

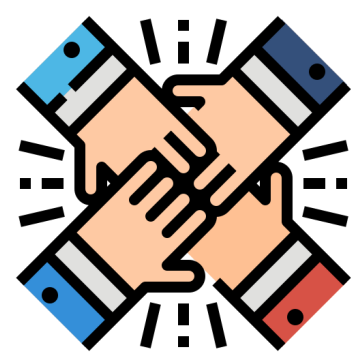
2021 Sustainability Highlight Report



- ✓ **Creating Social Value**
- ✓ **Innovation**
- ✓ **Circular Business Model**
- ✓ **Customer Experience and Customer Relation**
- ✓ **COVID-19 Activities**

Creating Social Value

Importance



Creating social value is an ideology that OR has always used as a practice guideline due to OR's business operation model that is closely linked to society and community. OR, therefore, places importance on building good relationships with the community and community development in the company's area of operations to promote operations in line with the company's vision to be a leading Thai company on the world stage that operates alongside creating benefits for society and communities, reducing social inequality, improving the quality of life and strengthening the community economy to build a strong foundation for the country's economy, as well as creating shared values for all stakeholders in a balanced manner.

Goals (long term)



Number of volunteer hours that personnel spend on community development and/or community assistance in times of crisis

3,022 hours



Donations and sponsorships, with a planned budget of 16.6 million THB in 2021

12.32 million THB
(excluding COVID-19 donations)



21 CSR projects in 2021 (248 activities).

16 Projects
(186 activities)



Satisfaction scores on activities performed in the area around petroleum, oil and gas terminals.

4.78
out of 5.00



Social investment, with a planned budget of 8.08 million THB in 2021

4.56 million THB

Management Approach

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

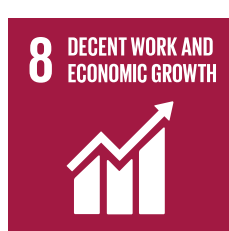
OR adheres to the concept of improving the quality of life of the society and community, in terms of well-being, education, arts and culture, sports and religion, as well as seeking solutions to problems and mitigating impacts and concerns that may arise from OR's business practices, in accordance with the regulations, laws, and international practices. Furthermore, OR promotes the correct knowledge and understanding in the society and community and promotes a positive attitude towards the company. OR provides opportunities for the underprivileged, as well as the society and/or the community to become part of the business value chain to develop equality, improve quality of life, and continually support the community's economy in a continuous and broad manner. OR focuses on implementing social projects in line with PTT Group's social investment goals and 5 United Nations Sustainable Development Goals, namely:



Goal 4: EQuality Education: by supporting educational projects for communities around the operation area, such as communities around petroleum depots, organizing training to develop professional knowledge in coffee planting and production to create quality coffee growers



Goal 7: Affordable and Clean energy : by supporting the proportion of clean energy use in the business value chain



Goal 8: Decent Work and Economic Growth: by optimizing the process of recruiting and managing employees



Goal 10: Reduced inequality: by employing people with disabilities, the elderly, and other disadvantaged groups



Goal 13: Climate Action: by reducing greenhouse gas emissions in OR's business operations and supporting and assisting victims of natural disasters

Outstanding projects or performances in 2021

Café Amazon for Chance Projects

The Café Amazon for Chance project is one of the community enterprise projects that utilizes the success of the Café Amazon business to create value for society through Sarn Palung Social Enterprise Co., Ltd., with a focus on career development for people with hearing impairments, mental disabilities, disabled soldiers, and the elderly, under the concept of social enterprise that utilizes business strengths to help solve problems and sustainably develop society. From the research data, the hearing impaired was found to be the second largest group of people with disabilities after the physically handicapped. They are considered a vulnerable group whose employment is lower than their qualifications. Therefore, OR prioritizes the hearing impaired and the elderly as main target groups to participate in the barista training program at the Amazon Inspiring Campus (AICA) Training Center, according to the standards of Café Amazon. After the training, individuals from the groups can complete an internship at Café Amazon for Chance, Office of the President, Mahidol University, Salaya Campus, before starting full employment. Furthermore, the branches are designed to suit the working conditions of the hearing impaired and the elderly. There are staff rooms, assistive devices, emergency medical equipment, as well as the introduction of a new hybrid machine to facilitate and increase the work speed. In addition, the Duo Screen POS system is also used to reduce order mistakes.

Project Goals

Expand and switch the Café Amazon branches to Café Amazon for Chance branches (promote the employment of the underprivileged, approximately 3-4 positions / branch)

20 total branches by 2021.

60 total branches by 2024.

100 total branches by 2026.

Expand the employment of the elderly to a total of 550 branches by 2026

social and environmental indicators

Create careers and incomes for people with disabilities and the elderly as follows:



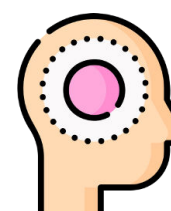
The hearing impaired

- 20 positions
- 11,520,000 THB



The elderly

- 14 positions
- 8,064,000 THB



The mentally disabled

- 2 positions
- 1,152,000 THB



Disabled soldiers and their families

- 3 positions
- 1,728,000 THB

Expand and switch the Café Amazon branches to Café Amazon for Chance branches to promote the employment of the disabled and elderly. In 2021, there were 4 branches of Café Amazon for Chance.

35
million THB

Indicators of business benefits 35 million THB
in revenue (from 15 branches of Café Amazon for Chance in 2021)

Thai Det Project

Thai Det Project officially began operations in 2018 with the objective of developing and increasing distribution channels for various amazing and high quality products, as well as creating opportunities for farmers, community enterprises, and SMEs across the country to grow sustainably according to OR's Social Inclusiveness business concept aiming to create benefits for the society and the community by creating opportunities for the society, the communities and Thai SMEs to develop products and expand distribution channels with OR. The Thai Det project is divided into 4 sub-projects as follows:

Thai Det Corner

is an area selling souvenirs that are unique to the local economy in PTT Stations. PTT Station dealers are invited to select products from community enterprises and SMEs in the "Thai Det Matching Day" event to be sold within each PTT Station. The project increases the opportunity for market expansion and increases income for participating community enterprise entrepreneurs and SMEs.

