

NEW NORMAL
PERFORMANCE



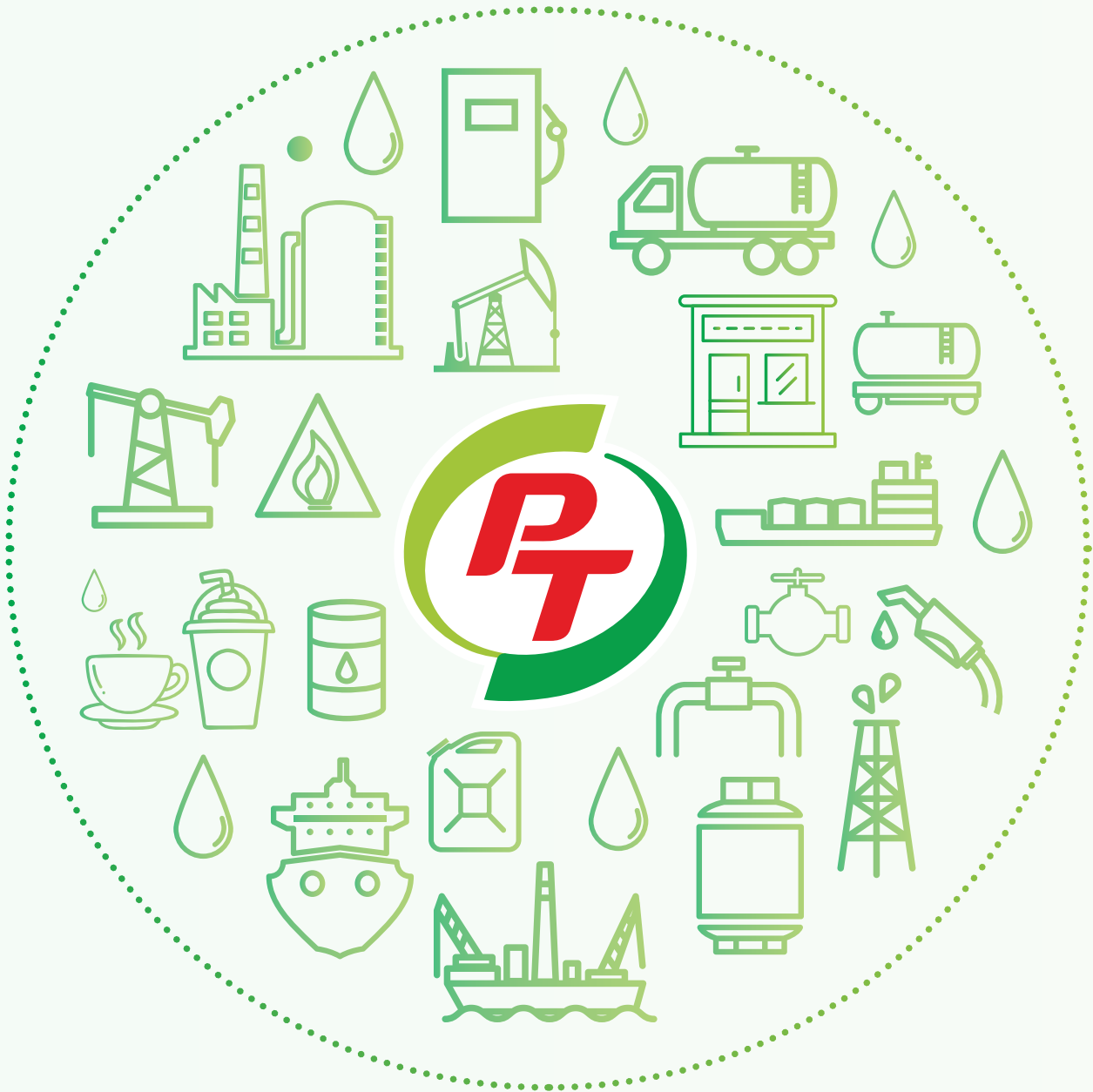
Sustainability Report

2021

Enriching the quality of life, well-being and contentedness
of the people we serve

GO FOR *max*

Sustainability Report 2021



NEW NORMAL
PERFORMANCE



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About This Report

PTG Energy Public Company Limited (PTG) has prepared this sustainability report for the third year with an objective to reveal the organization’s sustainability management process and performances that involve environmental, social, and corporate governance concerns to all stakeholders and those interested in. This sustainability report covers the performances between January 1, 2021, and December 31, 2021.

Report Preparation Guideline

The 2021 Sustainability Report employs the core of the Global Reporting Initiative Standards (GRI Standards) and presents the performances based on the United Nations Sustainable Development Goals (SDGs) to demonstrate Company’s commitment to maintaining a balance between economic, social, and environmental development in line with the needs and expectations of all stakeholders.

Content and Scope of the Report

The 2021 Sustainability Report outlines the materiality issues guided by the GRI Standards using surveys completed by all stakeholders via Company’s engagement channels. This report covers the performance of companies in oil and retail businesses, LPG business, logistics and warehouse business, food and beverages, business auto care services business, and renewable energy business, which specifically overarch the businesses of PTG Energy Public Company Limited (PTG), Petroleum Thai Corporation Co., Ltd. (PTC), Atlas Energy Co., Ltd. (ATL), Olympus Oil Co., Ltd. (OLP), PTG Logistic Co., Ltd. (PTGLG), with an additional focus on human rights issues in particular cover Max Card Co., Ltd., Max Solution Service Co.,Ltd. (MSS), BPTG Co., Ltd. (BPTG), PPP Green Complex Co., Ltd. (PPP), Siam Autobacs Co., Ltd. (SAB). In this regard, the Company has adjusted its business value chain reporting to better cover Non-oil businesses.

Approval of the Report

The information disclosed in the 2021 Sustainability Report has been reviewed and examined by the top executives of all subsidiaries and relevant entities. Moreover, Scope 1-3 GHG emissions reduction data which cover 9 gas depots, fleet offices, and the head office are planned to be certified by Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) within July 2022. In this regard, the data on the reduction of GHG emitted by solar rooftop projects at 29 service stations have already been certified through the Company’s participation in the Thailand Voluntary Emission Reduction Program (TVER).

How to Contact

If you have any inquiry or suggestion, please contact:

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PTG Energy Public Company Limited

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Ratchadaphisek Road, Huay Kwang,

Huay Kwang, Bangkok 10310

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This sustainability report is supplementary to 56-1 Form One Report of 2021 of PTG Energy Public Company Limited. The report is accessible and downloadable at www.ptgenergy.co.th



Readers’ Opinion Survey Form:

Readers can scan the QR code given to provide suggestions or opinions towards the 2021 Sustainability Report for further improvement and development in the following year.

Companies within the Scope of this Report

No.	Company	% Equity	Energy	GHG Emission	GHG Reduction	Water	Waste Water	Air Emission	Waste	OHS	Human Rights
Fuel Business and Retail Business											
1	PTG Energy Pcl.	100.00	☑	☑	X	☑	☑	☑	☑	☑	☑
2	Petroleum Thai Corporation Co., Ltd.	99.99	X	X	☑	X	☑	☑	X	X	☑
3	Pyramid Oil Co., Ltd.	99.98									
4	Alpine Oil Co., Ltd.	99.97									
5	Empire Oil Co., Ltd.	99.98									
6	Everest Oil Co., Ltd.	99.98									
7	Andes Oil Co., Ltd.	99.97									
8	BPTG Co., Ltd.	59.99									☑
LPG Business											
9	Atlas Energy Co., Ltd.	99.99	X	X	X	X	☑	X	X	☑	☑
10	Olympus Oil Co., Ltd.	99.99	X	X	X	X	☑	X	X	☑	☑
Renewable Energy Business and Investment											
11	PPP Green Complex Co., Ltd.	40.00									☑
12	PTG Green Energy Co., Ltd.	99.99									
13	Palangnan Pattana 5 Co., Ltd.	50.99									
14	Max Venture Co., Ltd.	99.99									
Food and Beverage Business											
15	Punthai Coffee Co., Ltd.	99.99	X	X	X	●	●	●	X	☑	☑
16	GFA Corporation (Thailand) Co., Ltd.	99.99	X	X	X	●	●	●	X	☑	☑
17	Jitramas Co., Ltd.	99.99									
18	Greenovate Co., Ltd.	24.00									
Logistics and Warehouse Business											
19	PTG Logistics Co., Ltd.	99.99	X	☑	X	X	X	X	X	☑	☑
20	AMA Marine Pcl.	24.00									
21	Fuel Pipeline Transportation Co., Ltd.	9.55									
System and Equipment Management Business											
22	Empire Service Solution Co., Ltd.	60.00									
23	Innoligent Automation Co., Ltd.	59.99									
Auto Care Services Business											
24	Siam Autobacs Co., Ltd.	76.52									☑
Electronic Money (e-Money) Business											
25	Max Card Co., Ltd.	99.99									☑
26	Max Solution Service Co., Ltd.	99.96									☑
26	Maxbit Digital Asset Co., Ltd.	35.00									

Symbols

Companies that disclose their sustainability performances in the 2021 Sustainability Report where PTG Energy Public Company Limited has a shareholding proportion of more than half of its investment, or is authorized for management. The companies are core businesses of the Company and operated in Thailand, with significant environmental, safety and human rights performances.

- ☑ Data are disclosed in the report.
- X Data have not yet been collected.
- Data are insignificant to the business operations and do not have any influence on the overall reputation of PTG.

Color Labels and Company Status

Blue: Subsidiary (over 50% of shares held)

Orange: Associate company (over 20% but not exceed 50% of shares held)

Purple: Joint Venture



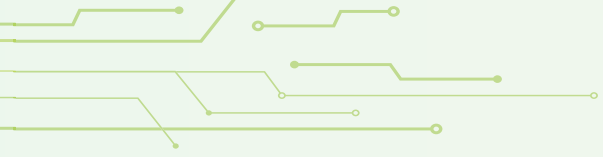
Mr. Pitak Ratchakitprakarn
President and Chief Executive Officer



Message from the President and Chief Executive Officer

As it enters the fourth decade of the business, PTG Energy Public Company Limited (PTG) has continued its work with dedication and determination. Not only shall it focus on services in the energy business, as other products and services have also been developed to resonate with the needs and be part of consumers' daily life. The Company kicks off a new era in 2021 by shifting the corporate vision, from being the nation's leading full-service energy company to enriching the quality of life, well-being and contentedness of the people we serve, with a mission to create growth opportunities with partners and communities everywhere in the energy business and expand into a full range of services to fulfill happiness and quality of life for everyone.

During the previous year, the Company has come across various challenges, especially when it came, another surge of coronavirus disease 2019, or "COVID-19," which led to a more severe and lasting impact than the previous ones. PTG has constantly adjusted business support plans in response to the new normal era. Among others are launching PT Max Reward application to unlock its online forte and facilitate business operations, collaborating with partners to expand the food & beverage delivery footprint, while also aligning the Company with the Flexi Place, Flexi Time policy to make sure employees feel flexible at work and to guarantee work-life balance. In



addition to “Well-Being and Contentedness” packs distributed to aid employees affected by the COVID-19 outbreak, the Company also took a huge part in alleviating the impact of COVID-19 crises, side by side with Thai people. There were projects of disinfectant spraying at PT service stations to strengthen the confidence of all customers, donations of drinking water to field hospitals, gas vouchers for the Alternative Medicine Foundation (Thailand) in support of all personnel who helped transport COVID-19 patients back to their domiciles or hospitals. Furthermore, there was a joint project with the Department of Internal Trade, Ministry of Commerce, where 200 tons of mangosteens were bought from farmers to ease their suffering during this hard time. At every 50-bath gas loaded, customers received a kilogram of mangosteens as a special gift for “PT Max Card” members, etc.

Another key challenge in 2021 was the rising price volatility of global energy. Due to the uncertainty, the government promulgated measures to freeze oil prices so as to reduce the cost of living and costs liable by the private sector. PTG was required to adjust its business strategies, focusing on generating more revenue from Non-oil businesses and reducing Company’s non-necessary costs to minimize risks. Moreover, the Company has been aware of other challenges, such as climate change, which potentially leads to greater importance placed on clean energy and electric vehicles to reduce dependence on fossil fuels and greenhouse gas emissions. The Company has cooperated with the Electricity Generating Authority of Thailand, erecting EleX by EGAT at PT service stations to assist EV users as part of PTG’s efforts to address business risks contributed by the transition to a low-carbon society. Additionally, these all have been a preparation to deal with disruptive technological risks as well.

Under the circumstances and challenges above, PTG has invariably adhered to the principles of its corporate sustainability strategy in line with the United Nation Sustainable Development Goals, which comprises four key elements: Good Corporate Governance, Inspire and enable value-added experiences throughout the supply chain (Inspire & Enable), Transform the organization towards excellence (Transform), and Engage and Co-create value with society and the environment (Engage & Co-create).

In terms of Good Corporate Governance, PTG has successfully secured its “Excellent” status as announced by the 2021 Corporate Governance Report of Listed Companies (CGR) assessment and aimed at maintaining this status as long as possible. Under the strategy of inspire and enable

value-added experiences throughout the supply chain, the Company is determined to continually create service and product innovations, merging with the oleochemical industrial development community to deliver health and beauty products. In terms of strategy to transform the organization towards excellence, PTG has set a goal to focus on the development of the organization to ensure its effectiveness and zero work accidents. It respects human rights and equips personnel with capability to achieve process innovations to efficiently accommodate new challenges.

In addition, the Company also places importance on building relationships and promoting good quality of life for society and communities, including mitigating environmental impacts through a strategy of engage and co-create value with society and the environment. It targets boosting community satisfaction through implementing corporate social responsibility projects such as PT Volunteer Camp “We Care Leave No one Behind”. To emphasize the significance of environmental stewardship, PTG supports clean energy use through the installation of solar rooftops in 29 service stations, aiming at reducing greenhouse gas emissions by 6,794 metric tons of carbon dioxide equivalent within 2027.

With a commitment to driving the organization towards sustainability, PTG has been selected on the Stock Exchange of Thailand’s Sustainability Investment List for the 4th consecutive year and also received the Asia Responsible Enterprise Awards in Responsible Business Leadership and Social Empowerment category. The Company was also recognized by the ASEAN Business Award 2021 in the category of Priority Integration Sector: Energy from the ASEAN Business Advisory Council, TCC Best Award from the Thai Chamber of Commerce, and enjoyed the award of Asia’s Best Companies to Work For 2021 granted by the HR Asia Awards, etc. All of these distinctions represent the success of all employees as they took part in driving PTG to become an organization that has strong potential to create “Well-being and Contentedness” for Thai society in the long run.

On behalf of PTG, I would like to express my appreciation for the support of all sectors that enabled the Company to overcome the crises, obstacles, and challenges throughout our journey. PTG shall continue to enhance energy business and constantly drive growth of Non-oil product lines with a determination to generate long-term stable returns, taking into account the environmental, social, and corporate governance factors in steering the organization towards sustainability.



Summary of Key Sustainability Performance in 2021

Good Corporate Governance

Achieved **96%** in CGR assessment, being in the "excellent" tier of credit scores.

Eligible for **CAC** membership renewal for the 3rd consecutive year.

0 complaints for significant corruption via Whistleblowing channels.

Inspire and enable value-added experiences throughout the supply chain

100% of new employees received training on anti-corruption, ethics/code of conduct, and risk management.

20 innovative products and services have been materialized through invention and implementation.

Customer satisfaction: **85%** as rated by DODO operators and **90.48%** as rated by end-user.

Engage and Co-create value with society and the environment

Society

91.06% of Community satisfaction towards CSR projects.

Employee volunteering time during paid working hours is equivalent to **78,526** Baht

140,792,708 baht of total donation

Circularity : **0.76** tons of waste at service stations have been recycled through the Recycling Drop Point campaign

1,376 trees planted through PT Volunteer Camp "We Care, Leave No one Behind"

Transform the organization towards excellence

Safety

Lost Time Injury Frequency Rate (LTIFR)
Employees: **1.2**
Contractors: **0**

Occupation Illness Frequency Rate (OIFR)
Employees: **0**

Human Rights

100% of business activities throughout the value chain have been assessed to identify human rights risks.

18.75% of business activities indicate a high level of human rights risk.

Human Resources

137,926 hours of employee training in total.

73% Employee engagement Score.

Environment

0 time of significant oil and chemical spills (i.e., over 100 barrels/time).

3,362 metric tons of carbon dioxide equivalent GHG Reduction

The average electricity consumption per capita (kWh/person) of the head office decreased by **61.98%** from the base year.

The ratio of water consumption to oil sales volume at oil depots and service stations (cubic meter/liter) decreased by **8%** from the base year.

100% of waste and hazardous waste have been disposed of properly.



COVID-19 Crisis Management Overview



Risk Management Approaches

PTG has employed Business Continuity Management (BCM) system to deal with new surges of COVID-19 with the Crisis Management Committee being the management center, assessing situations, issuing countermeasures to prevent the spread, and establishing a sub-team with representatives from relevant departments joining to coordinate and implement solutions, and closely monitor the COVID-19 crisis constantly.

Business Strategy Adjustment

Operations and Transportation



Adjusted the frequency of fuel planning to be on a daily basis to correspond to the ongoing situations and demands during the new surges of COVID-19.



Adjusted fuel transportation plans in correspondence with official measures and assigned some of fuel truck drivers to help in affected areas.



If any staff member of a service station is infected by the disease, another staff member of a nearby branch shall be assigned to cover the tasks of the infected staff. In addition, a SWOT team was established to be in charge of each district and to cover responsibilities of branches located within their responsible area in case of staff shortages.

Marketing



Strategically expanded to online platforms, as well as launching a recall campaign for PT Max Card members to encourage their service usage and sales volumes of goods and services.



Expanded business partners to penetrate the industries of delivery services, telephone network, and entertainment in order to fulfill the new normal lifestyles of consumers.

Financial Liquidity



Reduced investments on service stations and slowed down unnecessary investment projects.



Determined measures to reduce expenses throughout the organization. The Company adheres to a zero-layoff policy and still provides care and benefits to employee as usual.



Procured other financial channels, e.g., issuing promissory notes, issuing debentures before the maturity period, to get prepared for cash shortages in business operations.



HQ employees have been vaccinated at **95.26%**



Monetary and item donations in support of COVID-19 prevention **27,964,796** Baht

Mitigation measures for stakeholders

Employees



Rolled out a work-from-home policy, as well as providing essentials to prevent infections, such as alcohol sanitizer and masks.



Disinfected office areas on a regular basis with basic symptom and body temperature checkpoints to screen all office staff and those working at service stations.



Prepared a manual on safety measures to control and prevent the spread of COVID-19.



Coordinated with various departments to provide vaccines to employees and donated "well-being and Contentedness" kits to aid employees affected by COVID-19.

