Det Stores.
- Selection of community enterprises and SME entrepreneurs to participate in the project and jointly develop additional community products.
- Developing a system for ordering products for Thai Det sellers participating in the Thai Det Corners and the Thai Det Stores, allowing online purchase and ordering of products.
- Development of community products near PTT Stations, in terms of production and product quality, packaging design, as well as marketing and distribution channels for 5-10 products per year.

Social Benefits Indicators

- Community enterprise and SME entrepreneurs earn more income from participating in the Thai Det Project. From the start of the project to the present, there are a total of 305 community enterprises and SMEs participating.
- The Thai Det project can generate an increased income of 51 million THB for community enterprises and SMEs in 2022.
- Support and develop community products into 12 Thai Det Select products.

Business Benefits Indicators

- Expand Thai Det Corners and Thai Det Stores in PTT stations to a total of 80 Thai Det Corners and 17 Thai Det Stores.
- Increasing confidence in business operations and the level of community engagement towards OR.



G – GREEN (Opportunities for Clean Societies)

Caring Nature: Yak Lak Yim Project

The “Yak Lak Yim School Camp” project provides knowledge on waste management in schools, establishing a database system on waste management, calculating Carbon Credit, as well as creating various assessments database for representatives of teachers in schools across the country to engage waste management knowledge for teachers about. Then they can pass on this knowledge on to students. This has resulted in instilling behavior and raising awareness of appropriate waste

management among youths. At the same time, it also supports the joint waste management plan between teachers and students. A contest for the waste management system was organized within the school fitting the criteria to measure the amount of greenhouse gases reduced through creative and practical innovations. This is the starting point for further environmental projects at the community, society and country levels.

Project Goals

Dissemination of knowledge on waste management with 18 schools in 2022

Social and Environmental Benefits Indicators

A total of 18 schools participate in activities with OR according to the target in 2022.

Business Benefits Indicators

Support the OR 2030 Goal of Healthy Environment that will create a fertile environment by reducing waste by one-third by 2030.

Highlight

Circular Economy



Importance

Presently, the environmental impacts and climate change are the issues which are concerned globally. As a result, the business sectors must adapt themselves to face the challenge. OR strives to be a role model organization in creating opportunities to grow together with society, communities, and the environment, while maintaining a good company's performance. The Company has set a goal to create a Healthy Environment: to increase the proportion of clean energy, reduce greenhouse gas emissions, reduce the amount of waste generated by business operations, increase the consumption of environmentally friendly materials, and reduce the negative environmental impact of business operations along the OR value chain by more than one-third by 2030.

To achieve the Healthy Environment goal, OR has applied the principles of Circular Economy in its innovation by using existing resources ingeniously, taking into account the impact from the raw material selection process, to product design, and waste management throughout the Product Life Cycle.

Long-Term Target

Accelerate the production and consumption that take into account the entire value cycle from the beginning of the production process to waste management after consumption by reducing the amount of waste from business operations by one-third by 2030.

- Café Amazon Cup Collecting Project Amazon Bottle Collecting Project in 2027, amounting to 233 branches, 26.05 tons.
- Used Cooking Oil Project to produce Biodiesel (B100)

2022 Target

- Café Amazon Cup Collecting Project The Amazon Bottle Collecting Project expanded to 13 branches in 2022
- Café Amazon Circular Living expanded to 8 branches
- Receiving 100% of Used Cooking Oil from all 107 Texas Chicken branches to be recycled into Biodiesel (B100)
- Installation of Wood Plastic Composite (WPC) furniture at 10 FIT Auto service centers in 2022
- Collecting 1 million liters of Used Lube (Lubricant) at FIT Auto service center to be recycled into Alternative Fuel Oil in 2022



Management Strategy

Bio-Circular-Green Economy (BCG) Concept

OR commits to operate the business in a way that promotes the worthwhile use of natural resources and preserving the environment. Therefore, the circular economy concept under BCG (Bio-Economy, Circular-Economy, and Green-Economy) is adapted to be the business principle. The example of key action initiative in the Café Amazon business is waste reduction activities, include reducing the amount of plastic used in the sale of products, upcycling waste to produce furniture, appliances, and decorative materials sold to franchise customers, as well as souvenirs for sale to consumers, to create responsibility in production processes and environmentally friendly consumption. Furthermore, Café Amazon switches to biodegradable supplies used within the branches. PTT Station has organized the “Yak Lak Yim ” project (Turning garbage into a smile) to encourage consumers to separate waste. The used of plastic that has been sorted and sent into processing plants to be used as raw materials for upcycled products, such as recycled fibers to be used to produce textiles and garments in accordance with the principles of the circular economy.

OR is also taking part in promoting the BCG Economy concept by becoming the official communication and public relations partner of the Asia-Pacific Economic Cooperation Conference (APEC 2022) on 14th-19th November 2022 at Queen Sirikit National Convention Center. OR, in cooperation with the Stock Exchange of Thailand and partner

organizations, planned the waste management within the event and created publicity signs on how to properly sort waste. OR also established waste sorting service points according to the model of the “Yak Lak Yim” project (Turning garbage into a smile)”. Plastic waste has been collected and upcycled into sportswear, which were delivered to students in areas surrounding OR's establishments across the country.