Thai Det Market

is a large market within the PTT Stations participating in the project where farmers and community enterprises around the PTT Station can sell agricultural produce, food, and various products that are unique to the local area directly to consumers.

Thai Det Post Box:

OR cooperates with the Thai Post Co., Ltd. to open 2 Thai Det Post Boxes at 2 PTT Stations (King Kaew branch and Bang Bon branch) as a point of sale for community products. Customers can order at the service points or through the E-Commerce system and the post office will deliver the product directly to their home address.





Thai Det Shop

is a souvenir shop operated by the owner of each PTT Station under the brand "Thai Det", which is scaled up from the Thai Det Corner. It will be a point of sale for high quality products with local identity and products from community enterprises and SMEs across the country.

The Thai Det project is another important project that supports society and community according to OR's concept of developing PTT Stations into community centers or "Living Community", creating value and benefits for the society, the local community, and the environment. PTT aims to be a convenient rest stop that provides complete products and services for the customers and a communal space that is well sectioned to truly help facilitate the delivery of a better quality of life to the community.

Project goals

Improve the quality of life in society and communities through the Thai Det project, helping to promote inclusive growth, communities, and distribute income through various activities on an ongoing basis, such as

-  Increasing distribution channels for community products through Thai Det Corner and Thai Det Shop
-  Selecting community enterprises and SMEs to join the project and collaborate to develop additional community products
-  Developing the best system for ordering products for dealers and participants of Thai Det Corner and Thai Det Shop whereby featured Thai products can be sold through online channels.
-  Product development in communities near PTT Stations, in terms of production, product quality, packaging design, as well as marketing and distribution channels, for 5-10 products per year

Social and environmental indicators

- Community enterprises and SMEs entrepreneurs earn more income from participating in the Thai Det project. Since the project's implementation, there have been a total of 238 community enterprises and SMEs that have participated in the project.
- The Thai Det project generated 21.78 million THB of additional income for community enterprises and SMEs in 2021.
- Expanding Thai Det Corner and Thai Det Shop in PTT Stations, totaling at 116 Thai Det Corners and 7 Thai Det Shops.
- Support and expand 3 “Thai Det Selected” community products.

Business indicators

- Does not cause any disruption in business operations
- Users are more satisfied with using each PTT Station.

Research and development project on coffee growing and production under the natural resource conservation framework for sustainable development (Le Tor Royal Project Development Center, Mae Ramat District, Tak Province)

OR collaborates with the Royal Project Foundation and PTT to sign a memorandum of understanding (MOU) for the Coffee Research Project, Le To Royal Project Development Center Mae Ramat District, Tak Province to drive coffee growing and production development projects under the natural resource conservation framework for sustainable development. The main goals of the project are to create a model community for coffee growing and production under GAP standards, in line with the natural resource conservation system, the agroforestry framework, and the Sufficiency Economy philosophy. The 4 project plans for 2021 – 2025 are as follows:

Research, development, cultivation and production of quality Arabica coffee.

Promotion of knowledge of coffee farming, knowledge transfer, and standard development

Career skills development plan for community enterprise to develop a strong community

Natural resources and environment management plan

OR expects that the project will create benefits for the community and the environment by prompting the development of coffee cultivation efficiency without destroying the forest, improving the production process of coffee beans into green coffee beans, which are raw coffee beans that have been discolored and are ready to be roasted, without damaging the environment, creating a community enterprise where farmers will be able to sell coffee beans by themselves to generate income, and supporting the trading of raw coffee beans (Arabica) with hill tribe farmers. These farmers are under the supervision of the 30 Royal Agricultural Stations and the Royal Project Development Centers, giving them a channel to sell coffee beans to the market. The roles and duties of each organization within the project has been assigned as follows:

Royal Project Foundation

☒

Promote researchon developing the cultivation and production of quality Arabica coffee

☒

Promote production and transfer of knowledge to farmers in the project to promote coffee cultivation, processed coffee products, and using waste materials to create added value.

PTT Public Company Limited

☒

Develop strong communities, professional skills, and community enterprise groups to grow and produce coffee in an integrated way according to the Sufficiency Economy Philosophy. Develop potential and enhance management capabilities.



Promote the management of the environment and natural resources.

PTT Oil and Retail Business Public Company Limited



Develop standards for planting and producing quality coffee in a natural resource conservation system in order to produce better quality coffee



Develop standards for production and processing of quality coffee products to develop and improve the farmers' coffee production process to meet international standards.



Promote the marketing of coffee production to support the distribution channel of coffee beans. Develop processed coffee products to create added value. Publicize the achievements of and knowledge derived from the project to the public.

Project goals



Grow 5 varieties of coffee in the project area by 2023



Setting criteria for coffee growing that are suitable for the project in 2021



The target farmers have self-recognition in terms of the potential and problems occurring at the household and community levels in 2022.

Social and environmental indicators

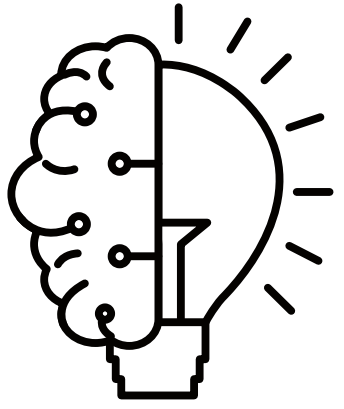
- Promote coffee planting under a natural resource conservation system in an area of 200 rai and develop knowledge for more than 40 farmers to be able to plant and produce high quality coffee.

Indicators of business benefits

- Build confidence and good relationship with the community
- Coffee beans obtained from the project is of good quality and meets the required standards.