Customers



Provided free disinfectant spraying service against COVID-19 virus at service stations and taxicab stand at Suvarnabhumi International Airport.



Gave away free lunch boxes to public bus drivers and MAX Card members at LPG stations.



Offered discounted spaces for rent within service stations located in Bangkok and its vicinity.

Supplier



Communicated with and informed suppliers about COVID-19 situation management.



Encouraged suppliers to inform the Company regarding impacts on their goods delivery in order to plan for the volumes and transportation plans beforehand.



Digitalized processes and business activities, e.g., online audits.

Community



Gave away PT fuel coupons to various foundations in support of the COVID-19 transferring mission.



Set up a Happiness Sharing Cabinet to aid and alleviate suffering of people during the COVID-19 crisis.



Donated drinking water and beverages to medical personnel and field hospitals.



Bought farmers' products, such as mangosteens and longans, to help them overcome the COVID-19 crisis.



Educated communities about how to prevent the spread of COVID-19 through community relations activities.

About PTG

On March 21, 1988, Paktai Chueplerng Public Company Limited was founded with an intention to operate oil terminals and fuel trade with the community, fishery, and industrial plants in the southern provinces of Thailand. In 1992, it launched a gas station business under the operation of Petroleum Thai Corporation Company Limited, which was afterwards listed on the Stock Exchange of Thailand in 1995 under Paktai Chueplerng PCL. With the name later changed to PTG Energy PCL in 2011, both oil and Non-oil businesses have been expanding to cover all areas in Thailand until now.

Vision

Enriching the quality of life, well-being and contentedness of the people we serve.

Mission

Create growth opportunities with partners and communities everywhere in the energy business and expand into a full range of service to fulfill happiness and quality of life for everyone.

Values

Break Through the Limit: Get over the limit and obstacles.

We believe everything is possible and are always primed to overcome any challenge that crosses our path, as we dare to think, take risks, make a difference, as well as exploring and seizing all chances and possibilities to reach a new business sphere that enhances through flexibility and adaptability based on learning from failure.

Embrace Empathy: Discover what others need and plumb the depths.

We are working with curiosity and always look to the needs of our clients and colleagues, as well as sharing their feelings by seeing the world through their eyes. We ask questions, observe, and are open for opinions of others to explore their thoughts, feelings, understandings, and requirements in order to rapidly and incredibly respond to their needs. In addition, we actively ask for feedback to ensure we can further improve dimensionally in what we do.

Succeed Together: We connect all values and establish success together.

We adhere to the same goal and are committed to steering the business to achieve success through collaboration, integration, and optimization of expertise. We professionally promote interorganizational work and march towards effective communications for the optimum benefits of the company.

Cultivate Trust: Shape the atmosphere of trust.

We think, decide, and operate our business by taking into account the long-term outcomes, thereby fostering professional ethics in all, building trust among personnel within the organization through the sense of ownership and respect we provide. Also, we prioritize work transparency and consider possibilities of impacts in order to be trusted by all stakeholders forever.



Company's Basic Information

Company's Name : PTG Energy Public Company Limited

Asset Name : PTG

Business Type : Energy and Utilities

Date of Establishment : March 21, 1988

Registration Number : 0107538000703

Paid-up Capital : 1,670,000,000 บาท

Location of Headquarter :

90 CW Tower A 33rd Floor, Ratchadaphisek Road, Huay Kwang, Huay Kwang, Bangkok 10310

Main Website : www.ptgenergy.co.th

President : Mr. Pitak Ratchakitprakarn

Numbers of Employees :

16,727 persons (As of December 31, 2021)

Organizational Membership

- Member of the Federation of Accounting Professions
- Thai Listed Companies Association
- Thai Institute of Directors
- The Petroleum Institute of Thailand (PTIT)
- Member of the Thai Chamber of Commerce and Board of Trade of Thailand
- Thailand's Private Sector Collective Action Coalition Against Corruption
- Oil Industry Environmental Safety Group Association (IESG)
- Investment Adviser Association (IAA)
- The Thai Bond Market Association (ThaiBMA)





PTG Business Overview

The business under PTG Energy PCL can be divided into 8 businesses, according to share ownership, as followed:




Oil and retail business




System and Equipment Management business



LPG business




Food and beverage business




Renewable energy business and investment




Auto Care Services business

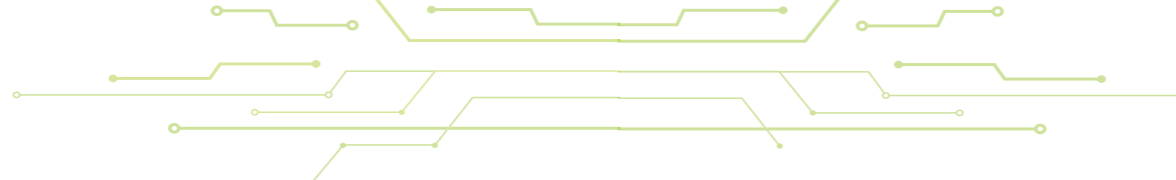



Logistics and Warehouse business




Electronic Money business (e-Money)





Locations of Business Units

PTG operates oil retail and Non-oil businesses nationwide, owning a total of 9 oil depots. The oil depots have been used for storing and reserving petroleum transported from Thai Oil Refinery and a transportation office for further distribution to PT service stations. Currently, the Company has a total of 2,167 service stations under the PT trademark, categorized into 1,859 Company Owned Company Operated (COCO) stations and 308 Dealer Owned Dealer Operated (DODO) stations.

Northern Region
 450 service stations including
 - 373 COCO stations
 - 77 DODO stations

Lampang Oil Depot Capacity : 3.87 ML
 102 Moo 10, Pong Saen Thong Sub-district,
 Mueang Lampang District, Lampang Province,
 52100

Western Region
 263 service stations including
 - 227 COCO stations
 - 36 DODO stations

Central Region
 138 service stations including
 - 120 COCO stations
 - 18 DODO stations

Mae Klong Oil Depot and Fuel Oil Testing Lab
 Capacity: 113.69 ML
 88 Moo 1, Vithan-Vithi Road,
 Bang Chakrang Sub-district, Mueang District,
 Samut Songkharn Province, 75000

Nakhon Sawan Oil Depot Capacity: 6.65 ML
 74 Moo 8 Munghuk Sub-district, Pauhakiri District,
 Nakhon Sawan Province 60130

Phitsanulok Oil Depot Capacity: 7.69 ML
 76/4 Moo 2 Phitsanulok Road, Bungpra Sub-district,
 Phitsanulok Province 65000

Nong Kae Oil Depot Capacity: 5.30 ML
 6 Moo 9, Phahonyothin Road,
 Nong Khai Nam Sub-district,
 Nong Khae District, Saraburi Province, 18140

Northeastern Region
 658 service stations including
 - 556 COCO stations
 - 102 DODO stations

Surin Oil Depot Capacity : 6.2 ML
 165 Moo 6 Sumrong Sub-district,
 Mueang Surin District, Surin Province, 32000

Pak Thong Chai Oil Depot Capacity : 12.52 ML
 333 Moo 12, Ngio Sub-district,
 Pak Thong Chai District,
 Nakhon Ratchasima Province, 30150

Nam Pong Oil Depot Capacity: 7.69 ML
 291 Moo 1, Mittraphap Rd.,
 Khud Namsai Sub-district, Nam Phong District,
 Khon Kaen Province, 40310

Bangkok and Vicinity
 193 service stations
 - 189 COCO stations
 - 4 DODO stations

Head Office
 90 CW TOWER A (33rd Floor),
 Ratchadaphisek Road, Huay Kwang
 Bangkok, Thailand 10310

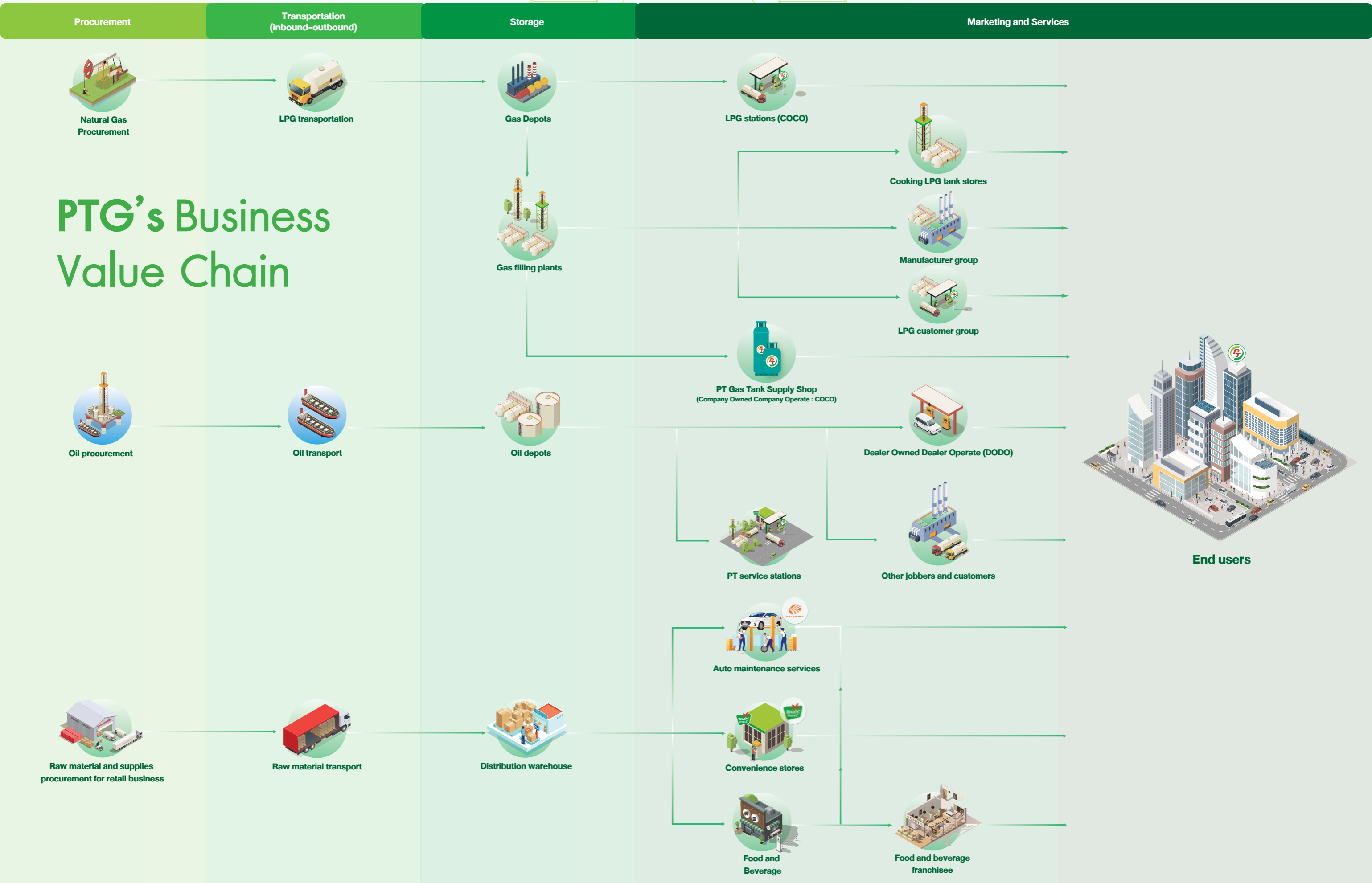
Southern Region
 248 service stations including
 - 208 COCO stations
 - 40 DODO stations

Chumpon Oil Depot Capacity: 26.54 ML
 167 Moo 1, Tha Yang Sub-district,
 Mueang, Chumpon District, Chumpon Province,
 86120

Pak Phanang Oil Depot Capacity: 19.80 ML*
 95/5 Moo 4 Pak Phanang Fang Tawantok
 Sub-district, Pak Phanang District,
 Nakhon Si Thammarat Province 80140

*Note : * In the past, Pak Phanang Oil Depot was used as the distribution terminal for service stations and end-consumers in the lower southern region (from Nakhon Si Thammarat to Narathiwat); however, as the oil sales volume in the area was not considerably high, the operation of such oil depot was not cost-efficient. Therefore, the Company decided to cease the operation. In this regard, if, in the future, the volume of fuel sales in the lower southern region sufficiently grows, the Company may consider relaunching the Pak Phanang Oil Depot as its distribution terminal.

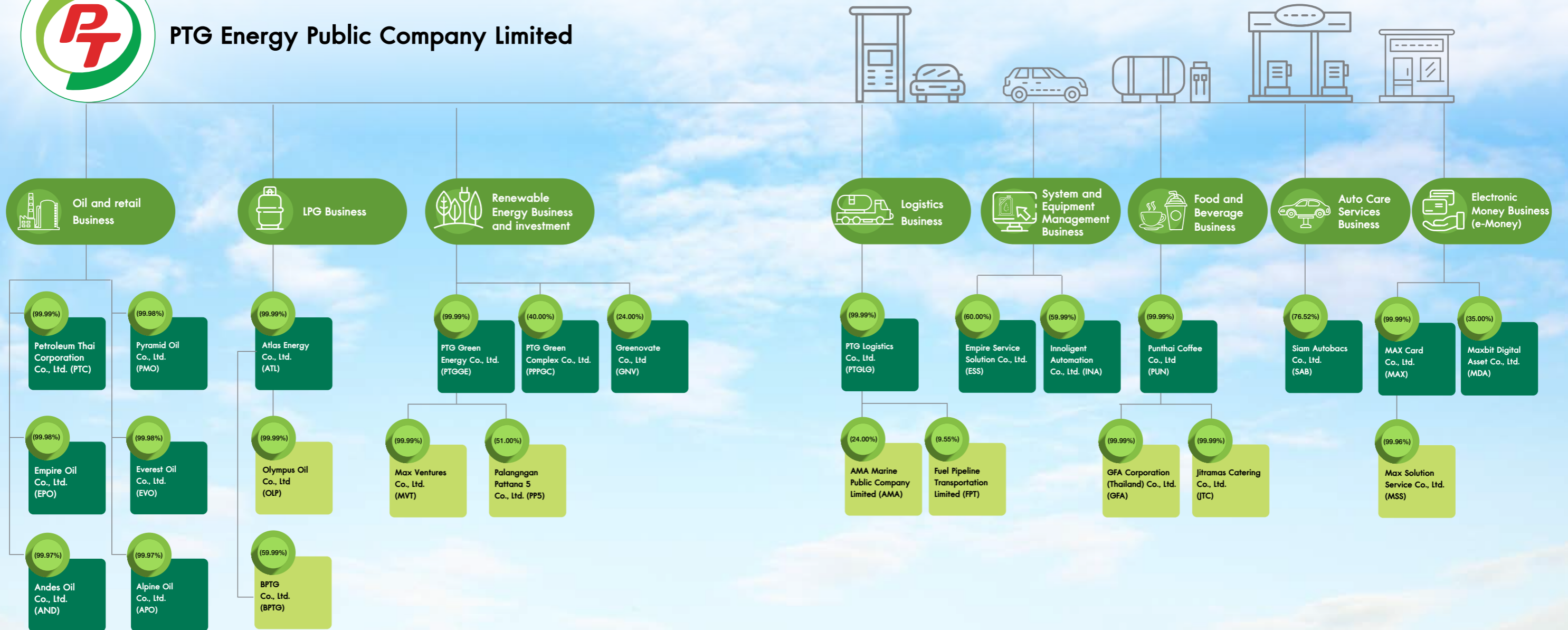
PTG's Business Value Chain



Shareholding Structure of PTG Energy PCL
(as of December 31, 2021)



PTG Energy Public Company Limited





PTG AND SUSTAINABILITY MANAGEMENT

Sustainability Governance Structure

The Board of Directors attaches great importance to lead PTG in a business that takes into account the economy, society and environment with the Corporate Governance Committee, Corporate Governance Management Working Group, and the Corporate Sustainable Development Team appointed as a mechanism that drives organizational sustainability to meet the standards and respond to the expectations of all groups of stakeholders.

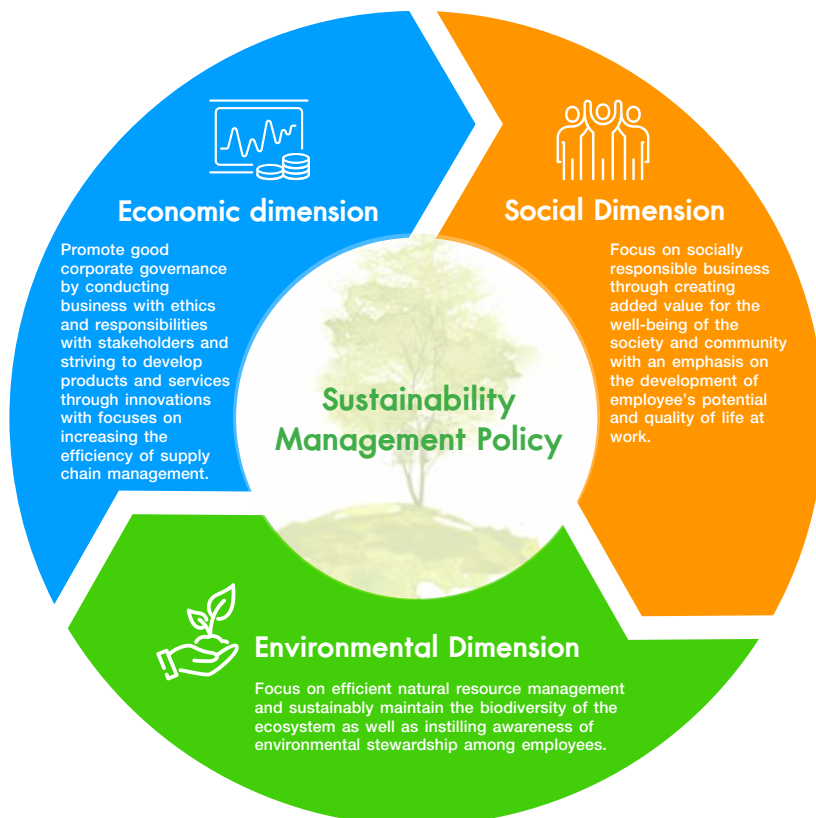
- **Corporate Governance Committee** consists of independent committee members who have duties to consider, render advice, formulate guidelines, follow up on corporate governance and corporate sustainability performance, and report the results to the Board of Directors.
- **Corporate Governance Management Working Group** consists of the President and Chief Executive Officer, and senior executives from various departments, namely Corporate Communications Department, Procurement Department, Safety and Environment Department, Corporate Governance Department, Quality Assurance and QMR Department, Information Technology Department, Legal Department, and Office of Transformation and Innovation Division, which are responsible for supporting the operation of good corporate governance and driving sustainability management by aligning the strategy and sustainability

plans with business strategies and directions of the organization.