In addition, in 2022, OR has initiated the “Yak Lak YimSchool Camp” project, which was organized for the first time to raise awareness of environmental preservation, create new innovative concepts to manage waste systematically, and reduce the amount of carbon dioxide emissions. The “Yak Lak Yim School Camp” project was founded to educate teachers and educational personnel about Carbon Footprint data in schools, as well as allow teachers to show their potential in planning and designing proper waste management models. A waste management system contest was also organized within the school. The objective is to help instill appropriate waste management behaviors in younger generationto create good consciousness and awareness of environmental problems, which will be the cornerstone and starting point for extending the project to the community, society and national level. This is in line with OR's vision and mission of conducting business in tandem with sustainably taking care of society, communities and the environment.



OR focuses on implementing social projects that are in line with the PTT Group's social investment goals and the two United Nations Sustainable Development Goals, namely:



Goal 12: Ensure responsible consumption and production patterns, with action roles to reduce waste through “Reduce, Reuse and Recycle” processes and support more sustainable production and consumption.



Goal 13: Take urgent action to combat climate change and its

impacts by taking action to reduce greenhouse gas emissions in OR's business operations and support relief efforts for those affected by natural disasters.

Conducting business according to circular economy principles is one of the CEO Key Performance Indicators (CEO KPIs) that measures the performance and salaries of executives to emphasize the importance of circular economy issues for business operations.

Outstanding Projects or Performance in 2022

1. Waste to Value Project

The Waste to Value project employs the concept of using materials from various end-use products to create new products for sale to consumers. In 2022, OR expanded its “Café Amazon Circular Living” branches and began selling upcycled products to B2C (Business to Customer), including franchise customers B2B (Business to Business), as following:

- Employee shirts, aprons and sofas: OR uses glass and PET plastic bottles which are previously used for beverages. The material is broken down into small pieces and heated at about 180-220 degrees Celsius to melt the plastic. It is then

extracted into recycled fibers using a plastic extruder. Then, the material is sent to the textile factory to be woven into cloth that can be made into various products, such as staff shirts, aprons and sofas. This amounted to 2.83 tons of upcycled material.

- Interior wall: Café Amazon uses foil bags originally used to package coffee beans mixed with recycled plastic upcycled into interior wall panels in Café Amazon branches. By 2022, 0.52 tons of foil bags were upcycled.



- Tables, chairs, coffee counters, shelves, and lamps: OR uses the coffee membranes left from the coffee roasting process, mixed with other materials such as plastic to assemble various furniture for use in Café Amazon branches.
- Artificial plants: OR uses recycled plastic to mold into artificial plants to decorate the interior of the shops. PET plastic

bottles used in the project comes from Won project (use plastic to be in line with circular economy concept). GC collects PET bottles from the bottle recycling project in each branch. The bottles are then transported to the plastic recycling plant in order to transform PET bottles into flakes suitable for upcycling.

Project Results

332 Branches
of Café Amazon
Circular Living.

18 SKUs
of upcycling
products were sold.

34,433,256 THB
The income from the sale of
furniture, household items, and
decorative materials made from
upcycled materials amounted

2. Plastic Reborn Program

Plastic Reborn is a waste management collaboration based on the Circular Economy principles between OR and PTT Global Chemical Public Company Limited (GC) through the PTT Station network Drop Points in order to establish the proper sorting behavior of stretched and hard plastic waste. The collected plastic from the cooperation project

is used as raw material for GC recycling plants or other GC recycling partners to add value to plastic waste, along with product development for the benefit of the community and further business. In addition, in 2022, PTT Station has provided drop points in 25 branches, which collected 15,595 kilograms of plastic bottles.



3. Used Cooking Oil to Biodiesel (B100) Project

The “Used Cooking Oil to Biodiesel (B100)” project collects used cooking oil from Texas Chicken branches to produce Biodiesel (B100). This project focuses on increasing management efficiency of oil waste generated from Texas Chicken business operations due to the commitment to reduce the environmental impact of the production process, as well as to support consumers to reduce their impact on the environment through the use of OR products or services. OR supports the

government in promoting the use of Biofuels, which is one of the products under OR’s action plan that focuses on directly and indirectly reducing greenhouse gas emissions and increasing the proportion of revenue from low-carbon products. In 2022, used cooking oil was collected from all Texas Chicken branches (107 branches), in total 170,892 liters, to produce up to 75,160 liters of Biodiesel.

4. “Used Lube to Alternative Fuel Oil” Project

The “Used Lube to Alternative Fuel Oil” project collects used lubricants from FIT Auto and industrial factories to be recycled into Alternative Fuel Oil products and sold to various industrial factories, such as glass factories or steel factories, etc. This project focuses on the management after use of the

product by recycling instead of disposing, which creates added value to the waste. In 2022, 785,436 liters of used lubricant were collected for recycling. 582,700 liters of Alternative Fuel Oil were produced from the used lubricant.

5. “Wood Plastic Composite Furniture for FIT Auto” Project

The “Wood Plastic Composite Furniture for FIT Auto” project uses used lubricant cans from Fit Auto to produce substitute products for decorative wood furniture in FIT Auto branches. This project uses waste as raw

materials for other products according to the circular economy principle. In 2022, 6,800 kilograms of used lubricant cans were recycled into Wood Plastic Composite products for 11 FIT Auto branches.