Innovation

ความสำคัญ



In the past year, many businesses around the world have been affected by the COVID-19 pandemic. It has affected the lifestyles of consumers and has very evidently both positively and negatively affected business operations. This crisis has made OR aware of risks and opportunities from changing consumer behavior and disruptive technology. OR is committed to developing products and services that can reach consumers quickly and respond to new lifestyles. OR believes that if a business is well prepared and has good technology implementation and innovation management, it would have an advantage in enhancing business performance and competitiveness, becoming an industry leader and at the national level both in times of peace and in times of unexpected crisis. The next step is to achieve leadership status internationally.

Goals (long term)



Committed to developing innovations and technologies that meet diverse needs, applying them in business operations, as well as appropriately raising the quality of life and continuously benefiting suppliers, customers, or society.

8

Projects

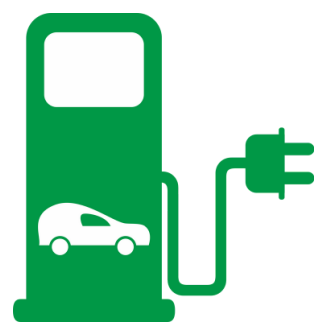
innovation and
technology projects

Management Approach

Under the OR 2030 Goals and the company's commitment to strengthening the integrated energy business for seamless mobility, OR strives to create options to fit all lifestyles, expand business bases for success and acceptance in the global market, as well as solve social and environmental problems in order to elevate OR innovation. Thus, OR focuses on promoting innovation and technology that meets diverse needs and applying it to business operations to appropriately improve the quality of life of the community, society and the environment under the concept of growing together with **"Innovation and technology for all"**.

In 2021, OR's outstanding projects or performances that used innovation to help respond to consumer behavior were as follows:

Outstanding projects or performances in 2021



EV Application Project

Many counties have been active about or have shown interest in "Electrical-Vehicle" trends, both in the form of laws supporting electric vehicles and the abolition of the production of petrol cars, with the shared goal of reducing pollution. Under the OR 2030 Goals and the company's commitment to strengthening the integrated energy business for seamless mobility to create options to fit all lifestyles, as well as solve social and environmental problems in order to elevate OR innovation, in addition to the development and expansion of EV Station PluZ or electric charging stations, OR has developed the EV mobile application, an application that will facilitate and correspond to the lifestyle and behavior of modern consumers that emphasize Contactless, Convenient, Concise, and Connectivity. The application features information on EV Station service points across the country, how to use electric charging equipment, advance booking, as well as electronic payment and issuance of full tax invoices.

Project results and benefits



Reduce cash management of on-site operations to increase convenience and accuracy, with only one method of cashflow to the central fund. (Online)



Easier to study customer behavior, which leads to the development of innovations and products that better meet the needs of customers



Reduce service time and exposure to service personnel for the new generation of consumers and as a response to the COVID-19 pandemic. (Self-service)



EDC Mobile Project

Based on OR's concept and mission of creating integrated lifestyle choices to meet all lifestyle needs, as well as increasing opportunities for new customers and differentiation from competitors, OR has utilized the innovation of EDC Mobile (electronic data capture system on mobile) to facilitate payments with cards in a convenient, fast, accurate, and safe way in order to help increase consumer satisfaction. For example, at the PTT station, there is no need to bring your card to pay at the cashier. This also helps to reduce mistakes in terms of charging the wrong card. In 2021, there were 501 PTT Stations that support EDC Mobile, with plans to expand in the future.

501 PTT Stations
that support EDC Mobile

Project results and benefits



Up to 15% faster, compared to traditional card payments. (reduce the service time for customers fueling vehicles at PTT Stations by an average of 1 minute and 30 seconds per transaction)



Reduce mistakes of charging the wrong card.



Reduce mistakes of charging the wrong card.

From the ever-increasing e-commerce business as well as the COVID-19 pandemic, online businesses have grown in popularity. Many businesses have adapted their

marketing strategies to online distribution channels to suit the current situation. Online food ordering services, online shopping websites, and E-commerce websites have resulted in the significantly growing demand for online transactions. OR, therefore, researched and developed the operation of an online payment gateway system, which directly connects to banks or through non-bank intermediaries such as Paypal, Omise, etc., which will allow consumers to pay for various services quickly and safely. These online payments also have lower fees per transaction than normal payments.

Project results and benefits



Reduce the amount of cash on hand, which reduces the risk of loss, theft, etc., as well as reduces the cost of regular operations.



Reduce transaction fees



Easier to study customer behavior to develop innovations and products that better meet the needs of customers



Apply to OR's own business model, for example, if the bank's Gateway payment system is not yet supported on EV Platform Application.



Geo-analytics Tool Project

Under OR's mission that focuses on strengthening the integrated energy business for seamless mobility and creating a one-stop lifestyle choice to meet the needs of all lifestyles, OR has studied and expanded the Geo-analytics Tool system or a mathematics simulation program that can learn and analyze the potential of locations to set up PTT Stations by using the principles of machine learning from various sources,

such as the population data of the area; location of points of interest (POI), statistics on car volume, sales from PTT Stations with similar locations, as well as being able to analyze projected sales of products that will occur in the future. The adoption of such technology will allow OR to analyze marketing and product models that are suitable for the community, society, and the surrounding environment more accurately than using only employee experience for analysis.

ผลลัพธ์และประโยชน์ของโครงการ



Increased location analysis accuracy by up to 77%, compared to analytics based solely on employee experience only. (the Geo-analytics Tool has 70% accuracy)



Expanding the PTT Station network in potential locations due to the use of data on community density in the surrounding the proposed area. As a result, the location can be more efficiently analyzed for the growth of the non-oil business.




Analyze the impact of opening a new PTT Station that is close to an existing PTT Station since products will be sold to the same group of customers. As a result, sales of the existing PTT Station will decrease.