- **Corporate Sustainable Development Team** consists of representatives from departments related to sustainable development responsible for formulating strategies and corporate sustainability plans by coordinating with all departments to ensure alignment of the plans and a holistic approach in corporate sustainability management.



- Board of Director
- Corporate Governance Committee
- Corporate Governance Management Working Group
- Corporate Sustainable Development Team



PTG realizes the importance of responsible businesses and taking into account all groups of stakeholders. Thus, the Company combines its commitment to developing sustainable business with its operational strategy to emphasize efforts to maintain a balance between operations for economic, social and environmental development. The Company has announced and enforced a sustainability management policy in line with the United Nation Sustainable Development Goals as a framework for developing sustainable operational efficiency throughout the supply chain, including raising awareness of employees to participate in driving the organization towards sustainability. In this regard, PTG reviews the policy annually to improve in line with the shifting business trends that reflect emerging challenges.

Corporate Sustainability Strategy



Good Corporate Governance

Focus on building a culture of responsible, transparent, and auditable business operations.

Inspire and enable value-added experiences throughout the supply chain

Focus on creating a new, comfortable, and decent experience for stakeholders to achieve long-term business growth.

Transform the organization towards excellence

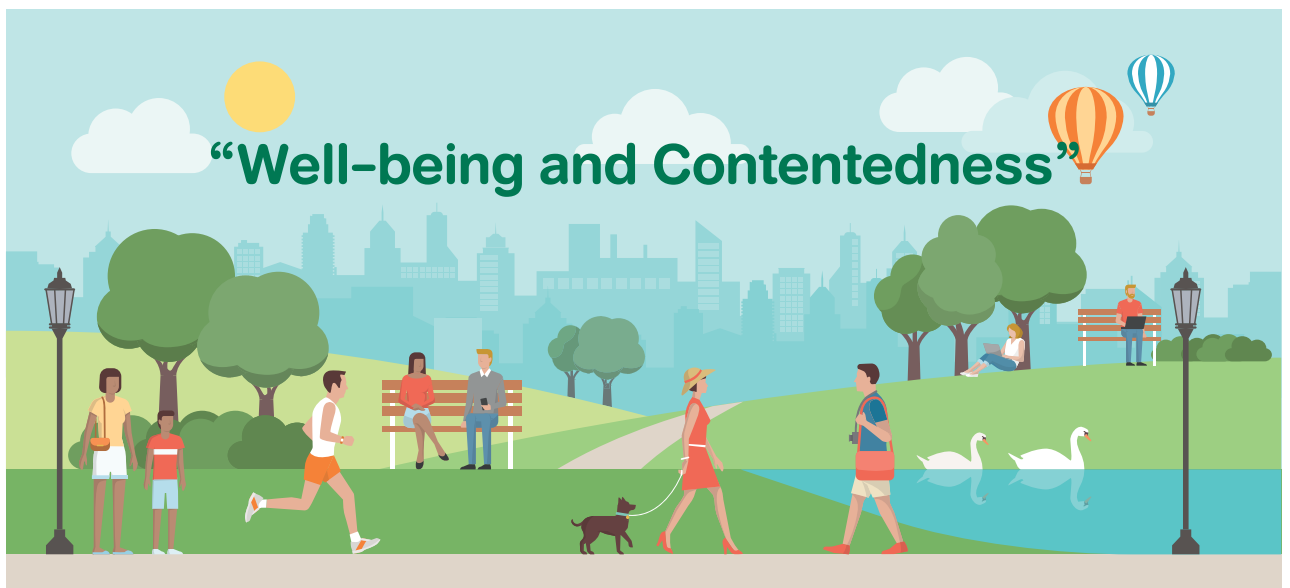
Focus on efficiently, safely, and fairly steering the organization while also building innovation capacity among personnel to effectively cope with possible changes.

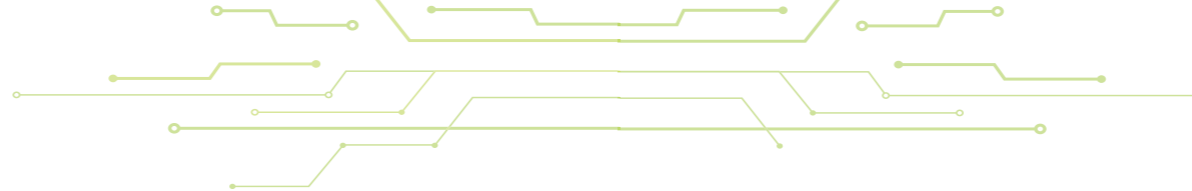
Engage and Co-create value with society and the environment




























Focus on building relationships and promoting good quality of life for society and communities, as well as preserve the environmental.



In addition to formulating sustainability management policies, PTG has formulated corporate sustainability strategies to support the vision of the organization that aims to connect everyone to the life of “Well-being and Contentedness” in all aspects. Moreover, the sustainability management policy has been applied into practice throughout the organization. In 2021, the Company revised its corporate sustainability strategy with more goals or long-term success indicators being set, as well as specifying the direction of sustainability practices more clearly to address environmental, social, and governance challenges and respond to the expectations of all groups of stakeholders. Details are as follows:





Direction of Corporate Sustainability Strategy		Short-Term/Long-Term Goals	Connection with SDGs
 Good Corporate Governance	 Focus on building a culture of responsible, transparent, and auditable business operations.	<ul style="list-style-type: none"> Maintain the “excellent” level based on the Corporate Governance Report of Thai listed companies (CGR) assessment. 	 16.5 16.6
 Inspire and enable value-added experiences throughout the supply chain	 Focus on creating a new, comfortable, and decent experience for stakeholders to achieve long-term business growth.	<ul style="list-style-type: none"> 20 product and service innovations have been presented to the executives in 2021. Be the top-of-mind brand with targets to obtain >80% and >90% customer satisfaction based on satisfaction surveys completed by DODO operators and end-users, respectively, in 2021. 	 8.1 8.2  9.2 9.4
 Transform the organization towards excellence	 Focus on creating an accident-free environment at work	<ul style="list-style-type: none"> Zero accident and no fatalities at work* 	 3.5 3.6  4.4  8.2 8.5 8.7 8.8
	 Respect human rights	<ul style="list-style-type: none"> All business activities throughout the value chain were assessed for human rights risk in 2021. 	
	 Develop potential and employee engagement to support business growth	<ul style="list-style-type: none"> 50 percent of Company’s employees have developed their potential in 2021 Employee Engagement Score >77% in 2021 	
	 Focus on creating process innovation to accommodate changes and new challenges	<ul style="list-style-type: none"> The number of process innovation projects >100 in 2021. 	
 Engage and co-create value with society and the environment	 Focus on building relationships with and acceptance of the community towards business operations	<ul style="list-style-type: none"> Community satisfaction survey >90% in 2021 	 1.4  3.4  6.3  7.2 7.3  12.2 12.4 12.5  13.1 13.2 13.3  15.2
	 Aim to build partnerships with communities to improve quality of life	<ul style="list-style-type: none"> At least 1 Creating Shared Value (CSV) project is initiated, which can generate tangible returns to the community by 2023. Social Return on Investment (SROI) ratio of a CSV projects is equal to more than 1:1 by 2024. 	
	 Manage climate change	<ul style="list-style-type: none"> Able to set the targets of corporate greenhouse gas emission reduction by 2023. Reduce greenhouse gas emissions through the solar rooftop project at service stations by 6,794 metric tons of carbon dioxide equivalent within 2027. 	
	 Improve operational eco-efficiency	<ul style="list-style-type: none"> Zero oil spill volume that cause severe impact on ground or water resources (barrel). Average electricity consumption per capita at the head office decreases by 10% from the base year (2019), reducing the proportion of electricity cost to oil sold through service stations and fuel depots (kWh/liter) and reducing the ratio of water used to oil sold through oil depots (cubic meter/liter) by 5% from base year in 2021. 	

Remark: *Performance data coverage only PTG, PTGLG, PUN, GFA, OLP and ATLAS





Stakeholder Engagement

PTG realizes the importance of building good relationships with stakeholders, which is a success factor in creating long-term business value. Therefore, the Company has analyzed stakeholder groups in order to formulate an appropriate engagement strategy based on the following steps:

1. Identify stakeholders who are important to the business by considering the relationship of stakeholders to business operations throughout the supply chain.
2. Assess positive and negative impacts caused by stakeholders on the business, and business impacts faced by stakeholders in order to plan and create channels to engage with each stakeholder group appropriately.
3. Rate stakeholders based on severity of impact on business, whether in terms of finance, operations in pursuance of regulations, image and reputation, safety, and the environment.
4. Present the result of stakeholder analysis to the Corporate Sustainable Development Team, Corporate Governance Management Working Group, and Corporate Governance Committee for further consideration on its suitability.

Summary of Stakeholder Involvement Analysis in PTG's Value Chain

Stakeholders	 Procurement	 Transport	 Storage	 Marketing and Services
 Shareholders				<input checked="" type="checkbox"/>
 Customers				<input checked="" type="checkbox"/>
 Employees	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Suppliers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
 Communities		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Government Agencies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Financial Institutes				<input checked="" type="checkbox"/>

Stakeholder Engagement Approach

PTG conducted a survey to acquire opinions of stakeholders and collect data for analysis and use to improve and develop business strategies to meet the expectations of all groups of stakeholders. The results of the survey revealed that the top 3 issues stakeholders focus on were business growth, customer relationship management and corporate governance. The Company considers various issues and assigns relevant departments to develop operational capabilities and create engagement with stakeholders, enabling them to understand Company's guidelines and results more clearly through various channels and activities as follows:



To Promote Health and Well-Being of the Community



	Shareholders	Customers	Employees	Suppliers	Community	Government agencies	Financial institutes
Channels for Engagement	<ul style="list-style-type: none"> Annual General Meeting of Shareholders Analyst Meetings and Business Visits for Analysts Quarterly operating results announcement Domestic and international roadshow 	<ul style="list-style-type: none"> Customer satisfaction survey and customers meeting Receive complaints through Call Center (1614) and social media such as Facebook, and PT Max Reward Mobile Application. 	<ul style="list-style-type: none"> Employee Engagement Survey Meetings of the Human Resources Committee, Welfare Committee, and Safety Committee. Estimation of salaries, wages, and reviews of the salary structure. Employee satisfaction surveys CEO Talk Activity Chit Chat Activity Complaint lodgment via Call Center (1614) 	<ul style="list-style-type: none"> Meeting with suppliers/contractors and visits to suppliers' establishments. ESG audit at suppliers' establishments Complaint lodgment via Call Center (1614) 	<ul style="list-style-type: none"> Surrounding community surveys to identify their needs. Community relations activities and CSR projects. Emergency drills with the surrounding communities. Complaint lodgment via Call Center (1614) 	<ul style="list-style-type: none"> Meetings with government agencies 	<ul style="list-style-type: none"> Meetings with representatives from financial institutions. Complete company surveys conducted by financial institutions
Expectations of Stakeholders	<ul style="list-style-type: none"> Return on Stock Price, Dividend, and Equitable Treatment of Shareholders. Long-term Business Growth and Success. 	<ul style="list-style-type: none"> Receive products and services of the right quality and quantity with on time delivery. Receive high quality services that meet the required standards that are safe for life and property. 	<ul style="list-style-type: none"> Income, remuneration, and benefits. Work safety. Employee development and advancement. Business growth and its operational performance. Technology upgrades to maximize work performance. 	<ul style="list-style-type: none"> Transparent, equitable, and compliant procurement. On-time goods and service payment. 	<ul style="list-style-type: none"> Eco-friendly operations in respect of safety and neighborhood safety. Improvement of life quality, income, knowledge sharing. 	<ul style="list-style-type: none"> Regulatory and policy compliance Work ethics and transparency in business operations. Cooperation and communications with government sectors. 	<ul style="list-style-type: none"> Comply with the terms and conditions stipulated in the contract, including rules issued by relevant supervisory authorities. Adhere to work ethics and transparency in business operations.
Key Achievement	<ol style="list-style-type: none"> Organize a meeting of executives with institutional investors to visit the Company's establishments. Prepare Factsheet, e-Newsletter and publish them on Company's website, official Line account of investor relations to provide information for shareholders; investors get to know the business and Company's performance. Quarterly key takeaways Annual business review events 	<ol style="list-style-type: none"> Expand the overall number of PT service stations by 73 branches in total. Add 21 Model A service stations. Expand EV Charger service points. Upgrade services through the PT Smile where employees shall be trained in various aspects such as attitude adjustment, uniforms, etiquette, and well-being. Organize a Max Card Database Project; for example, leveraging data from Max Card database to identify opportunities for selling clear fuel and engine oil. Add official accounts in PT Maxnitron's e-commerce platform such as Lazada, Shopee. Organize co-promotions with partners such as offering loans through PT Max Rewards with points and interests of special rates. Analyze customer segments in order to generate hyper-personalized campaigns to ensure revisit of customers (Max Mart, Cooking Gas, AUTOBACS). Provide financial services through e-Payment channels. Offer an ordering platform to order gas, coffee, and goods from Max Mart in advance. Spray disinfectants at service stations that were confirmed to be visited by COVID-19 patients. Offer free disinfection spraying against COVID-19 at LPG service stations and taxicab stands at Suvarnabhumi International Airport. Give away free lunch boxes for drivers of public buses and MAX Card members at LPG service stations. 	<ol style="list-style-type: none"> Promote and support the development of employees' skills to grow with the organization. Communicate about business direction and strategies through CEO Talk activities. Ensure Flexi Place and Flexi Time Work. Employ a 360-degree performance evaluation for management levels and above. Provide a succession plan where high-potential employees shall be nominated and developed in order to prepare them for senior management positions in the future. Prepare an Individual Development Plan for each executive so that they can work to achieve the goals set in line with the focus of their career path. Conduct employee engagement surveys. Distribute "Well-being and Contentedness" packs to aid employees affected by the COVID-19 outbreak and have been under quarantine by order of the Company and the government. 	<ol style="list-style-type: none"> Develop Vendor Relationship Management Phase II system Conduct remote ESG audits on critical tier 1 suppliers to strengthen cooperation in sustainable business operations. Provide training to educate contractors about works and practices in order to promote safety in the workplace. Organize Knowledge Sharing activities to educate suppliers about sustainable operations. 	<ol style="list-style-type: none"> Organize activities to develop relationships with communities surrounding the operation sites, such as Strong Network to Fight Against Crises, Enhancing Quality of Life of Thai Workers (Nakhon Sawan Oil Depot), 13th Power of Media to Overcome Harsh Winter 2021 at Ban Mae Ka (Lampang Oil Depot), "Clean Streets for All" (Surin Oil Depot). Carry out CSR projects, such as PT Volunteer Camp "We Care Leave No one Behind", together with PPP Green Complex in Prachuap Khiri Khan Province. Organize activities to mitigate impacts and raise awareness of COVID-19 prevention among communities, such as the "PT's Ready to Fight Against COVID-19" activity (Phitsanulok Oil Depot), and "PT Cooking Gas" that empowers all merchants to fight against COVID-19. Rolled out the PT TAXI TRANSFORM, Change for the Future, Project to extend assistance to taxi groups during the COVID-19 outbreak. Give away PT gas vouchers to Petchkasem Foundation and Foundation for the Development of Alternative Medicine (Thailand) to support their missions in transferring COVID-19 patients by car. Alleviate suffering of Thai farmers caused by COVID-19 and floods through cooperation with the Ministry of Commerce, Department of Internal Trade, to acquire agricultural crops such as longans, mangosteens, eggs, and vegetables and distribute them as customer rewards at PT service stations and commercial products at Max Mart convenience stores. Provide Community Health Check-ups under the MAX Pharmacy project. Support local raw materials such as tamarinds, coconut flower sugar, cocoa beans by using them as creative ingredients in beverages sold at PunThai Coffee. 	<ol style="list-style-type: none"> Adequately and transparently comply with laws, rules and regulations related to business conduct. Control the environmental quality to meet the standards set by law. 	<ol style="list-style-type: none"> Comply with the rules of financial institutions which were issued by government agencies. Answer inquiries to the credit analysts when they have questions in an accurate and quick manner. Strictly comply with the terms of the loan and debenture agreements.



Materiality Assessment

The Company conducted assessments to determine materiality issues based on the standard of Global Reporting Initiative (GRI) to achieve adequate management approaches for each issue. Steps to identify materiality issues are as follows:



1 Identifying Materiality Issues

Identify business-related materiality issues based on expectations of all stakeholders, global business trends, and business matter within the same industry.



2 Prioritizing Materiality Issues

Prioritize materiality issues into 4 tiers: Extremely High, High, Moderate, Low.



3 Materiality Validation

Summarize materiality issues and propose to the Corporate Governance Management Working Group and Committee for further approval of the materiality assessment.

Materiality Assessment Results

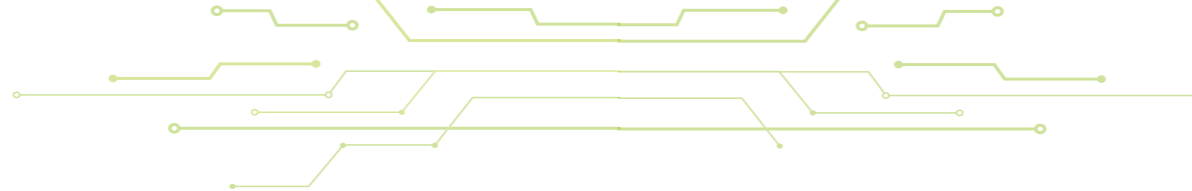
In 2021, PTG reviewed materiality issues through studies of business trends, environmental, social and governance challenges, including significant business issues within the same industry. This resulted in the addition of another two materiality issues to the list of the previous year: human rights and cybersecurity. Moreover, two materiality issues were renamed, from 'participation with communities and society' and 'climate management', to 'social and community responsibility' and 'climate change management'.