Boxsi : Manless Delivery & Deposit Box Project

From the growing trend of e-Commerce and Online-to-Offline Business: O2O Business, in line with OR's mission to create comprehensive lifestyle choices to meet all lifestyle needs, coupled with the COVID-19 pandemic which has resulted in social distancing measures, OR has studied and trialed the kiosk and delivery service business that connects to Flash Express's delivery service for users. Parcels can be picked up and delivered through Boxsi kiosks instead of users having to go to branches to reduce the travel time, increase comfort, and maintain social distance to reduce the spread of the COVID-19 virus.

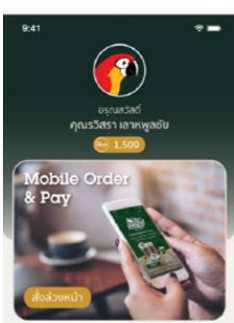
Project results and benefits

-  Trial of a new OR business
-  New delivery channel for the parcel delivery service (Express)
-  It is an opportunity to increase the sales of O2O form OR products in the future.

 Customers can receive drinks immediately when they arrive at the branch due to the travel time calculator in the application. The system can alert the staff to finish the drink before the customer arrives to pick it up without having to worry about the flavor of the drink changing due to the ice melting.

Franchise Portal & Communication System Development Project



Café Amazon has long been a franchise business popular among consumers. It has also captured the interest of many business operators looking to buy a franchise. As a result, there are a large number of branches in the country. Since developing quality is important to the company, OR has developed a Franchise Portal & Communication system to achieve fast and easy access communication. Within the system, there will be press releases, such as new products, new campaigns, and various training news that the company would like to communicate to the branch or the dealer. It also features audit information, including mystery shopper evaluation scores and customer complaints, in order to constantly improve the branches. There is also a Chatbot system to help answer common questions. There is a warning system, which alerts users on matters such as rent and refurbishment. Branches can also place an order or request for the repair of various Café Amazon tools and equipment. Finally, the system features a questionnaire where the branches can give suggestions and feedback to OR.





Café Amazon mobile application system development project

With the changing lifestyles and behaviors of consumers, Café Amazon has launched the “Café Amazon Mobile Application” with the aim of giving customers the convenience of ordering coffee without spending time queuing at the branch and reducing the spread of the COVID-19 virus. Since the application was launched in July 2021, at present, there are 60,991 users (data as of December 31, 2021). The application serves several service functions, such as pre-ordering drinks by specifying the pick-up time, as well as e-payment through the application, which allows users to be able to receive drinks immediately when they arrive at the branch. The application also informs users of special promotions and Café Amazon branch locations near the user.

Project results and benefits

-  Increase convenience for customers in terms of ordering products and cashless payment
-  Ability to analyze customer preferences in a personalized way and offer promotions that match individual customer preferences.

Project results and benefits

-  Convenience: faster and easier communication between OR branches and dealers.
-  Improve store management efficiency, which affects the development of quality and service.

Circular Business Model

ความสำคัญ

OR places importance on the efficient use of resources according to the circular economy principle, from the raw material selection process, to product design and waste management throughout the life cycle of the product to make sure that all processes are environmentally friendly. OR aims to optimize the use of existing resources, reduce environmental problems, and make business development truly sustainable.

Goals (long term)



Reduce the amount of waste in the coffee roasting plant and repurpose 40% of waste materials to produce other products by 2025.

in the research process



Increase the number of branches of Café Amazon Circular Living to 20 branches by 2025

3 branches
Performance in 2021

Management Approach

The Bio-Circular-Green Economy (BCG) Concept

OR is committed to running a business that supports the cost-effective use of natural resources and environmental preservation. Therefore, OR’s business operation principles are based on the circular economy principles under the concept of BCG (Bio-Economy, Circular Economy, Green Economy). The following are some examples of major action initiatives through the Café Amazon business, which operates in tandem with the society, community and environment. In the past, OR has committed to being a part of implementing waste reduction activities, starting from reducing the use of plastic from products sold, upcycling waste into interior decorations at Café Amazon, selling to B2C (Business to Customer) customers, selling furniture, appliances and decorative materials to B2B (Business to Business) franchisees to create responsibility for an environmentally friendly production and consumption process, and switching to supplies made from biodegradable materials to reduce the burden of environmental management.

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



Goal 12: Responsible Consumption and Production: OR takes part in reducing waste through the processes of Reuse, Reduce, and Recycle, as well as supports a more sustainable production and consumption model for its products.



Goal 13: Climate Action: OR takes part in reducing greenhouse gas emissions in OR's business operations and supporting and assisting victims of natural disasters.

Outstanding projects or performances in 2021

"Khua Laek Yim" or "A Bottle for a Smile" project

The "Khua Laek Yim" or "A Bottle for a Smile" project is an extension of the "Yaek Laek Yim" or "A Sort for a Smile" project that has been in operation since 2016, which uses new technologies to collect recycled Polyethylene Terephthalate (PET) bottles to allow users to automatically donate recycled plastic bottles at the RVM (Reverse Vending Machine) installed within PTT Stations. Sorting these bottles to be recycled can create added value for donors (consumers who join waste sorting program) and recipients (community and country). At present, the experiment is carried out in 4 pilot installations, which aims to stimulate the awareness of the value of recycled waste and incentivize consumers to join in properly sorting waste, as well as create awareness and behavioral changes as a starting point for environmental protection through technology. OR aims to create a better quality of life and sustainably drive the world forward. Currently, approximately 6,350 kilograms of plastic bottles have been collected. These bottles have been sorted and will be entered into a processing plant to be converted into upcycled products, such as recycled fibers to be used to produce textiles and garments, according to the circular economy concept.

4 pilot installations

6,350 kilograms of plastic bottles

Waste to Value: Upcycling Products for B2C Project

The Waste to Value: Upcycling Products for B2C project creates new products from materials that have already been used. These products can be sold to customers. In 2021, OR has expanded its "Café Amazon Circular Living Concept" branches and started selling upcycling products to B2C (Business to Customer) customers and franchise B2B (Business to Business) customers, including



Vertical garden pots are produced by crushing used gallon plastic milk bottles into small pieces, that are then heated to about 180-220 degrees Celsius to produce recycled plastic pellets. After that, it is mixed with pigments to get the desired color. Pressure is used to inject liquid plastic into a pot-shaped mould to produce vertical pots used in the interior decoration of Café Amazon.



Staff shirts, aprons and sofas that are produced from breaking down used cups and PET plastic bottles into small pieces, that are then heated to about 180-220 degrees Celsius to melt the plastic. It is then pulled into recycled fibres using a plastic extruder and sent to a textile factory to be woven into patterned designs that are used to produce fabric and sewn into products. In 2021, OR used 1.8 tons of plastic cups to produce staff shirts and aprons and 1.7 tons of plastic water bottles were used to produce sofas.



Eco-Boards for Interior wall decoration that are produced from the foil coffee bean bags that are used at Café Amazon branches. The bags are compacted and moulded into Eco-Board sheets, decorated with beautiful colors, and installed as the interior walls of Café Amazon branches. In 2021, OR used 1.2 tons of foil bags to produce eco-boards.



Used polystyrene plastic is crushed into small pieces, that are then heated to about 180-220 degrees Celsius to produce recycled plastic pellets. After that, it is mixed with pigments to get the desired color and moulded into different designs to be installed as ceiling decorations in the Café Amazon branches.



Tables, cabinets and shelves are produced from coffee silverskin that is dried and moulded into sheets. This material is assembled into strong and durable tables, cabinets and shelves.

Project Goals



3 branches of Café Amazon Circular Living.



Sell 10 SKUs of upcycling products.



Create 18,000,000 THB of income from selling furniture, products, and decoration materials made from upcycled materials.

Plastic Reborn Project

The Plastic Reborn project is a cooperation on waste management according to the circular economy principle between OR and PTT Global Chemical Public Company Limited (GC) through a network of PTT Stations that house a pilot project for plastic waste Drop Points to create the right waste sorting behavior when it comes to flexible and rigid plastic waste. Plastic waste collected from this project will be used as raw material for GC recycling plants or other GC partner recycling plants to add value to plastic waste and will be used in product development to benefit the community and to create other business benefits in the future. In addition, in 2021, PTT Stations have also invited consumers to donate used PET or clear plastic bottles to the drop points at the participating PTT Stations to be made into personal protective equipment (PPE) through the "Sort bottles. Help doctors" project, which is an extension of the Plastic Reborn project, with the aim of improving the safety of medical personnel according to the Living Community concept, featuring the PTT Stations as the center of the community. The project is a collaboration between PTT Stations, suppliers, and people in the community. At present, there is a total of 26 plastic drop points in the PTT Stations where the collected clear plastic bottles will be cleaned and processed into recycled fiber before being woven into a fabric with a water-reflecting coating. Then, the fabric is cut into reusable PPE sets, which can be washed and reused up to 20 times. The goal is to deliver at least 5,000 sets PPE sets to the Faculty of Dentistry Foundation, Mahidol University and Chulabhorn International College of Medicine, Thammasat University to be donated to underprivileged areas. The project has collected 106,670 kilograms of plastic bottles and produced and donated 6,345 PPE sets thus far.

Customer Experience and Customer Relation

Importance



The pride of OR's business is building and maintaining good relationships with customers, which is the key to business success, through effective customer relationship management and responding to customer needs at all times. Being up-to-date enables OR to increase customer satisfaction levels and allows OR to improve the relationship between the company and its customers to promote stable and sustainable growth.

Goals



Complaint channel customer satisfaction score of 4.90 or higher.

4.80

12-month assessment average score 4.80/5.00



CRC Handled Call Rate of 97% or higher.

89.29%

Handled Call Rate 12 month



Customer Satisfaction score of 95% or higher

91%

Customer Satisfaction score



Consumer Satisfaction score of 96% or higher

96%

Consumer Satisfaction score



Maintain position as the no.1 market share holder in the oil market. Maintain position as the no.1 in sales in the oil market.

42.3%

Maintain position as the no.1 market share holder in the oil market at 42.3% (Based on the sales volume of gasoline and diesel as of December 31, 2021 from the data from the Department of Energy)

Management Approach

OR recognizes that building and maintaining good relationships with customers is the key to business success. Therefore, we are committed to professional order management and customer relations that meet international standards. Thus, there is a need to manage customers by business units. This ensures that the feedback from customers can be thoroughly received. This allows further development of products and services to meet the needs of customers, meet the objectives, and maintain speed and efficiency. In addition, OR has also upgraded its annual Customer and Consumer Experience Uplift to use the results and suggestions received from customers and consumers to improve the quality of products and services. In addition, OR has developed a platform to support more modern marketing activities. OR's customer relationship management system is as follows:



Customer Relationship Management (CRM) and Knowledge Management (KM) systems are systems for managing and accessing customer data and customer contact history in order to be able to provide services and respond to the needs of individual customers quickly and increase the customer satisfaction score.



Contact Center 1365 is a channel for receiving complaints, suggestions, compliments, inquiries and providing comprehensive information to customers 24 hours a day with an automatic response system and a self-service system that facilitates fast service for customers to satisfy customers and stakeholders with professional management and modern technology systems.