1. Good Corporate Governance
2. Risk and Crisis Management
3. Cyber Security
4. Business Expansion and Continual Growth in Performance
5. Customer Relations and Responsibility Management
6. Business and Social Innovations
7. Supply Chain Management
8. Occupational Safety and Work Environment
9. Human Resources Management
10. Human Rights
11. Social and Community Responsibility
12. Environmental Management, Waste and Pollution
13. Energy Saving
14. Climate Change Management
15. Water Management

To Deliver Superior Experience and Convenience





Corporate Sustainability Strategies	Material Issues of Sustainability	Risks, Opportunities, and Impacts on Business	Connection with SDGs		
 Good Corporate Governance	Good Corporate Governance GRI 102: Governance GRI 205: Anti-corruption	<ul style="list-style-type: none"> The impetus from institutions and investors has made the Company realize the importance of managing corporate governance through the preparation of surveys on Corporate Governance Report of Thai listed companies of which the results have potential impacts on reputation and revenues if the Company is unable to build trust among stakeholders due to lack of proper management of the issues. 		16.5 16.6	
	Risk and Crisis Management GRI 102: Governance	<ul style="list-style-type: none"> Changes in economic, social, environmental, legal, technological, and emerging disease situations have resulted in adjustments of business continuity plans to prevent business interruption. 		16.7	
	Cybersecurity	<ul style="list-style-type: none"> Business transformation to the e-commerce sphere through PT Max Reward Application and services provided via the PT Max Card membership have brought about risks of cyber-threats and identity theft. 		9.1	
 Inspire & Enable	Business Expansion and Continual growth in performance GRI 201: Economic Performance	<ul style="list-style-type: none"> The volatility in rising global energy prices resulted in the government issuing measures to freeze oil prices, causing the Company to change its business strategy to maintain continuous growth. 		8.1	
	Customer Relations and Responsibility Management GRI 416: Customer Health and Safety GRI 418: Customer Privacy	<ul style="list-style-type: none"> Changes in consumer behavior that resonate with economic, social and environmental conditions have caused the Company to adjust its business plans in order to maintain the opportunity to respond to customer needs in a variety and thorough manner. Personal Data Protection Law caused the Company to adjust its information technology infrastructure and put in place strict measures to prevent the risk of customers' personal data leakage. 		8.1 8.2	
	Business and Social Innovations	<ul style="list-style-type: none"> Investment opportunities to innovate services and products to increase long-term revenues and meet the needs of customers in the new normal era, and to cope with the risks of disruptive technology. 		7.2 7.3	 9.2 9.4
	Supply Chain Management GRI 308: Supplier Environmental Assessment GRI 414: Supplier Social Assessment	<ul style="list-style-type: none"> Sustainable Supply Chain Ideology makes the Company become aware of changes in operating strategies, selection, and assessment of suppliers in order to comprehensively achieve environmental, social and corporate governance impact management, throughout the life cycle of goods and services to ensure higher efficiency of the supply chain. 		8.7	 12.7  16.5
 Transform	Safety and Working Environment GRI 403: Occupational Health and Safety	<ul style="list-style-type: none"> COVID-19 positive cases found within the establishments may cause interruption to the operations. Work-related accidents affect reputation and budgets as the Company is required to remedy the injured. 		3.5 3.6	
	Human Resources Management GRI 401: Employment GRI 404: Training and Education	<ul style="list-style-type: none"> Risks arising from preparation of manpower and employee's potential to support new businesses and digital transformation which, if not managed effectively, may affect competitiveness of the organization. 		4.4	 8.2 8.5
	Human Rights GRI 405: Diversity and Equal Opportunity GRI 412: Human Rights Assessment	<ul style="list-style-type: none"> Social trends on respect for human rights, diversity and equality resulted in the Company having strategies in place to prevent human rights violations against all groups of stakeholders, as such incidents may lead to business defamation and affect remedy budgets if the issues are not properly managed. 		8.5 8.7 8.8	
 Engage & Co-create	Social and Community Responsibility GRI 203: Indirect Economic Performance GRI 413: Local Communities	<ul style="list-style-type: none"> Risks from community complaints due to being affected by Company's business operations. Opportunities to develop partnerships with communities to achieve commercial goals under the vision of "Well-being and Contentedness". 		1.4	 3.4  15.2
	Climate Change Management GRI 305: Emission	<ul style="list-style-type: none"> Physical risks of and campaigns that support the transition to a low-carbon society, both nationally and internationally, may result in less reliance on fossil fuels as people are shifting towards electric vehicles. 		7.2 7.3	 13.1 13.2 13.3
	Environmental, Waste, and Pollution Management GRI 306: Waste GRI 307: Environmental Compliance	<ul style="list-style-type: none"> The circular economy campaigns rolled out by public and private sectors have resulted in the Company being aware of the use of natural resources for maximum efficiency to prevent deterioration and possible shortages in the future, which will affect business costs and growth in the long run. 		6.3	 12.2 12.4 12.5
	Energy Saving GRI 302: Energy	<ul style="list-style-type: none"> Opportunities to develop cooperation with suppliers and improve their operation approaches to be more in line with the circular economy concept. 			
	Water Management GRI 303: Water and Effluent				



Good Corporate Governance

Focus on building a culture of responsible, transparent, and auditable business operations to strengthen confidence for all groups of stakeholders.



Key Indicators



Achieved **96%** in the Corporate Governance Report of Thai Listed Companies (CGR) assessment.



No significant complaints related to corruptions via Whistleblowing channels



Enterprise risk level decreased by **32%**



Free from cyber-attacks that significantly affect business operations



Good Corporate Governance



Targets and Performance



Indicators

Corporate Governance Report of Thai Listed Companies (CGR) assessment score



Targets

≥96%



Performance

96%



Indicators

Numbers of significant complaints lodged via whistleblowing mechanisms



Targets

0 Case



Performance

0 Case



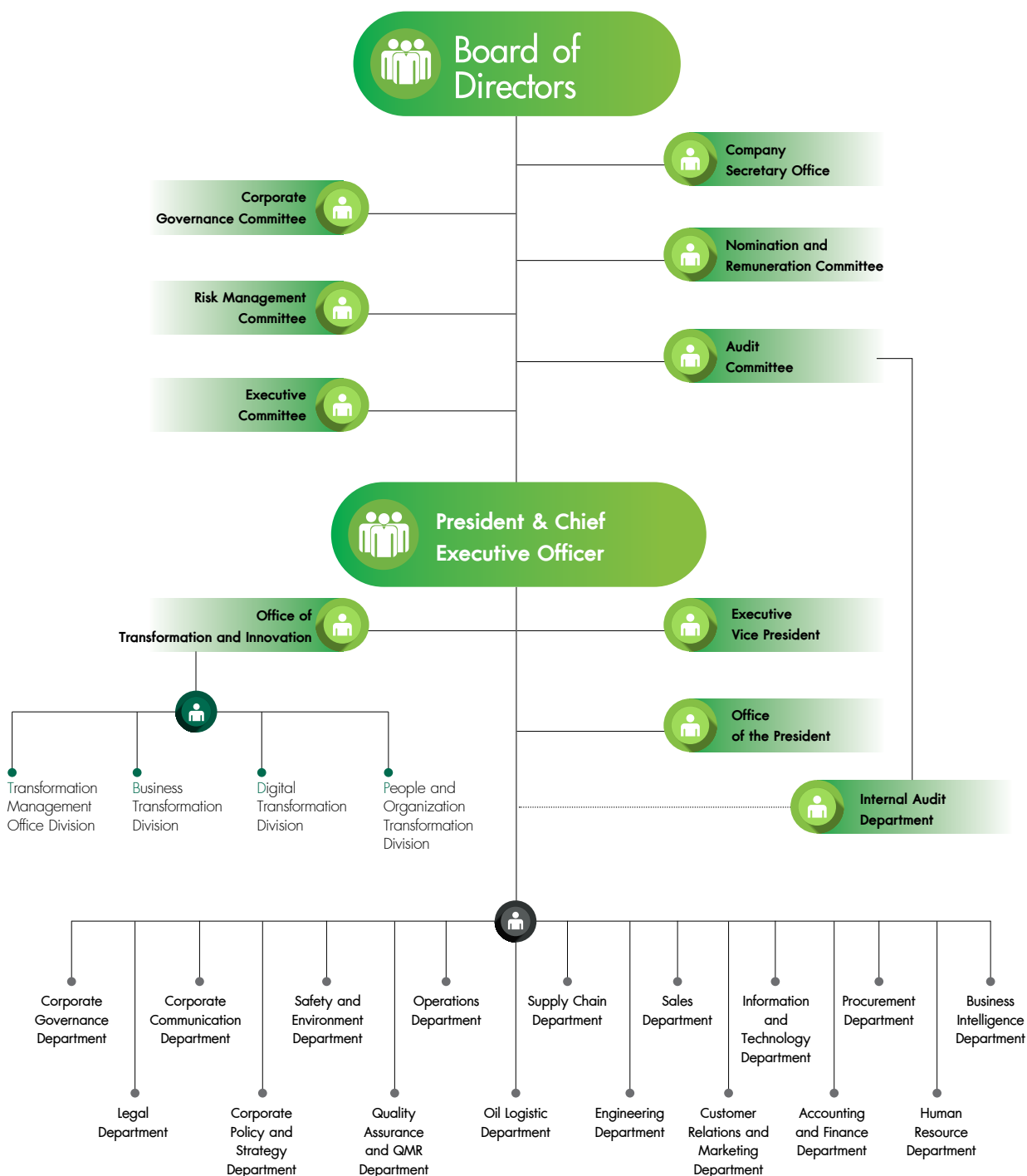
Risks and Opportunities

PTG believes that operating a business on the basis of good corporate governance shall unlock Company's potential to enhance its competitiveness, as well as reflecting effective corporate management, ethics, integrity, transparency, and accountability. Moreover, it has promoted corporate image and strengthened confidence of all stakeholders in the long run. The Company is committed to formulating effective policies and establishing a corporate governance structure that is ready to cope with economic, social, and environmental volatility. PTG strictly complies with laws, rules and regulations while also cascading good corporate governance practices to employees as work guidelines. The outbreak of COVID-19 has tremendously attacked every industry and business sector, as well as well-being and livelihood of all across the country. PTG thus operates its business by taking into account all groups of stakeholders, placing emphasis on responding to the rapidly changing epidemic situation to maintain its ability in achieving business continuity. In addition, the Company also determines mitigation measures to aid all stakeholders to get through this COVID-19 crisis together.

Management Guidelines

PTG establishes Corporate Governance Policy, Anti-Corruption Policy, and Business Code of Conduct. It also formed a Corporate Governance Committee, which is to be responsible for overseeing the overall operations of the Group and ensuring that the processes are efficient, transparent, and verifiable. The Committee shall review, and revise policies related to corporate governance to suit uncertain situations and in conformity to international practices, as well as providing a summary report to the Board of Directors. Moreover, it established a Corporate Governance Management working group to serve as a driver of the good corporate governance policy and plans, and cascade such to ensure compliance throughout the organization.

Corporate Structure for Good Governance



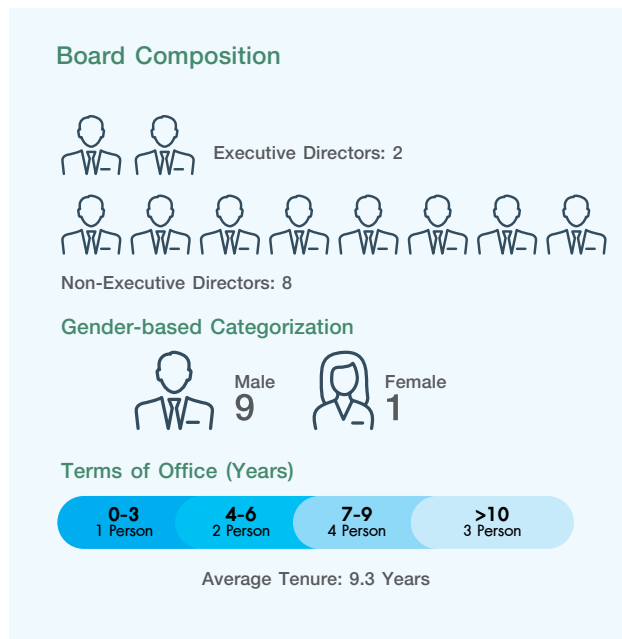


The Board of Directors

The Board of Directors consists of 10 directors, 8 of which are non-executive directors while the other 2 are executive directors. Among the 10 directors, 4 are independent directors. PTG places importance on the diversity of the Board of Directors without discriminating on gender, religion, ethnicity, skills, educational background, and experience, and aligns the selection criteria with Company’s business nature. In addition, PTG has defined qualifications of Company’s independent directors in correspondence with the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 of the SEC and the assessment criteria of the Dow Jones Sustainability Indices (DJSI).

The Company has appointed sub-committees that are independent in performing their duties and are under regulation of the Board of Directors, consisting of:

- 1. Executive Committee**
3 committee members, 1 of which is a non-executive director.
- 2. Audit Committee**
3 committee members, all of which are independent directors.
- 3. Nomination and Remuneration Committee**
3 committee members, 2 of which are independent directors (67%)
- 4. Corporate Governance Committee**
3 committee members, 2 of which are independent directors (67%)
- 5. Risk Management Committee**
7 committee members, all of which are executive directors.



Board Industry Experience & Expertise

PTG considered the diversity of the Board of Directors, i.e., the proportion of independent directors and female directors (gender diversity), the diversity of races, nationalities, religions, ages, as well as skills, knowledge, abilities, experiences, and specializations, which are consistent with the materials industry according to the Board Skills Matrix. The Company also considers the director’s pool and database of the Thai Institute of Directors Association (IOD) to ensure that the board composition is diverse and suitable, as well as comprising all required components.



Director's Name	General Expertise and Experience														Business Specialization Expertise and Experience						Other Expertise and Experience								
	Business Management	Corporate Governance	Domestic/International Trading	Economics/Capital Markets	Engineering	Financial/Accounting	Information Technology	Legal	Marketing	People Management/Leadership	Public Administration	Risk Management	Science, Digital Transformation	Artificial Intelligence/Robotics	Supply Chain Management	Energy Business	Retail Business	E-commerce Business	Real Estate Business	Bio-energy production	Agricultural biomass/Waste Renewable Power	Renewable Power	Health, Safety and Sustainability	Strategic Planning	Internal Audit	Internal Control	Innovative Research and Development	Merger and Acquisition	Financial Technology/Banking
1. Pol. Gen. Soontorn Saikwan	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
2. Dr. Vuthichai Duangratana	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
3. Mr. Supote Pitayapongpat	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
4. Assoc. Prof. Dr. Wanchai Rattanawong	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
5. Mr. Pitak Ratchakitprakarn	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
6. Dr. Chalermruth Narkvichien	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
7. Mrs. Jarusrak Nitayanurak	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
8. Mr. Pongsak Vachirasakpanich	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
9. Mr. Krairawee Sirikul	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
10. Mr. Rangsun Puangprang	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/
Total	10	10	10	9	3	9	7	9	10	10	10	10	9	7	8	8	9	5	5	7	8	9	10	10	9	10	10	6	6

Nomination of the highest-ranking executives

PTG aims to nominate personnel to the positions of President and Chief Executive Officer, Managing Director, and any other position equivalent thereto in an appropriate and transparent manner. Thus, it needs to reassure that the nominated persons are professional and able to carry out their duties independently from major shareholders or any other party. The Nomination and Remuneration Committee was appointed to prepare a succession plan for high level executives and propose it to the Board of Directors for further consideration. The process of recruiting Company's high level executives shall start from the selection of individuals who are both talented and benevolent to join the organization, focusing on recruiting young talents and preparing them for advancement in their career path and being future leaders. All potential candidates shall undergo a high potential assessment process and self-development based on their individual development plan. Challenging assignments shall be given while there will also be job rotations to heighten leadership and practical skills for all fields. The preparation of personnel has been conducted to ensure availability of substitutes for senior management positions whenever they become vacant.





Criteria, Procedures, and Qualifications of the Board of Directors, Sub-committees, and the President and Chief Executive Officer

1. The Nomination and Remuneration Committee considers qualifications of the individuals who are to hold a position of directors, sub-committee members, the President and Chief Executive Officer, Managing Director and any other positions equivalent thereto by considering knowledge, experience and special expertise in areas that benefit the Company including their dedication of time and effort in the performance of duties.
2. The Nomination and Remuneration Committee specifies methods for recruiting, selecting and nominating individuals with qualifications suitable for the organization's specific characteristics and in compliance with applicable regulations and laws to hold a position of directors, sub-committee directors, the President and Chief Executive Officer, Managing Director and any other positions equivalent thereto, which need to be presented to the Board of Directors and/or the annual general meeting of shareholders, as the case may be, in order to consider appointments.
3. The Nomination and Remuneration Committee considers all qualifications of independent directors according to the criteria stipulated by the Capital Market Regulatory Committee, the Stock Exchange of Thailand, and any other related notifications.
4. The Board of Directors allows shareholders to nominate persons with appropriate and complete qualifications specified by law to be considered for appointment as directors in advance of the annual general meeting. The Board of Directors set out the specifications of qualifications and prohibited characteristics as follows:
 - (1) The nominated persons shall possess proper qualifications and must not have prohibited characteristics according to the Public Company Limited Act, the Securities and Exchange Act, and any other applicable law, including regulations and corporate governance principles of the Company;
 - (2) The nominated persons shall possess business knowledge, capabilities and experience, including professional skills and special expertise, and understanding of the Company's business characteristics according to the Board Skill Matrix, which consists of knowledge and skills in the area of business management, strategic planning, financial accounting and investment, economics, technology, international trade, transportation, law, corporate governance, risk management and engineering;
 - (3) The nominated persons shall possess leadership skills and far-reaching vision including morals, ethics, and positive attitude toward the organization;
 - (4) The nominated persons shall be able to fully dedicate time, have complete physical and mental health, ability to regularly attend Board of Director's meetings and ensure preparation in advance of meetings. Moreover, the nominated persons shall have creative participation in meetings, being straightforward, confident in expressing opinions at meetings, and/or be a renowned businessperson with decent work and ethical backgrounds including successful acquiring acceptability among the society;
 - (5) The nominated persons shall not be a person prohibited from holding a position of directors and sub-committee members based on the specifications stipulated by relevant government agencies, or shall not possess any characteristics that show the lack of trustworthiness in performing business management tasks for a public company;
 - (6) Other suitable qualifications consistent with the board compositions and structure based on Company's business strategy shall be taken into consideration through a transparent process in order to build confidence among shareholders.
5. The Nomination and Remuneration Committee shall prepare succession plans for high level executives, including the President and Chief Executive Officer, the Managing Director, and any other positions equivalent thereto.
6. The plans shall be proposed to the Board of Directors and/or the annual general meeting of shareholders (excluding directors who are stakeholders), as the case may be, for further approval.

Roles and Responsibilities

The Board of Directors and the executives have always placed importance on the compliance with the principles of good corporate governance in order to enable the Company to achieve its vision, mission and values that have been set with 5 sub-committees being appointed, including Audit Committee, Corporate Governance Committee, Nomination and Remuneration Committee, Risk Management Committee, and Executive Committee. These sub-committees are to consider and scrutinize various tasks according to the scope assigned including reporting the performance of duties to the Board of Directors' meeting on a regular basis. In this regard, the sub-committees are required to possess qualifications that comply

with applicable laws and regulations. The Company has determined qualifications, terms of office, duties, and authorities of the sub-committees, as well as performance evaluation, in the charter of each Company's sub-committee. Roles and responsibilities of each sub-committee can be summarized as follows:

Committee	Roles and Responsibilities
Audit Committee	The Committee consists of at least 3 independent directors based on the regulations of the Stock Exchange of Thailand, responsible for reviewing financial reports, suitability, and efficiency of internal control system, as well as disclosure of connected transactions or transactions that may cause conflicts of interest, to ensure accuracy and completeness.
Corporate Governance Committee	The Committee is responsible for rendering advice on establishing good corporate governance, anti-corruption, and social responsibility frameworks, to ensure suitability to the structure of the Group, as well as adjusting such frameworks to align with international practice guidelines for further proposal to the Board of Directors for approval. It also supervises operations of the executives to ensure they are aligned with the corporate governance policy and others while also co-reviewing the compliance therewith with the management team.
Nomination and Remuneration Committee	The Committee shall ensure the suitability of size to Company's business and composition of the Board of Directors and sub-committees while also preparing a succession plan for senior management, as well as screening appropriateness of all types of remuneration payment criteria and other benefits to make sure they are at an appropriate level, sufficient to motivate the directors and executives to operate the business in accordance with Company's objectives and major goals, and contribute to the benefit of the Company in the long run.
Risk Management Committee	The Committee is responsible for supervising and supporting the implementation of corporate risk management and management of stakeholders in accordance with business strategies and goals, as well as changing circumstances. It shall review risk management reports, focusing on tracking risks that are critical to the organization, and ensure that the organization has appropriate risk management in place.
Executive Committee	The Committee is to determine policies, directions, strategies, and key management structures in Company's business operations that are consistent with and support the economic and competition statuses for further proposal to the Board of Directors for approval. Moreover, the Committee is also responsible for determining resource allocation frameworks, budget development, financial policy, company investment, as well as supervising the overall policy to ensure its consistency with Company's objectives and key goals.

Business Code of Conduct and Anti-Corruption

The Board of Directors has provided a handbook on business ethics and codes of conducts so that directors, executives, and employees at all levels can take them as a guideline for their conduct, starting from treatment of employees, shareholders, customers, business partners, competitors, stakeholders, and society as a whole. This is to ensure efficiency, ethics, transparency, and accountability of Company's business. In addition, it also establishes guidelines to monitor compliance with the Business Code of Conduct and reports the results to the Corporate Governance Committee for further follow-ups on compliance therewith, and effective corrective actions against violations of business ethics and Company's codes of conduct.

In 2021, the Board of Directors has approved an updated version of the Code of Conduct and Ethics Handbook. The current version was approved by the Board of Directors on November 11, 2021, and is considered the highest regulation for the Group's business operations. Currently, directors, executives and employees at all levels are required to sign for acknowledgment and implement them in their work practices.

In addition, the Board of Directors has reviewed and improved an Anti-Corruption Policy, No Gift Policy, or policies to not receive any other benefit, as well as a Code of Conduct Handbook to ensure that they are complete and cover corruptions of all forms. These policies are also to resonate with the changes of business, related laws, regulations, and requirements. The Company has complied with anti-corruption measures and been certified by Thailand's Private Sector Collective Action Coalition (CAC). It signed the Anti-corruption Declaration of the Thailand Private Sector Collective Action Coalition against Corruption on October 28, 2014, and received a renewal of its membership in Thailand's Private Sector Collective Action Coalition against Corruption on December 31, 2021, which shall end on December 31, 2024, from the Thai Institute of Directors (IOD)



Whistleblowing Mechanisms and Anti-Corruption

PTG communicates about complaint channels to stakeholders through the Company’s website and Intranet. All stakeholders can lodge complaints regarding violations against laws, regulations, or the Company’s Code of Conduct. The complaint handling process is as follows:

Procedures	Process
1. Complaint Lodgment	External stakeholders and employees
2. Mechanisms	Whistleblowing or Complaint Lodgment Channels Website: www.ptgenergy.co.th Email: whistleblower@pt.co.th Regular Mail Address : Secretary, Board of Directors, PTG Energy Public Co., Ltd., No. 90, CW Tower A, 33 rd Floor, Ratchadaphisek, Huay Khwang, Huay Khwang, Bangkok, 10310
3. Actions taken under the Whistleblowing Policy	<ul style="list-style-type: none"> The Secretary of the Board of Directors notifies associated department to investigate facts or follow up on corrective measures of such complaints. Protective measures are in place to ensure that the information of informants who report clues of improper activities and complainants who lodge complaints shall be protected and not be disclosed. The associated departments or examiners report complaint examination results to the Secretary of the Board of Directors.
4. Reports	<ul style="list-style-type: none"> Summarize and report corruption complaints to the Audit Committee on a quarterly basis. Summarize and report business ethics complaints to the Corporate Governance Committee on a quarterly basis.

Performance

Board of Directors’ Performance Evaluation

To ensure effective corporate governance of the Board of Directors, the Board of Directors has created an evaluation form to evaluate the Board of Directors’ performance at least once a year to jointly consider works and improvements. There are 2 types of individual and group evaluations as follows: 1) Board of Directors’ evaluation, and 2) Sub-Committees evaluation. More details are available in Form 56-1 One Report, titled “Report on Key Performance of Corporate Governance”.

Indicators	Board of Directors	Audit Committee	Executive Committee	Risk Management Committee	Corporate Governance Committee	Nomination and Remuneration Committee
Numbers of meetings (Times)	9	10	12	4	5	5
Meeting attendance (%)	100	100	100	90	100	100
Group performance result (%)	97.45	98.90	98.88	97.80	100	98.61

Potential Development of the Board of Directors

According to PTG’s policy, all directors are encouraged to develop their potential and attend additional training; for example, training courses organized by the Institute of Thai Directors (IOD), or other courses and seminars related to Company’s business. In 2021, the directors have attended various training programs as follows:

Program	Institute	Numbers of Directors Attending
- 5/2021 TLCA CFO Professional Development Program on “Fraud & Cyber Security Risk”	- Thai Listed Companies Association	1
- Governance, Stewardship & Sustainability Program	- The International Corporate Governance Network (ICGN)	
- Money Laundering Law Program for those responsible for providing reports in respect thereof, organized by Finliq	- Finliq Co., Ltd.	

Communications and Activities to Promote Anti-Corruption Practices

PTG operates its business with transparency, adhering to the anti-corruption policy and the Code of Conduct Handbook while also communicating about relevant policies and guidelines to Company’s stakeholders for acknowledgment. The operating results of 2021 are as follows:

- The Company organized an orientation for new employees on the topic of anti-corruption, business ethics and codes of conduct, as well as risk management, with a total of 252 new employees attending.
- The Company provided training on anti-corruption, business ethics, and codes of conduct for employees and executives of the Group, as well as organizing a training session on ‘How to Work with Transparency and No Corruptions Like PT people’ for employees on a yearly basis, the content of which covers corporate governance, anti-corruption, corruption risk management, and the development of corporate sustainability.
- Employees are required to complete a survey form in respect of corporate governance, business ethics, and code of conduct for further analysis of the employees’ awareness towards the importance of corporate governance, and to promote operations that are conducted on the basis of good corporate governance.
- The Company communicates about updated guidelines for monetary/non-monetary charitable donations or sponsorships to personnel, including organizing training for the departments involved in such donations to provide guidelines for them to comply.
- The Company published a No Gift Policy during new year seasons and other occasions on www.ptgenergy.co.th and also sent a President and CEO’s Letter to inform the same to business partners and supplier, both internally and externally.





Risk and Crisis Management



Targets and Achievements



Indicator
Percentage of reduced corporate risk level



Target

20%



Performance

32%



Risks and Opportunities

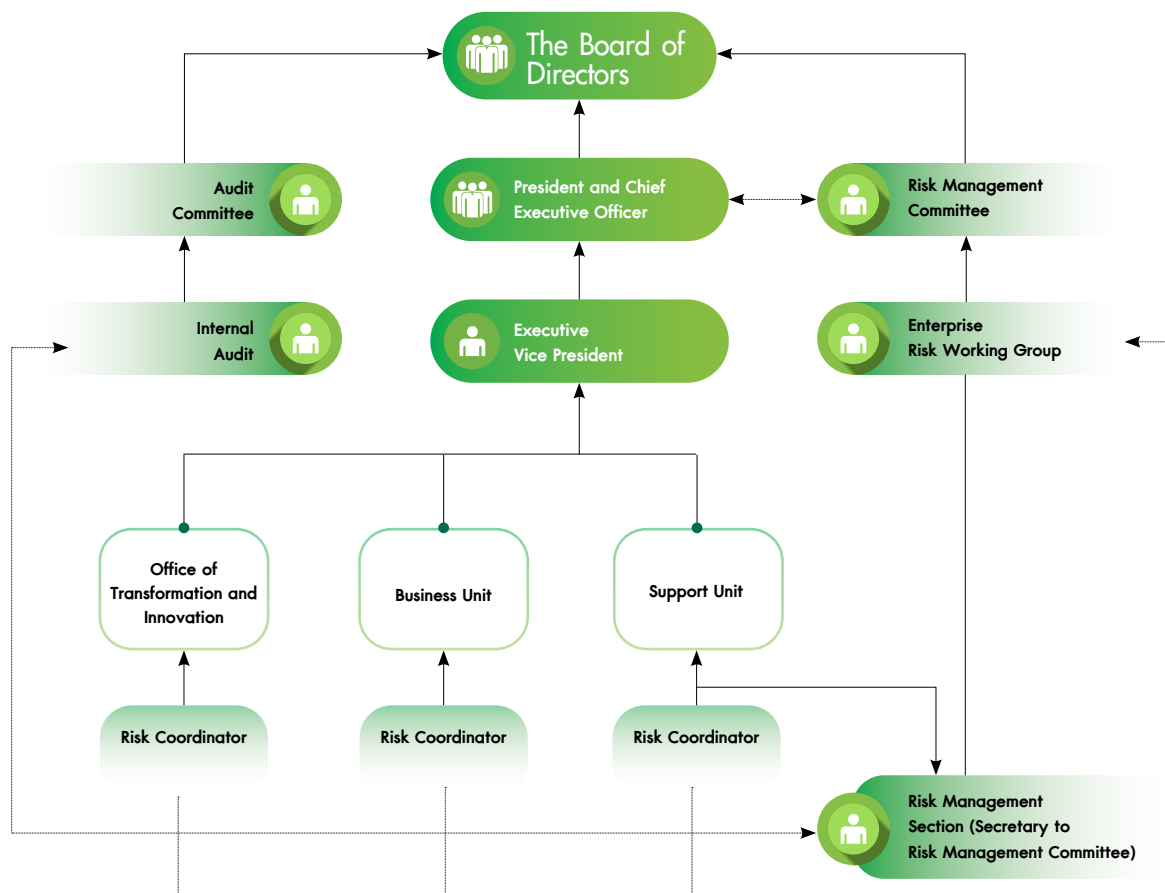
The ongoing changes caused by various factors in the economic, social, environmental, legal and technological domains potentially pose impacts on Company's businesses. Nowadays, consumers are becoming more and more interested in the environment; and as the trend of low-carbon society comes, energy-related businesses need to adapt greatly as consumers turn to clean and renewable energy even more. Also, today's technology plays a huge role in life, affecting consumption behavior and daily life of consumers, which changes constantly and rapidly. This is the reason why entrepreneurs are invariably ready to offer products or services that are futuristic, fast, and resonate with consumer needs. These emerging risks are a huge challenge for the Company in growing its business in the current situation. There is also the challenge of oil price volatility caused by external factors, e.g., cross-country wars, conflicts between oil producing countries, recession of the world economy, all of which do cause high volatility in oil prices. In addition, the new surges of COVID-19 in 2021 also affected the global economy, as well as Thailand's economic activities, especially in part of the tourism sector that considerably shrank. Consumers preferred not to spend their money while travel and tourism dropped, as consumer behavior has shifted towards the new normal era. These factors during the outbreak of the contagious disease fluctuated oil demands and supply and hit Company's core business. Considering it as another major challenge in business operations, the Company realizes the importance of risk management and sees risk management as a critical element in business, which is necessary to all levels. Whether organizational, department, or process levels, effective and efficient risk management shall increase opportunities and reduce overall operational uncertainties, generating added value to the organization and stakeholders to achieve sustainable growth.

Management Guidelines

In operating the business, PTG has faced various risks, which may hold back it from achieving the goals set. The Company thus attaches great importance to risk management and incorporates it as part of corporate culture to reduce the level of risk and to prevent or mitigate potential damage. Moreover, PTG highly focuses on risk management according to international standards. The Committee of Sponsoring Organizations of the Treadway Commission (COSO) by the Company requires enterprise risk management in accordance with the risk management framework COSO-ERM 2017 be in place, which is in line with the Company's good corporate governance principles. It also ensures there is sustainability risk management in respect of the environment, social and governance (ESG), which must be integrated also in Enterprise Risk Management (ERM).

PTG has established a corporate risk management policy as a guideline for Company's directors, executives, and employees at all levels to follow and participate in the implementation of standard risk management along with the organizational strategy formulation process. It defines risk management as a duty of directors, executives and employees at all levels as they all need to be aware of risks involved in their work. The principles and processes of risk management should be applied as part of their work to enhance opportunities and reduce uncertainties in the overall performance of the organization. In order to optimize risk management, the Company has appointed a Risk Management Committee, responsible for formulating policies, risk management frameworks, corporate governance, and promoted risk management as part of corporate culture as well as providing reports on risk status, analyzing, assessing and managing risks to the Board of Directors and the Audit Committee on an ongoing basis.

Risk Management Structure





For Company's risk management process, risk identification is carried out to assess risks caused by various factors that will continuously affect the organization. PTG considers risks based on both internal and external contexts, needs and expectations of stakeholders, relevant laws or regulations, and formulates a concrete risk management plan that covers the entire organization. It aims to reduce the level of various risks to meet the risk appetite of the organization and to build confidence among stakeholders by demonstrating that the Company can continue its business under any change that may occur, including monitoring and reporting on the results of corporate risk management and department-level risks. All of the information shall be reported to the Enterprise Risk Management Working Group and the Risk Management Committee to continuously monitor risk management and sustainably achieve both short- and long-term objectives, as well as goals, of the organization.






Forming a culture of risk management in the organization

PTG is committed to supporting and promoting a culture of risk management. The Company has constantly provided knowledge and understanding of the process and risk management guidelines to its directors, management and employees. There are media to share knowledge about risk management, various risk factors, which are disseminated to employees at all levels to learn. News releases shall be sent to the executives for acknowledgement of risk situations in different fields while training courses on risk management are organized for Company's directors, executives, the Enterprise Risk Management Working Group and employees in order to strengthen their understanding towards risk management. For example, suppliers are invited to share information on risk management operations to Company's directors and executives, which is considered an exchange of knowledge between organizations. In addition, the Enterprise Risk Management Working Group, consisting of representatives from various departments, is responsible for coordinating with the Risk Management Department in order to implement risk management policies and processes within departments to ensure compliance at the process level throughout the organization. Moreover, the departments shall be followed up on in respect of the risk management process by identifying, analyzing, evaluating and managing risks, including monitoring risk management reports so that all departments are aware of the risks involved in their operations and encourage risk management to be a part of their daily work practices. This is to instill awareness in personnel at all levels towards the importance of and responsibility for enterprise risk management, and to be part of the culture that generates added value for the organization and its stakeholders.



Performance

PTG has reviewed, developed, and improved the corporate risk management process on a yearly basis in order to respond to the changing business environment. The Company has identified and assessed risks in the organizational context and various factors that shall affect the organization, especially in the ESG aspects, preparing Key Risk Indicators (KRIs), including monitoring, and reporting on risk management results to the Risk Management Committee and those related. It is to ensure that risk management shall be efficient and optimized and enable the Company to operate its business uninterrupted under potential changes. The Company has identified corporate risks, categorized by sustainability dimensions, as follows:

Sustainability Dimensions	Risks	Type
Economy 	<ul style="list-style-type: none"> • Risk from business competition. • Risk from oil price volatility. • Risk in expanding investments within existing and to new businesses. • Business continuity management risk. • Risk from impacts caused by the spread of COVID-19. 	<ul style="list-style-type: none"> • Strategic risk • Financial risk • Strategic risk • Operational risk. • Operational risk.
Society 	<ul style="list-style-type: none"> • Risks in human resource management. • Risk from the impact of changes in government policies, laws, rules and regulations. • Safety risks to communities and society. 	<ul style="list-style-type: none"> • Operational risk. • Regulatory risk. • Operational risk.
Environment 	<ul style="list-style-type: none"> • Risks from business activities that may affect the environment. 	<ul style="list-style-type: none"> • Environmental risk

Emerging Risk

PTG is aware of risks that may affect its business operations, both the current ones and those in the future. Therefore, it has paid more attention to considering emerging risks in order to keep up with the ever-present business challenges. This may cause a loss of competitiveness, affecting its financial position, including trustworthiness and credibility of the Company. To deal with emerging risks, the Company regularly monitors changes in politics, economy, society, environment, law, technology and others for further analysis and identification of emerging risks, in order to seek out opportunities and minimize potential risks in the future, which may affect the Company’s business operations. The details are as follows:





1. Risks from Disruptive Technology

Type:	Strategic Risk
Duration:	Medium-term risks (3-5 years)
Description:	At present, changes in innovation and technology (Disruptive Technology) are becoming more influential as every business is reliant on novel technology to optimize their operations and strengthen competitiveness. Considering technological evolution, advancement, and alternative energy, which starts to play an increasingly important role in the energy business, especially the technology of electric vehicles that is constantly evolving, resulting in more and more potential technologies, the development of the electric vehicle (EV) market in Thailand is growing at an ever-higher rate, with the number of electric vehicle registrations increasing by leaps and bounds each year. This is due to the current campaign to use clean energy instead of fossil fuel. Moreover, the government has a policy to promote and support more projects related to electric vehicles (EV) or renewable energy while consumers are also interested in the trend of low-carbon society. If consumers change their energy consumption behaviors rapidly, it may result in lower demands for oil in the future.
Impact:	If the technological and innovation advancement has been at a fast pace, the Company may not be able to adjust its business strategies, ensure technological preparation and innovation development to keep up with the rapid trend and cannot effectively respond to consumer behavior in the digital era. These all combined may affect the revenue and growth of the Company.
Measures:	The Company implements risk management to minimize the impact on business goals by expanding investment to Non-oil businesses, in order to be in line with the goals and strategies it has set. In terms of preparation to meet the trend of electric vehicle technology, the Company has cooperated with the Electricity Generating Authority of Thailand (EGAT) to erect EleX by EGAT charging stations within PT service stations to serve electric-powered vehicles that may increase in volume in the future. The Company plans to expand the charging station, expecting to reach 300 locations within 4 years (2021-2025), with an emphasis on covering potential areas and major tourist attractions in Thailand. The Company has heightened measures to deal with and manage the impacts contributed by the COVID-19 crisis to achieve growth during the new normal and the next normal eras in the long run and to get prepared for the transition to the digital age, where speed, modernity are key and physical contact reduces. These are to be in line with the corporate strategy that focuses on Non-oil businesses that are more connected to digital platforms. The Company has developed a comprehensive e-money service, making it available via PT Max Card and the PT Max Rewards application, which are to be platforms that connect between online and offline (O2O). The effort shall support the changing behavior of consumers during the COVID-19 era that focuses more on digital transactions. In this regard, PTG aims to be the leader of the electronic money service, catering to the needs in stepping into the digital society.