E-service is an electronic channel for customers to order and pay for various products online by themselves via mobile applications. E-service includes the development of a Franchisee Mall system for two-way communication to interact with franchise customers instead of sending data via SMS to increase convenience, speed, and to meet the needs of today's customers

Outstanding projects or performances in 2021

Establishing a Field Consultant unit to increase the efficiency of franchise stores

Field Consultant is a unit established in 2021 to promote the development of operations of the Café Amazon franchise branches to increase efficiency in 4 main areas as follows:

- Inspect brand standards, and monitor operations and management to avoid negative consequences, as well as follow up and resolve various complaints that occur to franchise branches
- Provide advice on efficient operation of the storefront
- Drive sales to grow continuously
- Communicate various information related to the franchise branches with more efficiency

In this regard, one Field Consultant officer will be responsible for 20 franchise branches, with numbers of field consultants increasing as the number of branches expand each year. There are also department managers overseeing and giving advice in order for businesses in the franchise system to be able to effectively manage their operations according to the same standards, as well as to measure the unit's performance, such as evaluating consumer satisfaction scores. This is done by sending a Mystery Shopper to anonymously evaluate a branch's quality and service. OR's audits are based on the following assessment criteria:

- Branches with excellent Standard Audit scores (99-100 percent)
- Branches with failing Standard Audit scores (score < 80 percent)
- Branches with lower service scores from Mystery Shopper.

- Branches that receive urgent complaints from consumers, etc.
- Ad hoc audits according to various policies set by OR

Developing a Power BI Dashboard report presentation model for effective customer voice management

Power BI is a Business Intelligence (BI) software with unique features for summarizing data and data analytics. The development of a Power BI Dashboard will make it convenient for employees' operations within OR as well as the ability to collect reports of complaints received from customers. This makes access to information and customer response fast and efficient. By 2021, OR has developed Power BI in two main parts:



Developing a format for presenting Voice of Customer Perspective by creating a BI Dashboard to connect customer voice data. This makes it possible to monitor the voice of customers in real time and produce reports classified according to different perspectives. By presenting the report, the types of matters received from the VOC via the Contact Center 1365 channel are identified, including customer contact, inquiries, complaints, misunderstandings, suggestions, and compliments. The format specifies the area of the feedback and matters are grouped into main categories, such as services, goods, deliveries, good governance, occupational health, safety, and environment, etc., The software also identifies relevant agencies to respond to/solve each matter.



Developing a format for presenting a report on the Call Center Agent Performance and showing monthly and yearly data in order for the department to use it for tracking and evaluating the efficiency of Contact Center services. This is grouped into:

- Quantity: such as the Handled Call Rate and the number of calls that go through the automatic distribution system and are waiting service in the queue, as well as the Abandoned Call Rate, etc.
- Quality: such as the quality agent rating, the agent utilization rate, measured from the percentage of time the staff is free to wait for customer calls or measured by the total working hours per day and the Customer Satisfaction Score, etc.

E Confirm project to reduce the delivery time of information to customers (SMS & E Mail)

OR places importance on the continuous development of an effective customer relationship management system. Therefore, the company entered the "Contact Center Thailand Standard Award" competition organized by the Thai Contact Center Trade Association (TCCTA) by submitting the **E Confirm project to reduce the delivery time of information to customers (SMS & E Mail)** in the category "The Best Effective Software for Contact Center". The project received the "Silver Under 100 Seats" award. This project is a development of information delivery systems for customers via SMS and E-Mail channels to improve services to customers, resulting in faster and more efficient communication. The project consists of:



New system design i.e., modifying SMS Gateway to fix the unsent SMS problem, adding an SMS channel to solve bottlenecking, especially during peak times, as well as fixing the SMS re-sending problem.



Design new functions that are needed for the new system, namely the design of the E-Confirm Method for SMS and E-mail in 3 formats: Manual, Auto, and Application Programming Interface (API).

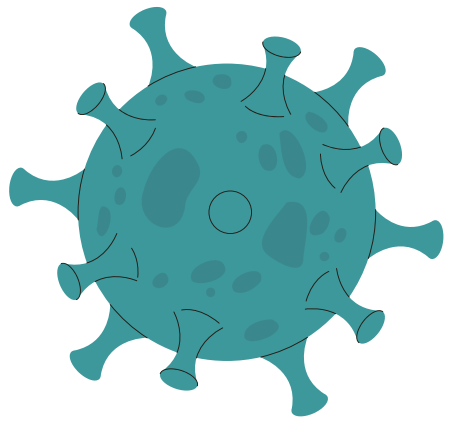


Training Standardize, consisting of the preparation of user manuals, preparation of work standards, and training to relevant users

The results of the development of this system are as follows:

- Reduce the delivery time of information to customers. SMS delivery is normally very slow during peak times. This project has reduced delivery time by 1,449 hours/year.
- Reduce errors in sending information via SMS, from 19.1% before implementation to 9% after implementation
- Reduce the number of steps required to set up a manual transmission channel
- Reduce shipping cost from wrong orders, reducing expenses by 84,000 THB/ year
- Increase customer satisfaction. After implementation, customer satisfaction increased from 91% to 92%.
- This development gives OR a competitive advantage in responding to customer needs accurately and quickly. It also serves to maintain the customer base, as well as create continuous and sustainable growth.

COVID-19 Activities



OR COVID-19 Responses – Together for Betterment

Over the course of 2 years that COVID-19 pandemic has an impact on livelihood, economic and social system. In this difficult times, OR takes part in various alleviation to enhance the livelihood of the Thai society. Various initiatives include aiding the public health departments, hospitals, communities, and COVID-19 impacted individuals through the donations of money, consumer goods, medical equipment or necessary appliances for hospitals.

Vaccination site at outward-bound Rama II PTT Station



OR in collaboration with Department of Health, Bangkok Metropolitan Administration (BMA) and Board of Trade of Thailand provided a COVID-19 vaccination site at outward-bound Rama II PTT Station with facilities for healthcare professionals and volunteers. The site can serve up to 1,500 people per day. This is one of the public to have a quick access to the vaccine which can help mitigating the infection and severity of such disease and enhancing herd immunity. The vaccination service was from 7 June to 15 November 2021.