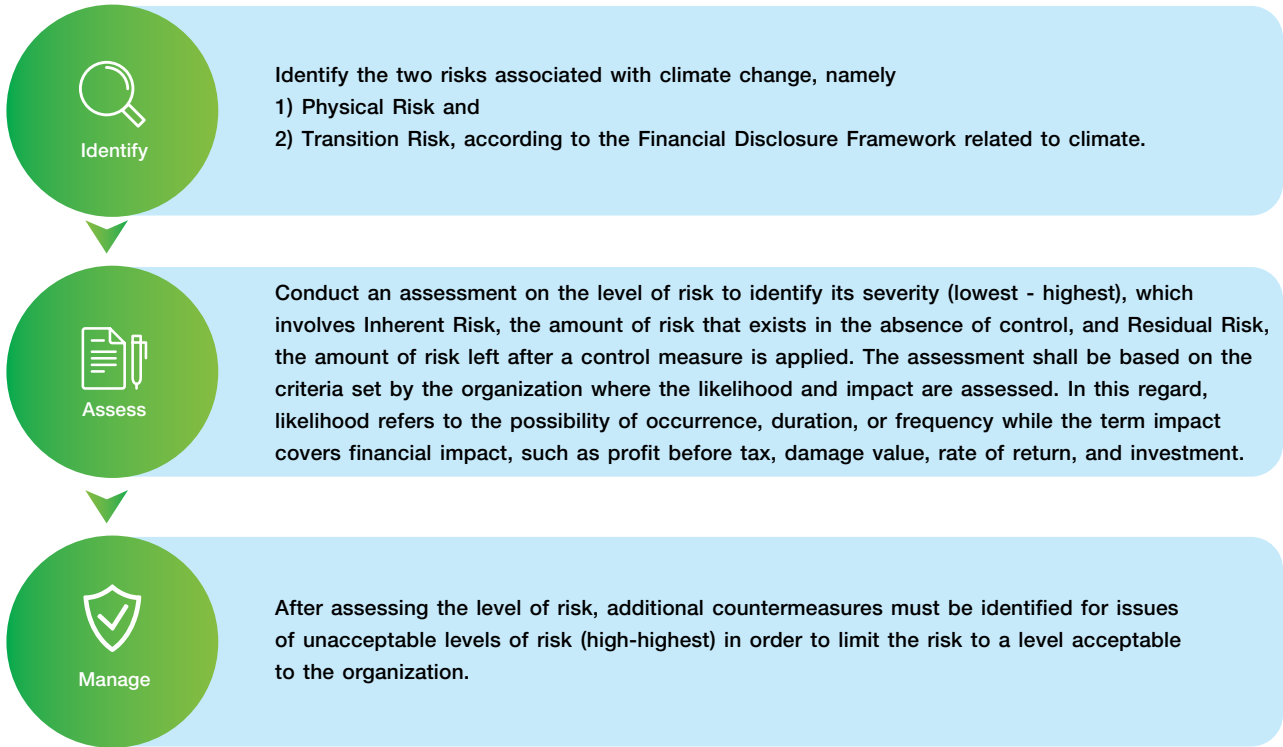


2. Climate Change Risk

Type:	Environmental Risk
Duration:	Long-term risks (More than 5 years)
Description:	<p>Today's climate change is a highly challenging risk to business and is likely to have a significant impact on the economy, society and environment. Resources are used inefficiently, and people never get prepared for unprecedented incidents, such as droughts, floods, which cause losses of life and property, including the rapidly changing temperature that affects the amount of agricultural produce. Such factors resulted in decreased fuel consumption through domestic service stations, especially in the agricultural sector. It also made the Company unable to deliver oil nor open service stations in flood-prone areas. In addition, there is a problem of PM 2.5 that is presently polluting the air. The major cause of PM2.5 is burning, whether in vehicle engines or burning of other materials, as these activities generate a huge amount of carbon dioxide that is the main cause of greenhouse gas emissions. The increasingly severe climate change problem has resulted in social movements focused on reducing carbon pollution and setting net zero emissions targets for both the public and private sectors, including society, where there are campaigns for renewable energy to promote environmentally-sound alternatives and support the transition to a low-carbon society. Moreover, the government has a policy to support electric vehicles and reduce the use of their counterparts to lessen such pollution problems.</p>
Impact:	<p>The pollution problems affect Company's business opportunities; therefore, it may need to consider altering their business plans to meet consumer demands, which are shifting towards a low-carbon society. This may require higher investment than the budget already set.</p>
Measures:	<p>The Company has a commitment to alleviating the problem of climate change by formulating climate-related management strategies that reflect the goals set under the National Energy Plan which supports Thailand to move towards clean energy and reduce net carbon dioxide emissions to zero by 2065-2070. The Company aims to reduce its greenhouse gas emissions to 6,794 metric tons of carbon dioxide equivalent by 2027 and is committed to contributing to the reduction of greenhouse gas emissions through data collecting and calculating greenhouse gas emissions caused by business activities. There are also activities to promote environmental stewardship and create a source of carbon dioxide absorption. Additionally, the Company assesses climate change risks in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) and manages risks in accordance with the enterprise risk management, including preparing a report on climate-related risk and opportunity analysis based on the principles of the Task Force on Climate-Related Financial Disclosures (TCFD). This report is to provide risk and opportunity information, as well as potential impacts of climate change on Company's business operations, and to set mitigation measures to cope with future situations. The Company has expanded the installation of solar rooftop projects in service stations nationwide. It has set a target for the proportion of electricity usage to oil sales through COCO service stations in 2021 to decrease by 5 percent compared to the base year (2018), which will help reduce greenhouse gas emissions, and can respond to the risks of rising temperatures due to global warming.</p>



Climate Change Risk Management Process




Business Continuity Management

Today's threats are potential to cause an emergency incident at any time, thus possibly resulting in the Company unable to continue its business. The threats can be of natural disasters, accidents, political unrest, terrorism, epidemic or emerging diseases, malfunction of devices in operation, and other unpredictable factors, which can contribute to serious consequences and may cause business interruptions.

The new surges of COVID-19 in 2021 have bombarded the global economy and that of Thailand, leading to considerable shrinking of the tourism sector due to the country's shutdown. In addition, domestic travel has declined dramatically as consumers had been quarantined at home for a period of time and did not spend much on products and services. As a result, oil demand and supply have fluctuated during COVID-19, affecting the Company's core business and that of its subsidiaries. In addition, it also affects safety of employees and all groups of stakeholders, hence considered another critical risk for the Company.

In order to manage potential risks, the Company regularly monitors changes in environmental, political, technological realms, and other factors to monitor risks of various threats that can lead to business interruptions, in order

to reduce losses, maintain good reputation, continue critical business activities, and to reduce likelihood and impact of the threats. The Company has set up a Business Continuity Management (BCM) system, which is a tool to manage risks in the event of emergencies or threats that potentially interrupt Company's business operations. The BCM system shall be used as a guideline for preparation to tackle various crises that may occur. The Company has a Business Continuity Plan (BCP) to address different situations, which shall be tested on annually. In 2021, due to another new wave of COVID-19, the Company has issued health and safety measures, simply said, a crisis management approach, in response to the pandemic. Also, in part to support continuance of the business, BCP has been reviewed to cover the COVID-19 pandemic which is uncertain and changeable based on various factors such as severity of the new strains, official measures, etc. It has also instructed business units to review strategies and action plans to accommodate various scenarios that may arise in this crisis. In support of the work-from-home culture, the Company has adequately prepared different aspects to facilitate it. Also, if employees need to work at the office, the Company shall make sure that the congestion of employees working onsite does not exceed the size specified in its protocol. In this regard, onsite work needs to be pre-approved by the Department Director. There are teams of employees to



work on safeguarding all employees from being infected or preventing staff shortages. In addition, the situation of COVID-19 has been closely monitored with situation assessment where potential impacts on Company's business operations are analyzed; for example, business operations at service stations, oil transportation, other company businesses, and impacts on employee safety and health, as well as all groups of stakeholders, in order to set measures and plans to support business in terms of operations, supply chain management, and financial status.

The Company has reviewed its financial goals and operational plans to cope with potential changes on a regular basis, both short- and long-term, such as:

- Regularly review oil purchase plans to ensure they are in line with the ongoing situations and customer needs.
- Review investment plans to ensure improvements to cope with the ongoing situations.
- Prepare a support plan for funding source management.
- Expand distribution channels to support products of subsidiaries and penetrate new groups of customers.
- Determine measures to reduce the impact of COVID-19 and global economic slowdown, such as cost control measures for greater efficiency to accommodate various risk factors that may arise from economic volatility, or factors that affect sales during the COVID-19 crisis.

In addition, the Company has taken measures to mitigate the impacts caused by COVID-19 on groups of stakeholders; for example:

- **Employees** : Emphasize healthcare and safety, and reduce risks of infection by encouraging work from home while also formulating health and safety measures within the workplace. There is necessary equipment provided to prevent infections, such as alcohol sanitizer, thermometer, masks, etc. Screening points, regular disinfectant spraying, safety measure handbook to control and prevent COVID-19 infections have been provided. Vaccines are procured for the benefit of all employees and "Well-being and Contentedness" packs have been given away to employees affected by the outbreak of COVID-19.
- **Customers** : Provide free spraying service against COVID-19 for taxis and personal cars of customers in order to mitigate risks and build confidence of people who need to travel by the means of transport. Moreover, it helps support restaurants within service stations by ordering lunch

boxes for further distribution to customers and people in the surrounding communities. It aided affected businesses during the crisis by offering discounted retail spaces for rent within service stations in Bangkok and its vicinity. The project "PT LPG Fights the Crisis for Taxis" was aimed to help lessen costs of living and boost income for taxi drivers. The project was held at 50 branches of LPG service stations. Also, there were promotional activities and campaigns which offered discount vouchers to customers.

- **Suppliers** : Communicate about management issues under the COVID-19 situation to suppliers. The Company shifts towards online platforms such as online meetings and evaluations while also encouraging partners to inform PTG about impacts on goods delivery they are facing in order to plan for the volumes of demand and transportation in advance, so as to ensure on-time goods and service delivery. The Company also discussed with partners to work on adjusting marketing plans and campaigns to suit the ongoing situations; for example, time extension, methods of activities, etc.
- **Community** : Give away PT gas vouchers to various foundations to support their mission in transferring COVID-19 patients to their hometown by cars. It set up a Happiness Sharing Cabinet at a service station while also delivering "PunThai Coffee" to medical personnel who engaged in COVID-19 vaccination services. It alleviated suffering of farmers by joining forces with the Department of Internal Trade to buy 200 tons of mangosteens in order to help relieve the oversupply crisis and distributing them to customers who filled up gas at PT service stations for free. Moreover, drinking water packs were donated to field hospitals across the country. The Company also proposed to the Ministry of Public Health to use spaces within selected service stations as a vaccination center to accelerate the immunization process for the common good.

In addition, the Company has reviewed its operational plans and measures in order to get ready to cope with future COVID-19 outbreaks that may pose a greater impact and respond to the situation at prompt. This is to prepare and ensure business continuity in any emergency situation that potentially arises.



Targets and Performance



Indicator

Percentage of cyber attacks that significantly affect business operations



Target

0%



Performance

0%

Risks and Opportunities

Development and implementation of technology in business operations are distinct globally. It indeed depends on the context of preparedness and different factors in various aspects of each organization. This also includes economic statuses, social conditions, and official policies that apply when deploying technologies for creative purposes. At the same time, there are those who seek to take advantage through fraud, deception (phishing attacks), defamation, and discredit, ending up with ransomware attacks. Not only does financial damage this cause, but also loss of resources, both tangible and intangible, such as actual damages incurred, restructuring of processes and systems, credibility of the Company which has actually been built over time, as well as trust of customers, etc.

The COVID-19 pandemic throughout the past two years has brought a lot of changes, particularly to every industry in Asia. The shift into another dimension of public health where technology is deployed to track and link all information at an individual level to tackle the spread of virus is considered an evolution that laid down equal standards in all industries and countries throughout the globe. Originally, several organizations focused only on using technology to gain a competitive advantage, strengthening customer satisfaction over other competitors while also differentiating the brand and reducing costs in terms of people, time and long-term expenses on the production and distribution process. However, the ongoing COVID-19 crisis has led to the use of technology for protection of employees' well-being, coupled with operations under severe and difficult circumstances. This is because people are critical factors for stability and sustainability of the Company, both now and in the future.

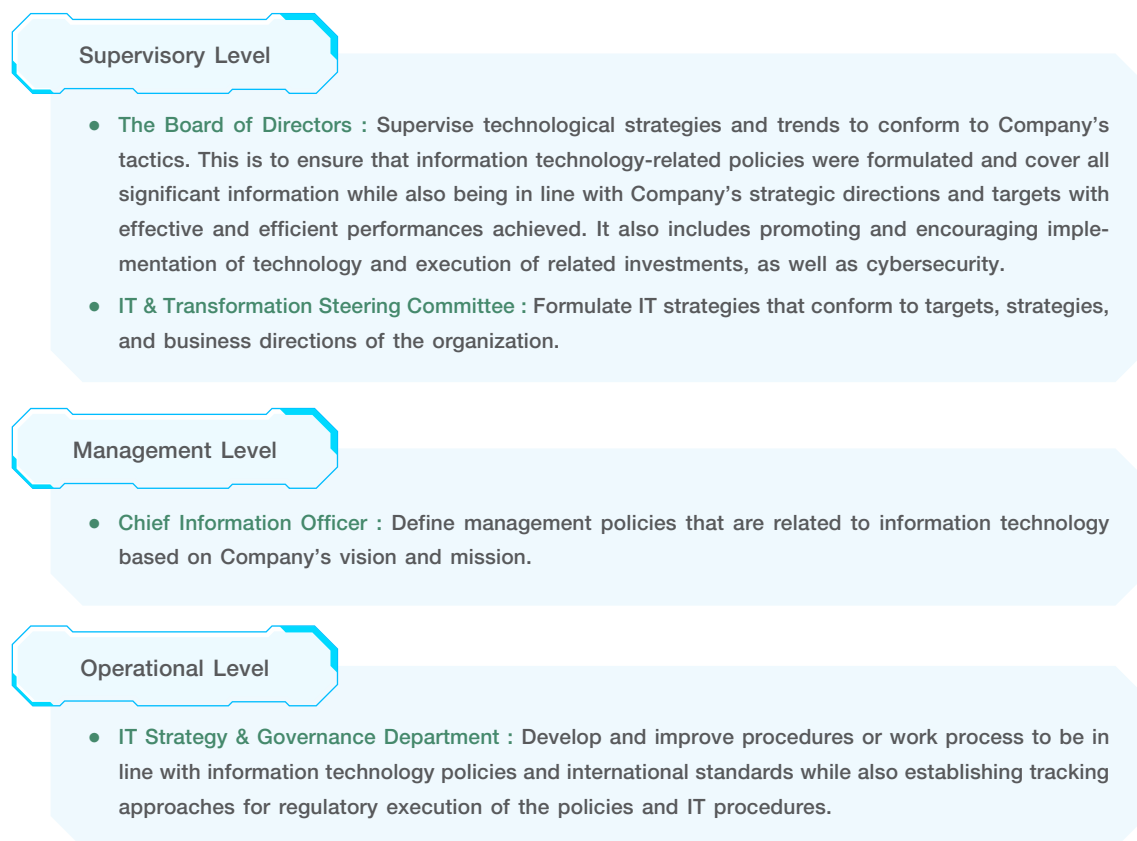
Information security is thus considered the most important aspect of Company's cyber security system. This is not only about data privacy for general and member customers, as it also includes data related to financial transactions, sales, oil depot management, suppliers' information, and employees' personal information, which have been stored on the information technology systems. If this information is disclosed to the public, organizational damage shall incur. Moreover, there are also those cases where people use such information for personal gain, in a way that affects stakeholders, e.g., shareholders, investors, directors, executives, suppliers, etc.

Management Guidelines

Plans to develop potential and capabilities of cybersecurity in respect of goals, strategies, related projects, and details of operating procedures, " were reviewed and approved by senior management and the Board of Directors. Examples of these are the Uplift Cyber Security project, the Security Operations Center (SOC) project, and Staff Email Phishing Tests, etc. The projects shall be cascaded and communicated to the public via appropriate platforms in the future to ensure that all stakeholders can gain confidence, being certain with the Company's commitment to overseeing and preventing cybersecurity threats in a concrete way, as well as with executives' and the Board of Directors' support for both terms of budget and policies.

Information Security and Cybersecurity Governance Structure

PTG has an information security governance structure in place, which is divided into 3 levels, namely supervisory level, management level, and operational level.



Information and Cyber Process and Infrastructure

At present, PTG's information technology policy, which resonates with the regulations defined by departments related to business governance, Thai laws, and international standards, namely ISO 27001:2013, has been constantly audited and verified by the Internal Audit Department and external auditors¹ based on the international standards. The provisions contained in the policy shall be reviewed and updated on an annual basis by the IT Department, IT Strategy and Governance Division.

In addition, there are operations, monitoring, control and supervision of IT security, which have been practically conducted based on the Information Technology Policy enforced by the IT Department on the work system in the IT ecosystem, on a regular basis. These are, for example, Penetration Test and Information System Vulnerability Assessment, etc.

¹ The external audit which carries out the audit on policies, regulations, and practical control of the Company is PwC Thailand (<https://www.pwc.com/th/en>).



Furthermore, to prepare a plan to deal with and solve potential cyber-attacks, IT vulnerability degrees are determined and divided into 4 levels: Critical, High, Medium, and Low with plans, work procedures, responsible parties, as well as methods of communicating with and reporting to relevant parties for acknowledgement, in correspondence with the actual severity level if an event takes place.

Cybersecurity Measures, Responses to Cyber Threats, Cyber Drills, and Business Continuity Management

Apart from the measures mentioned above, Company's employees can inquire about or report abnormal activities, and notify potential damage caused by any attack related to cybersecurity to the "IT Service Center". There are IT Officers to handle incoming cases and take actions based on the designed process and procedures as promptly as possible (incident report and escalation process). Each reported case shall be communicated and reported to relevant parties for further action, that is, from the operational level to the relevant c-class executive. Results shall be followed up and monitored until the problem is completely solved.

For the 2021 Business Continuity Plan (BCP), the Company has formulated a plan to cope with security incidents caused to systems that are critical to Company's business operations, by considering the case based on an actual IT environment scenario. This plan is deemed a preparation and aimed to ensure readiness in an actual event for the relevant business department staff, all supporting staff and IT officers, as well as to challenge the capabilities of IT tools used in the Company's actual IT environment to restore work systems and data.

A project to develop knowledge on information and cybersecurity

PTG places importance on cascading policies, as well as roles, duties, and responsibilities of all departments related to IT security, from the management level to the employees, both newcomers and existing ones. These programs were initiated by the IT Department and communicated to all by the Human Resources Department to ensure everyone shall be working with awareness, jointly engaging in surveillance, and recognizing the best practices when encountering an event of risks or any damage related to IT security. For example:

- **Cybersecurity training for new hires**

Upon the first day of work, all new employees shall attend a training session to strengthen their understanding towards the Company, as well as about applicable regulations. This also includes provision of knowledge and tests on cybersecurity. The training session involves Physical Access Control, Information and Data Security, and Logical Security, all of which shall be conducted virtually during the outbreak of COVID-19, or physically in a meeting room when the situation is back to normal. This is to prepare and provide every new employee with basic principles and case studies which can be applied into practice.

- **Communication of cybersecurity throughout the organization**

All employees under the roof of the PTG Energy Group nationwide, namely within the head office, regional offices, and branches across the country, shall receive electronic mails (E-mail), communicating about cybersecurity, related laws, and new case studies on a regular basis.

Performance

During the COVID-19 pandemic, PTG has adhered to policies and measures that reflect government announcements, which cover employees working at the head office, regional offices, and branches that serve customers of various businesses across the country, along with IT measures and practices, including cybersecurity. For example:

Work From Home (WFH) Policy

In a situation where an urgent response is necessary, for employees responsible for computer-based tasks, it is not only about replacing a Desktop PC with a portable one, as every device connected to Company's system is required to comply with applicable measures to prevent and mitigate the risks of cyber-attacks. This includes:

- Enabling automatic software updates to prevent cyber threats and viruses that potentially harm users' devices, which come directly from the updates of software providers and it shall closely observe and improve the operating system and software on a regular basis so as to minimize system vulnerabilities.
- Ensuring protection against installation of unwanted software that is vulnerable to cyber-attacks while using a device.

- Setting a password expiration policy for critical systems. This complies with the ISO27001 standard and relevant national laws and regulations, etc.

For desktop computers used at branches of PTG Energy Group nationwide, the above measures shall also be applied.

Teleconference through online meeting system

Due to the Work-From-Home Policies implemented by the government and the Company, PTG has outlined another policy to encourage employees to organize online meetings via Google Meet, access to which is allowed for only employees within the Group. Remote meeting is thus safe, reliable, and universal, allowing employees to conduct a meeting online instead of doing a physical one, and ensuring them that important data shall not be disclosed or used without permission.

Remote troubleshooting

To reduce trips to the Company, risk exposure, and enhance safety in respect of public health, employees are entitled to remote troubleshooting services provided by the IT team via Desktop Management System. In such case, the users need to grant a "consent" in order for the system to permit access of IT staff to fix the functional problems or provide system maintenance services. The users can click the "Cancel" button to stop the remote access after all services are completely provided.

Significant Data Leak Cases

Year	2018	2019	2020	2021
Count(s)	0	0	0	0

Number of staff attending in information security and cybersecurity training

Year	Number of employees trained (Persons)	Proportion of trained employees to all new employees (%)
2021	252	100



Inspire and enable value-added experiences throughout the supply chain

Focus on creating a new, comfortable, and decent experience for stakeholders to achieve long-term business growth.



Key Indicators



Customer satisfaction: Dealer Owned Dealer Operate (DODO) operators at

85% and
end-users at
90.48%



20
innovative products and services
successfully invented and implemented.



100%
of Critical Tier 1 suppliers acknowledged
the Supplier Code of Conduct while
12 of them were audited and have
already improved their ESG operations.



Business and Social Innovations



Targets and Performance



Indicators

Number of projects that have been selected and implemented



Targets

≥20 Projects



Performance

20 Projects



Indicators

Number of process innovation projects to increase work efficiency



Targets

>100 Projects



Performance

203 Projects*

*Note: Process innovation projects are divided into 2 parts: 81 projects from Productivities Initiative and 122 projects from KAIZEN activities.

Risks and Opportunities

The outbreak of COVID-19 is a key challenge for every industry and business in maintaining long-term growth and keeping up with the dramatical changes of consumer behavior and needs. In addition to adjusting business models, PTG is trying to turn the crisis into an opportunity to find new investment ideas. In responding to the expectations and needs of consumers who have entered the new normal era, as well as promoting quality of life of the community based on the vision of well-being and contentedness, innovation development is another critical factor that can lead the Company to earn profits and concurrently improve the quality of life of Thai people. PTG has developed potential for its employees to craft innovations of various fields, covering products, services, and processes to increase Company's ability to cope with the new challenges and to maintain long-term business liquidity.



Management Guidelines

PTG has established the Office of Transformation and Innovation to create business and service innovations, as well as initiating changes in the work processes for the organization. Every innovation project will be developed under the same goal of “creating well-being and contentedness” for customers, partners, society and employees under the below strategy theme. These are considered key for management, starting from project approval through to support of various resources for those projects to facilitate implementation.

Strategy Theme

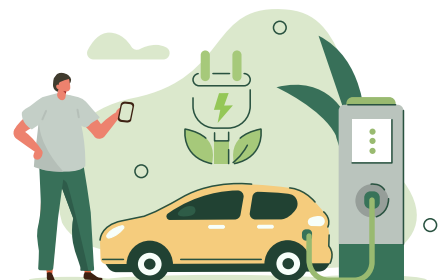


Connection	Strengthen Wellness and Wellbeing	Develop Opportunities	Unmatched Convenient and Value-Added Customer Experience
To serve as a center point that connects the locals and Company’s business network, linking local outputs and resources to new markets, distributing income and jointly strengthening the economy.	To create a new hub to promote health and well-being, giving Thai people more access to innovation or health and wellness services, both for treatment and prevention.	To be a center for Thai people to improve their quality of life through building skills, necessary knowledge, and competence, and to create opportunities for accessibility and equitability to achieve sustainable development.	To deliver a more comfortable and meaningful experience to customers through new versions of products, services and approaches.

The Company also aims to expand its activities in order to continually improve work efficiency. Employees are encouraged to participate in KAIZEN to promote process innovation and improve work within the organization, from upstream to downstream, while also enhancing customer satisfaction, both internally and externally. PTG is determined to produce KAIZEN Leaders out of the employees. These leaders are to be change agents that align with the Think Big Do Best Policy that consists of 5 topics:

1. Promote “PTG Well-being and Contentedness” by making sustainable improvements and turning the COVID-19 situation into an opportunity.
2. Achieve department’s and division’s goals as assigned.
3. Improve internal supply chain processes to be efficient in order to reduce waste completely within the process.
4. Build a culture of constant work improvement in the organization based on the Do Your BEST approach.
5. Build a team, committee, and working group to promote the ongoing KAIZEN activities on a yearly basis

For the process innovation procedures under the KAIZEN activity, employees are required to propose innovative process improvement ideas that are in accordance with the operational criteria in the 5 areas of SCOR Model supply chain, namely Safety, Quality, Productivity, Cost, and Service. Employees must present it to the committee for further judgement and actions. The Company expects to expand its portfolio of innovations across all PTG service areas to reinforce its efforts in being an innovative organization.





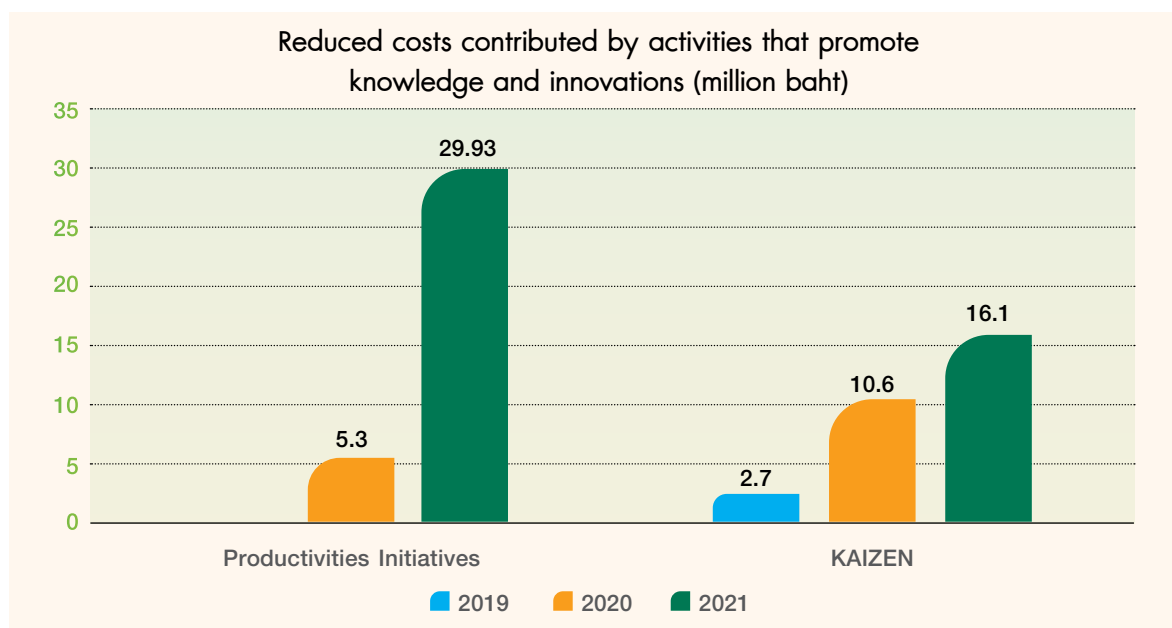
Performance

Promoting Innovation Knowledge

In 2021, PTG promotes innovation knowledge among its personnel, both the management team and the employees. Even during the COVID-19 outbreak, the knowledge of innovation has been continuously developed for employees within the Transformation Department and those outside at various levels. It was designed to be a human resource development project, both as classroom learning and hands-on practice through innovative projects with experts and talents from startups and reputable institutes to render advice and know-how. The details are as follows.

Project	Approach	2021 Performance
Productivity Initiative	<ul style="list-style-type: none"> Enhance employee skills and improvements using tools and hands-on practice with executives and the Process Transformation Department serving as mentors to render advice and tips. Progression is monitored, reviewed, and periodically reported to enable employees to learn together during the project. Moreover, knowledge obtained can be applied and developed into an innovation that can solve problems, create value, and generate added value to the organization in the future. Performance metrics cover 3 dimensions: 1) revenue increase, 2) cost decrease, and 3) satisfaction for internal and external customers such as quality, speed and satisfaction. 	<ul style="list-style-type: none"> 94 projects were initiated to improve work efficiency, 76 projects of which were completed. The project generated a revenue of 12.48 million baht for the Company and could reduce the Company's cost by 29.93 million baht. Beside, the Company could save a total of 12.17 million baht.
KAIZEN	<ul style="list-style-type: none"> Provide Kaizen basic and advanced training courses Opportunities for all departments to submit Kaizen innovations, which are divided into 5 categories: <ol style="list-style-type: none"> Genba Kaizen : An invention or process improvements that are fast and uncomplicated. In this regard, it must not be fully automated. Project Kaizen : Invention or improvement of a system or process created by a team of engineers, scientists, or project management teams through cross-functional management Service Kaizen : Improvement of a system or its processing approach with system analysis or configuration to achieve convenient, fast and accurate service results Kaizen for innovation : Improvement of system to create a disclosable innovation. It represents an invention or improvement that is progressive, innovative, and affects business, industry, or society. Kaizen suggestion System : An invention or improvement of a process that is quick and easy. It must not be automatic, or semi-automatic, and must not be complicated. Progression of work is tracked through the "Kaizen Clinic" activity. 	<ul style="list-style-type: none"> There were a total of 139 projects participating, which can reduce Company's cost by a total of 16.10 million baht. There were 772 employees participating. Establish a Knowledge Management system where employees can study the results of innovations of the previous years through a system called KM Kaizen System.

Economic benefits from the promotion of innovative knowledge



Sustainability Innovations

In 2021, PTG supports creation of innovations with the total investment value amounting to 3,099,595 baht (excluding LINE Business Connect Ordering Platform and PAVITREE). Key projects are as follows:

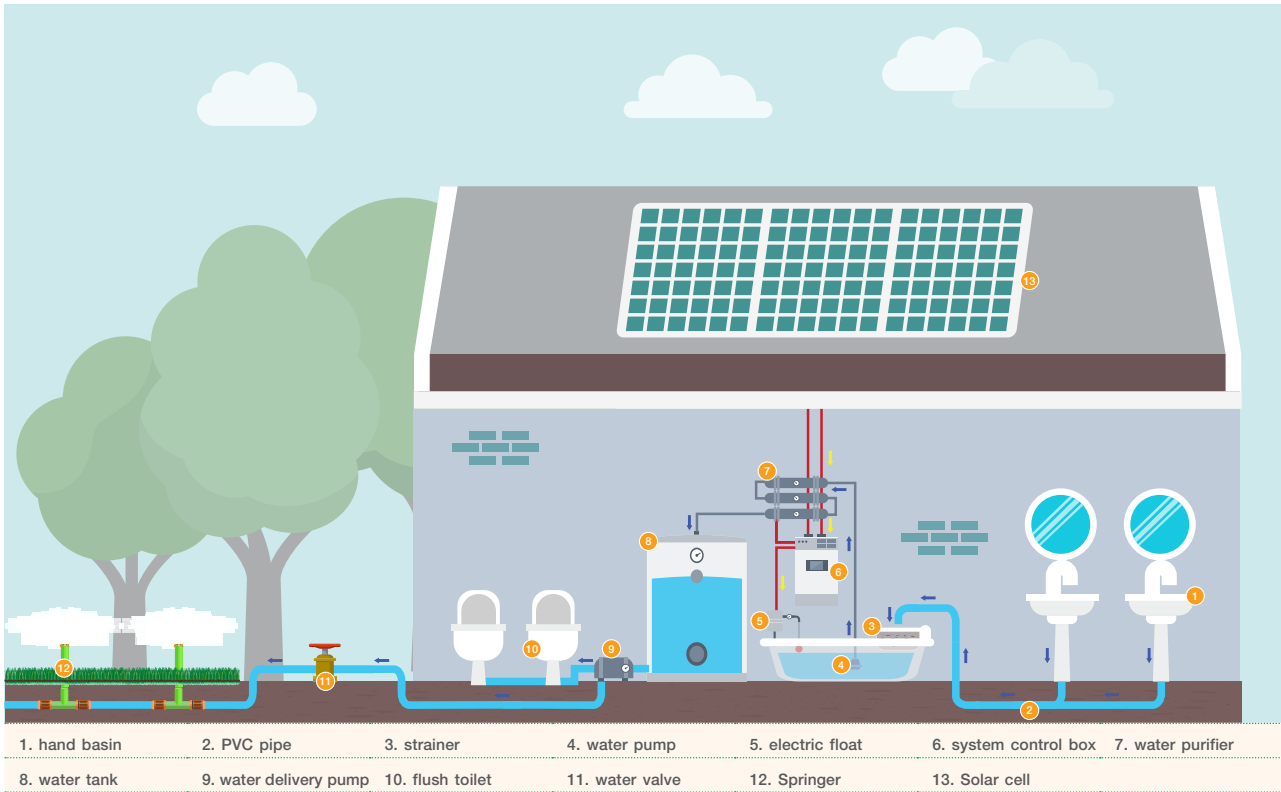
Project	Objectives	Indicators	Performance
Service Innovation			
Max Caravan	<ul style="list-style-type: none"> To add a sales channel for community customers, enabling them to access good quality products without having to leave the house, reducing risks of infections and costs. 	<ul style="list-style-type: none"> Sales volume 	<ul style="list-style-type: none"> PTG sold products from Max Mart convenience stores to customers in various areas using mobile trucks, allowing community customers to have access to good quality products without being prone to COVID-19. Currently, there are 11 vehicles in total. The total revenue in 2021 amounted to 20 million baht.
Oil Delivery Management System	<ul style="list-style-type: none"> To efficiently accelerate oil transportation which can deliver fuel to customers and service stations accurately, rapidly, and in line with applicable standards. Moreover, to have a notification message when the fuel vehicles leave the depots. 	<ul style="list-style-type: none"> Time reduced in planning for clear fuel order allocation. 	<ul style="list-style-type: none"> Reduced time in planning for the allocation of clear fuel orders by 1.5 hours through the Oil Delivery Management System (i.e., 5 hours before improvement, 3.5 hours after improvement).



Project	Objectives	Indicators	Performance
Ordering Platform	<ul style="list-style-type: none"> To cater new experiences to customers through a tool that facilitates the use of Company's services and products. The store can prepare products in advance. Customers are not required to wait while it also reduces the possibility of fraud. 	<ul style="list-style-type: none"> Sales volume through the Ordering Platform 	<ul style="list-style-type: none"> Launched PT's LINE Business Connect "Ordering Platform", which is divided into 3 functions: 1) Gas Order - Customers can just simply show the PIN they receive after making an order online to staff at the service station, and are even able to make the payment in advance. Currently, this function is available at 16 branches in Bangkok and its vicinity; 2) PunThai Coffee Order - Grab & Go services are offered to customers who do not wish to wait in line, an ideal option especially during morning rush hours. This function is available at 192 branches out of 291 PunThai Coffee shops; and, 3) Max Mart Delivery - Customers within 5 km from Max Mart shall enjoy free delivery around the clock (or as stipulated by the government if such area is restricted by a curfew) at no minimum purchase required. All goods can be delivered, including drinking water packs.
Product and Business Innovation			
PAVITREE	<ul style="list-style-type: none"> To create added value for Thai agricultural products, develop research-based knowledge and theoleochemical properties into made-in-Thailand authentic skincare products that meet international standards. To expand scopes of service to reach new customers, from existing businesses to Non-oil businesses. 	<ul style="list-style-type: none"> Satisfaction with the product Product sales volume 	<ul style="list-style-type: none"> Launched a new business in Health & Wellness by piloting beauty products under trademark PAVITREE, a lineup of skincare selections extracted from locally-sourced red palm oil using the most state-of-the-art innovation. Red palm oil contains carotenoids 30 times higher than carrots and 200 times higher than tomatoes. This substance helps reduce antioxidants that are a cause of ageing and dry skins. Moreover, it prevents UV light, alleviating inflammation, redness, while also strengthening and moisturizing healthy skins in the long run. Enjoyed positive feedback from customers and achieved potential performance.
Max Pharmacy	<ul style="list-style-type: none"> To expand access to more health services through pharmacies, both physically and on the online platform, including free pharmacist consultation, home medicine delivery, and other healthcare services. To expand scopes of service to reach new customers, from existing businesses to Non-oil businesses. 	<ul style="list-style-type: none"> Sales volume Numbers of cases served Numbers of customers using the health check-up service at service stations 	<ul style="list-style-type: none"> The total revenue in 2021 amounted to 1,533,354 baht. Number of cases served was 4,698 cases. Organized health check-up services at 7 PT service stations with over 200 customers using the health check-up service.