#ORStayStrongTogether Campaign



OR contributed a total of 20,000 medicine and medical supply box sets which accounts for 10,000,000 baht. The box sets are called “tOgetheR Box” and was delivered to hospitals and relevant agencies for the home-isolation COVID-19 patients. Furthermore, OR conducted a project for Primary Care Hub “ComCOVID-19 FM CoCare” at the 17 PTT stations as a medicine hub for the COVID-19 patients. This allows home-isolation COVID-19 patients to have a quick access to the medicines. Couple with that, the volunteers are supported with the gas while delivering medicines to the patients.



OR also contributed to donations of money and necessary appliances such as PTT Station Privilege Card, products from Café Amazon Texas Chicken, Jiffy, PTT LPG as well as medical supplies.

Fulfilling Care & Empowering Volunteers Activity



Healthcare volunteers are a crucial force to combat COVID-19 pandemic. To reduce traveling cost of the volunteers for serving the public, OR in collaboration with Bank for Agriculture and Agricultural Cooperatives (BAAC), Village Health Volunteer (VHV), executor from National Institute for Emergency Medicine (NIEM) and Bangkok Health Volunteers (BHV) conducted a project on “Fulfilling Care & Empowering Volunteers” whereby the healthcare volunteers using VHV, NIEM and BHV smart card to make a payment for the gas service at PTT station can claim a discount for 80 satang per liter of gas. The limit is up to 1,000 baht per person/card/month with a total of 1,000,000 claims.

New Normal Measures: Temperature Screening, Social Distancing & Quick Service



OR imposed measures on temperature screening, social distancing and quick service to safeguard both clients and staff while offering services at PTT stations.

“Temperature screening” means the body temperature of with over 37.5 oC shall cease offering service and go to see the doctor immediately. This screening also applies with the clients prior to receiving the service at PTT stations. “Social distancing” means the staff shall keep the distance of at least 1 meter while delivering services to clients as well as their co-workers. The clients can notify their phone number to collect the points for Blue Card. Direct contact of cash and credit card can be refrained by additional payment alternative via QR Payment and EDC Mobile. This is to enhance convenience, speed and safety while receiving services at PTT stations. Currently, over 500 PTT stations installed the EDC Mobile payment throughout the country. “Quick service” means staff can provide gas fill up service with the average span of 4 minutes, and the clients are requested to spend time for less than 1 hour at the station



FIT Auto's Measures during COVID-19 to Reduce the Risk and Infection



FIT Auto impose a “FIT measure” while offering a “reduced risk” service without compromising its quality to maximize the safety for clients. The measures are as follows,

Measure 1: 7 maximum protection at all FIT Auto branches

1. Wearing mask at all time in the service areas
2. Having a primary temperature screening point for clients as well as the staff. All staff are required to check their temperature twice a day to reduce the risk of COVID-19
3. Requesting the clients to register while receiving the service using “Thai Chana application”
4. Limiting the capacity of clients and having social distancing of at least 1-2 meters while receiving services
5. Cleaning the high risk contact areas with disinfectant every 3 hours
6. Establishing alcohol cleaning spot for the staff and clients to use prior to and post services.
7. Queuing using online platform to reduce the contact with other clients and the time of services at the branch

Measure 2: Lessen contact with cash, reducing COVID-19 risk with more discounts

Payment can be made via Blue Connect and QR Code.

Measure 3: Cleaning to disinfect

FIT Auto clients receiving a car condition check service can also get a COVID-19 disinfection cleaning service at the 4 high risk spots on the car with free of charge.

“FIT Auto Sending Courage to Doctors and Healthcare Professionals”



FIT Auto carried out 3 free services at all branches with a total value of 899 baht for healthcare professionals from 25 April to 31 May 2021. The services include ozone disinfection and

deodorizing service, 35-item car inspection and COVID-19 disinfection cleaning service at the 4 high risk spots. This is to encourage the frontline workers and decrease the risk while using the vehicles. Additionally, FIT Auto also supported oil change of PTT Lubricants for National Institute for Emergency Medicine (NIEM) to help reducing the maintenance cost for a total of 150 cars used to serve the general public during the COVID-19 situation. Along with that, car inspection and ozone and spray disinfection inside the car is among the #ORStayStrongTogether campaign



“FIT Auto Supporting Thai People to Get a Vaccine”



During 1 to 30 June 2021, FIT Auto rendered free service for vaccinated individuals covering ozone disinfection service (total value of 399 baht) and tire pressure change (total

value of 200 baht). The clients can show the proof of vaccination or Mor Prom application at all branches of FIT Auto. This initiative is to encourage the Thai people to get a vaccine to prevent the spread of COVID-19.

“FIT Auto grants COVID-19 and accident insurance with a coverage of 30 days and 100,000 baht to all clients who have spent for products or services at FIT Auto”



During the second quarter of the year 2021, a large number of people commute at this period due to festival seasons.

With the COVID-19 pandemic, it can cause the risk of both accident and infection cases. FIT Auto foresaw the importance of this issue, and hence cooperated with Dhipaya Insurance to grant COVID-19 and accident insurance covering the period of 1 April to 30 June 2021 at all branches of FIT Auto.

“FIT FOR FIGHT Promotion”



Since the fourth quarter is the high season where traveling will be taken place while COVID-19 vaccination is highly encouraged, FIT Auto in collaboration with Dhipaya Insurance granted a COVID-19 vaccine side effects insurance with a coverage of up to 100,000 baht or accident insurance. The grants are for all clients who made a payment for products or services at FIT Auto during 1 October 2021 – 15 January 2022.

“FIT Auto rendering care and safety for you and your loved ones to receive COVID-19 vaccine side effects insurance”



Since August was the mother day festival, FIT Auto conducted a campaign in collaboration with Dhipaya Insurance granting a COVID-19

vaccine side effects insurance with a coverage of up to 100,000 baht for clients and the clients’ mother (2 persons per 1 receipt) receiving a service at all branches of FIT Auto from 9 to 21 August 2021.

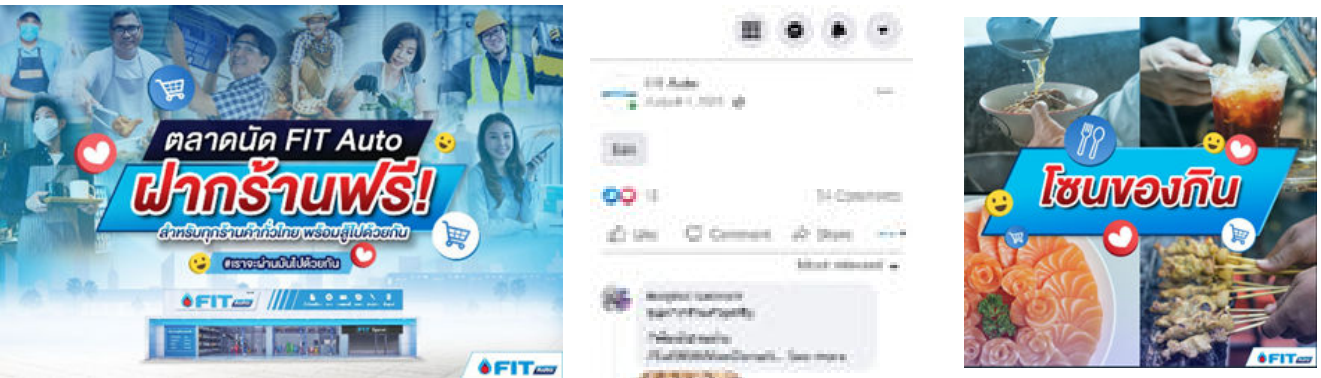
“FIT Auto care against COVID-19”



FIT Auto delivered Benzalkonium Chloride (BKC) disinfectant of 50 buckets with a total volume of 225 liters, and disinfectant spray of 450 pieces to Khlong Toei District office used to clean the areas to prevent the spread of diseases, germs, bacteria and fungi and to enhance the safety during another wave of COVID-19 pandemic.



“Online Marketing Free Platform on FIT Auto Facebook Page”



General public or SMEs can market their business on FIT Auto Facebook page which has over 245,000 followers at that particular time. The objective is to advertise and expand the opportunities for small enterprises. Additionally, the page also advertised during the 9.9 LIVE on Facebook as another means to help the enterprises to get through this COVID-19 situation together.

“From Old Masks to New Masks Campaign”



OR and Bang Lamung Zero Waste Community Enterprise Group foresee that used masks during

COVID-19 pandemic are infectious and can cause collective waste problem to health and environment. With this regard, OR and the Group educated and invited the community to join “from Old Masks to New Masks Campaign” in which 50 used masks can be exchanged with 10 new masks. This campaign received a support from networking agencies which are Bang Lamung sub-district municipality and Bang Lamung sub-district health promoting hospital to properly dispose used masks. Throughout the period of running this campaign, OR and Bang Lamung Zero Waste Community Enterprise Group have contributed to over 10,000 masks along with building knowledge and understanding on infectious waste, keeping the community clean and hygienic, reducing the infections and the cost in buying new masks for the community.

Sharing is Sustainable Giving.

OR aided to both domestic and international COVID-19 impacted individuals through donation of money and necessary appliances to hospitals and stakeholders of all business operations such as

- PTT Station Fulfilling Care to Combat COVID-19 Crisis Activity in which OR in collaboration with the PTT Stations nationwide contributed over 23 million baht to hospitals and public health departments all over the country that take care of COVID-19 patients.

- OR contributed to Combatting COVID-19 Chaipattana Fund (including other pandemics), arranged the true negative pressure air exchange room and upgrading normal patient room to semi ICU. The purpose is to protect healthcare professionals and patients for Chonburi Hospital, Patum Thani Hospital, Bang Lamung Hospital, Phra Nakhon I Ayutthaya Hospital and Saraburi Hospital with a total of 20 rooms accounting for 10,000,000 baht. In addition, such semi ICU can be adjusted to positive and negative pressure air exchange room. During the COVID-19 crisis negative pressure room will be used to support airborne infection patients. Post COVID-19 crisis, the room can be altered to positive pressure room to support immunocompromised patients such as cancer patients, allergy sufferers, patients suffering from accidents and elderly patients.
- “In mind In delivery” is a project that OR associated with Flash Group and TCP Business Units to contribute food and drinks to alleviate the COVID-19 impacted individuals in Bangkok Metropolitan Region and other provinces of over 20 areas.
- “Cleaning COVID-19 Virus for Communal Areas Project” is a project where Bangchak petroleum terminal has carried out spraying a small amount of aerosol along with using UV-C robots to spray the communities around the operation areas to disinfect the germs and reduce the spread of COVID-19 virus.
- Café Amazon cares about medical professionals by offering products such as drip coffee, snacks from SMEs & OTOP, and alcohol gel to encourage the medical professionals who heavily work to take care of many patients.
- OR supports PTT LPG by OR, together with PTT LPG distributors, supported 48-kg sized PTT LPG for 20 cylinders per month from September until October 2021 along with 100 pieces of Dee Tor Jai aprons using while preparing food to distribute among the community, quarantiners, patients, frontliners and medical professionals who need support in the situation of COVID-19 pandemic. In addition, OR also supported PTT LPG for the funeral of the deceased from COVID-19.
- OR aiding COVID-19 impacted individuals – OR supported people affected by COVID-19 in Khlong Toei area with the total budget of 1,289,000 baht through related agencies, including Wat Saphan Sung (patient community isolation center), Port Authority (patient screening point), and Duang Prateep Foundation, by supporting the budget for the preparation of patient community isolation center, alcohol, drinking water, drip coffee, infectious waste bags, and cooking gas. In addition, OR also supported the Khlong Toei District Office with petrol PTT Station Privilege Card for COVID-19 testing pick-up and delivery service which worth 50,000 baht, 2,000 sets of survival bags and 100 sets of PPE.