Project	Objectives	Indicators	Performance
Process Innovation			
Motion Detector to Prevent Misfuelling	<ul style="list-style-type: none"> To prevent risk of misfuelling. 	<ul style="list-style-type: none"> Reduced number of misfuelling Reduced risks of misfuelling 	<ul style="list-style-type: none"> Achieved 0 misfuelling and an acceptable level of risks.
Oil Sampling Bottle Rinsing Kit	<ul style="list-style-type: none"> To increase efficiency in washing oil sampling bottles, which are used for daily oil sampling. 	<ul style="list-style-type: none"> Improved efficiency of sample vials washing 	<ul style="list-style-type: none"> Increased the efficiency of bottle washing, that is, from 11 crates to 20 crates, or equivalent to 81.81%.
Vacuum Oil Tank (PPP Green Complex Company Limited)	<ul style="list-style-type: none"> To reduce time and process of transferring reprocessed oil and oil residuals left from the sampling process. To reduce the problem of oil spills around the tank which potentially contaminates the ground. 	<ul style="list-style-type: none"> Reduced operational procedures Reduced operating costs 	<ul style="list-style-type: none"> Less fuel used, accounting for 600 baht per month. Reduced costs of staff employed for the operation by 600 baht per month Reduced chemicals used from the laboratory at 200 baht per month.





Highlight Project

Solar-driven Water Purifier

Objective

This project is aimed to promote a corporate culture of using natural resources to achieve the maximum efficiency within the organization and reduce costs of water usage at service stations. The innovation was created by PT service station staff based on the 3R principle - Reduce, Reuse, Recycle.

Operating Guidelines

Service stations across the country under the management of PTG have consumed a large amount of water, most quantity of which is disposable, not recyclable, water. Therefore, a solar-driven water purifier that is effective in filtering or recycling water was invented to obtained water used in handwashing to water plants and clean toilets within the service stations to achieve water cost savings due to reduced water consumption.

Performance

Further from 2020, PTG has conducted an experiment on a solar-driven water purifier at Manorom service station in Chai Nat. It was found that, before the operation, the water supply cost was 6,090.08 baht per year; however, after installing the innovation, water cost could be reduced by 870 baht per year. Therefore, in 2021, PTG has expanded the project to Wang Noi 3 service station in Phra Nakhon Si Ayutthaya. Approximately 3,564 cubic meters of water can be recycled per year or 297 cubic meters per month. In addition, water supply costs at service stations can be reduced by approximately 8,910 baht per month or 106,920 baht per year.



Customer Relationship and Responsibility Management



Targets and Performance



Indicators
Satisfaction of Dealer Owned Dealer Operate (DODO) operators



Targets

>80%



Performance

85%



Indicators
Satisfaction of end-user customer



Targets

>90%



Performance

90.48%

Risks and Opportunities

Changes in consumer behavior that are triggered by economic, social, and environmental conditions resulted in PTG having to constantly conform its business plans to seize growth opportunities while also responding to the needs of customers with a diverse and comprehensive options of services, enhancing customer satisfaction and engagement with new innovations created with a focus on convenience of customers in the new normal era. The outbreak of COVID-19 has turned customers to be more conscious about their health and reliant more on the online platform for product consumption and financial transactions. Noticing that, the Company thus adjusted its structure to keep up with the trends, activating a centralized online ordering system for products under the trademark of PT, goods from MAX Mart convenience stores, and PunThai Coffee, as well as upgrading MAX Service. PTG has analyzed consumers' preferences based on their recommendations and suggestions, improving services and products to solve potential issues and resonate with the true needs of customers.





Management Guidelines

PTG aims at serving potential customers of online channels with services and goods at physical stores (O2O solution) in order to ensure the executed marketing plans are catered to what customers really need to the greatest extent. The Company also enlarged the membership base of PT Max Card to enhance products and services to align with customer trends. Meanwhile, PTG focuses on raising the quality of life of local people, serving as a hub that features locally-sourced products and services to customers and heighten career opportunities in the community by constantly erecting new service stations to affirm a comprehensive “Well-being and Contentedness” scale.

Product Responsibility – Product and Service Safety

PTG has been committed to operating the oil business on the ground of standards and safety quality, placing its attention on oil quality control, from the process of receiving petroleum from the refinery through to reaching the hands of consumers. The Company employs the standard of

ISO 9001:2015 Quality Management System of the ISO Certification Institute (MASC) in the process of obtaining, storing, and supplying petroleum at all of its nine oil depots across the country. Regarding quality assurance, the Company is certified by the Thai Industrial Standards Institute (TISI) with ISO/IEC 17025:2017 and also participated in the Thai Petroleum Laboratories Correlation Program to strengthen consumer confidence with the high level of performances in its products at the national level. In addition, the Company adheres to a Quality, Security, Safety, Occupational Health and Environment Policy in compliance with applicable laws, requirements, and other international standards used in business management, operational control, service improvement, and continual productivity enhancement. It empowered all staff to manage risks and opportunities for the purpose of Company’s Quality, Security, Safety, Occupational Health and Environment (QSSHE), which are key components of business operations. This ensures that the Company has a bold operating and organizational management system with a clearer framework at work.

Customer Service Standards at Service Stations

PTG requires regulatory compliance of employees with 5-step service standards and service controls, including internal control, area and regional manager control, Walk the Store/Shift Changes Book, external standard control by mystery shoppers, or call center 1614, and best service challenges, e.g., Best of Customer Voices, etc.



Customer Security and Privacy Policy and Measures

PTG values and respects privacy and heightens an awareness of personal data protection while also maintaining personal data security in compliance with applicable laws and international standards, thus stipulating a [Personal Data Protection Policy](#). The purpose of the implementation is to secure personal information of customers, partners, contractual parties, employees and other individuals associated with the Group to ensure that their personal data that have been collected, used, disclosed or transferred to a third party and/or across the countries by the Company shall be protected and comply with the Personal Data Protection Act (PDPA). Moreover, data obtained for the purposes of marketing, goods ordering, and customer service shall be remained confidential and exclusively accessible only by authorized users. Still, if the data collected are to be disclosed or transferred to a third party, such disclosure or transfer must in no way violate legal rights and does require a prior consent from the data subject.



Performance

System and Technological Development in Support of Customer Relationship Management

- Deploy information technology to activate more service platforms, providing online services that complement consumer needs during the ongoing COVID-19 outbreak when certain consumers have been restricted on travel. Moreover, it employs data-driven approaches to improve and deliver precise services that resonate with customers' preferences, such as PT's ordering platform on Line Business Connect "PT Station", customer behavior analysis for membership-based campaigns, as well as tools developed to achieve an expansion in numbers of service points for

MAX Card members, and penetration to other businesses and partners through the concept of co-creation.

- The use of QR codes for contactless payments. Prior to its launch for the use of every business unit and all branches across the country, the Company had conducted an assessment to identify its vulnerabilities with various financial institutions. This approach was piloted in Bangkok and vicinity, as well as tourism provinces, aimed at limiting physical contact with cash or credit cards when making payments during the pandemic and at safeguarding health and hygiene of employees and customers.
- Develop a Customer Relationship Management (CRM) system to store campaign and activity data, current workflows, customer satisfaction survey results, as well as suggestions in one place. The data can be analyzed for further product and service upgrades and business innovations to better meet customer needs in the future.
- Call Center updates product/service campaigns and services offered by each business unit on a regular basis through the CRM system.
- Develop a better Point of Sale Automation (POS) system to lessen physical contact and manual data processing.



Customer Relationship Management

- Rolled out an annual renewal membership scheme, PT Max Card Plus, through which customers shall enjoy an extensive range of benefits and rewards throughout the year. Not only is this effort aimed at offering gas discounts, but it is to consolidate partnership with leading merchants to better fulfil consumer needs.
- Launched an ordering platform on Line Business Connect “PT Station” for gas, PunThai Coffee, and goods from Max Mart convenience stores.
- Activated online subscription to PT Max Card.
- Offered point redemption campaigns in exchange of discounts and rewards that suit current trends, e.g., discounts on delivery services, online shopping, etc.
- Collaborated with the Department of Internal Trade, launched campaigns to promote agricultural products obtained directly from farmers for Max Card members.
- Launched a project called PT Taxi Transform, Change for the Future, to convert NGV taxis into LPG with discounts offered on every purchase of LPG throughout the year.
- Introduced PT LPG Fights the Crisis for Taxis project where participating taxi drivers shall enjoy an e-Voucher benefit with a discount of 0.5 baht per liter for LPG if they put PT’s ads sticker on the autobody as required by the Company.
- Rolled out a campaign to promote flexible rental retail spaces at PT service stations, which is divided into 2 options: a 2-month free trial and a 1-month free trial as a no-contract rental until the end of December 2021.
- Launched 41 branches of truck stop PT Max Camp nationwide, in collaboration with the Department of Land Transport, to serve truck drivers with parking services and promote safe driving. In addition, 443 Q-Mark certified freight forwarders, totalling 59,915 commercial trucks, shall have access at no charge.



Customer Satisfaction Surveys

PTG has customer satisfaction surveys in place, which are divided into 2 parts :

1. **End user surveys** : End users shall be asked to rate the service they receive at the point of service using the Net Promoter Score (NPS). Elaborately, customers shall receive a survey after they visited a service point and earned reward points.
2. **Dealer Owned Dealer Operate (DODO) survey** : This survey is to assess satisfaction of DODO operators in particular, asking them to rate their satisfaction on services provided by various associated departments, which cover oil transportation, oil depots, accounting, etc.

Customer responses shall be processed and submitted to relevant parties to improve their services for the benefit of customers. Results obtained from customer satisfaction surveys have been woven into campaigns and services to resonate with consumer needs. For instance, service model development and campaign rollout at service stations, e.g., a campaign that requires point redemption to participate in a special event, exchange of e-Stamps with a souvenir, etc.



Customer Satisfaction	Performance		2021 Targets (%)
	2020 (%)	2021 (%)	
End user satisfaction*	90.60	90.00	90.00
Percentage of survey respondents	8.36	8.26	5.00
DODO Satisfaction*	81.85	85.00	80.00
Percentage of survey respondents	67.00	55.00	65.00

Note: End User refers to consumers who buy or use a product and service provided under trademark PT, e.g., PT service stations, LPG stations, PunThai Coffee, and PT cooking gas shop. DODO operator refers to the operators of Dealer Owned Dealer Operated (DODO) service stations, to which PTG is responsible for providing management advice and petroleum supplies.

Statistics on Customer Security and Privacy Complaints

PTG has channels for receiving complaints in place such as Call Center at 1614, email at customer_service@pt.co.th, Facebook Fan Page, mobile application PT Max reward. In 2021, complaints received from customers can be summarized as follows:

Issue	Complainant	2020 (Cases)	2021 (Cases)
• Number of major complaints regarding breach of customer privacy and loss of customer data	• Customers with concrete complaints	0	0
	• Government agencies or independent agencies established by law	0	0
• Number of incidents where customer data leak, were stolen, or lost		0	0

Supply Chain Management



Targets and Performance



Indicators

The percentage of critical suppliers that acknowledge the Supplier Code of Conduct.



Targets

>80%



Performance

100%



Indicators

Critical suppliers undergoing environmental, social, and corporate governance (ESG) audits



Targets

≥10 suppliers



Performance

12 suppliers

Risks and Opportunities

As the situation of trade conflicts between the United States and China continued, followed by the outbreak of COVID-19, adverse impacts hit the supply chain management, starting from the procurement process, transporting oil and goods of affiliated companies, causing a shortage of goods, or resulting in a longer delivery time than usual for many product categories. PTG had discussed with all groups of stakeholders on adjusting operational plans to cope with the threats mentioned. There are communications about management under the situation of COVID-19 made to suppliers, as well as notifications of impacts regarding delivery of goods, allowing the Company to plan the volume of demands and transportation plans with all suppliers beforehand. In addition, PTG also sources products from several manufacturers and ensures availability of replacements in order to continuously deliver products and services on time, as well as moving business activities to online; for instance, online meetings with suppliers, and contractors, etc. The Company has also modified the form of remote supplier audit on environment, social and corporate governance (ESG), leveraging technology in the activities. However, the Company remains committed to efficient supply chain management, focusing on organizing and building good relationships by supporting the suppliers to conduct business with ethics, in conformity to Company's procurement procedures and methods, for the benefit of cost management, operational efficiency, enhancement of Company's competitiveness, as well as supporting supplier in operating their business with social, community, and environmental responsibility to jointly lead the business towards sustainable growth.



Management Approaches

Procurement Management Strategies and System

PTG has a policy in place when procuring and selecting suppliers, including manufacturers, entrepreneurs, distributors, dealers, service providers, or contractors, which is systematic, fair, transparent, and supportive, to ensure that the partners shall conduct their business with ethics. The Company has outlined operational procedures for procurement, merchant performance evaluation after delivery of goods and services to confirm that the purchase, subcontracting, and service contracting are properly and appropriately delivered in accordance with the rules set forth. PTG requires vendors and service providers currently on the Approved Supplier List to undergo procurement potential assessments on a regular basis. In addition, it has developed a special procurement approval system in support of urgent purchasing and the Vendor Relationship Management (VRM) system to accommodate procurement information. Suppliers can review purchase orders, sales reports, account information, delivery status while the channel can also be a platform to communicate between suppliers and the Company.

Sustainable Supply Chain Management Approach

Supplier Code of Conduct for Sustainable Development

PTG has prepared a Supplier Code of Conduct as a guideline for business practices, ensuring that all suppliers shall comply with provisional requirements, Company's Codes of Conduct, and best practices. It is a tool that assists Company's suppliers in conducting business with ethics, human rights standards, responsibility towards society, community, and the environment, including complying with safety, occupational health, and environmental standards to attain sustainability in business operations throughout the supply chain while also enhancing competitiveness and strengthening a long-term mutual growth in a sustainable way. In this regard, the Company has communicated the Supplier Code of Conduct, including anti-corruption policies to oil business Suppliers and key accounts of the Non-oil businesses for their acknowledgement and compliance. With those guidelines, they shall conduct their businesses with ethics, taking into account human rights issues, social, community, and environmental responsibility, as well as adhering to the safety, occupational health and environmental standards. The Company has monitored compliance with the Supplier Code of Conduct by having self-assessment surveys completed by the suppliers and conducting site visits.

In addition, the Company has developed VRM Phase II to help support the sustainability operations with partners. Information technology has been improved to become more futuristic. New steps were introduced to replace previous functions. For example, online evaluation upon delivery, e-Catalog as a reference for the Purchasing Department to ensure that it shall obtain a product that matches the needs, direct links from e-Catalog to Purchase Requisition (PR) and Purchase Orders (PO), including the uploads of the Supplier Code of Conduct and the ESG supplier self-assessment form onto the system. New suppliers shall be asked to complete the self-assessment survey prior to engaging in a procurement process with the Company while it is also required for existing suppliers that failed to take action within the scheduled assessment period. The development of such information technology systems is to combine the use of technology to help improve work processes and increase procurement efficiency, as well as providing more convenience to partners.

Definition of Critical Tier 1 Suppliers

PTG has developed a supply chain risk management process, covering suppliers in both oil and Non-oil businesses by categorizing them into: suppliers directly engaging in a business with the Company (Tier 1 Suppliers), key suppliers of the Company (Critical Tier 1 Suppliers), and suppliers indirectly engaging in a business with the Company (Critical Non-tier 1 Suppliers) based on the following criteria:

1. Volumes of purchase
2. Importance of products/services to the Company's business
3. Level of dependence on the supplier; or substitution of products

Supplier's ESG Risk Assessment and Audit

PTG has a sustainability risk assessment for its suppliers, covering both oil and Non-oil businesses, based on the sustainability risk assessment criteria in the dimensions of both likelihood and ESG risk impacts, which cover economic, social, and environmental issues. For instance, risks of environmental impacts caused by suppliers' businesses, surrounding community risks caused by business establishments or facilities, risks caused by delayed delivery of goods/services, etc.



When becoming aware of the high-risk and very high-risk groups of suppliers, the Company shall conduct an environmental, social, and governance audit (ESG Audit) to ensure that the risks encountered are properly managed. Departments involved in ESG operations such as the Safety and Environment Department, Human Resources Management Department, Corporate Governance Department, Quality Assurance and QMR Department, and Purchasing Department of any business unit, shall carry out the ESG audit, which is a supplier's performance assessment based on the Supplier Code of Conduct stipulated by PTG, with also a site visit to inspect the physical location and operation of the suppliers. It shall conduct an ESG Audit on Critical Tier 1 Suppliers and those suppliers that were rated as at a high-risk or very high-risk level in order to jointly manage risks that may arise from the suppliers and ensure sustainable mutual growth. Noticeable issues and opportunities for improvement identified in the previous year shall also be additionally monitored.



Definition of Suppliers with High Sustainability Risks



Economy	Society	Environment
<ul style="list-style-type: none"> • Average damage value reached 5-8 million baht. • Affects one business operation, causing the business to not grow significantly. • News regarding corporate governance of the supplier has been rapidly spreading throughout the country through various media for 2 consecutive days, which may have a negative impact on the reputation of the Company. 	<ul style="list-style-type: none"> • Affects more than one group of relevant stakeholders. • Employees became disabled. • Tackle or mitigate impacts to normal within 3-5 years. 	<ul style="list-style-type: none"> • Complaints were lodged by the surrounding communities. • Affect other entities that work together, or violate any applicable law or commitment. • The corrective period is more than 1 month.



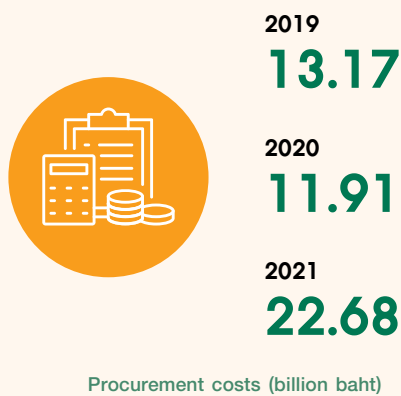
Performance

Results of Supplier Classification and Analysis in 2021

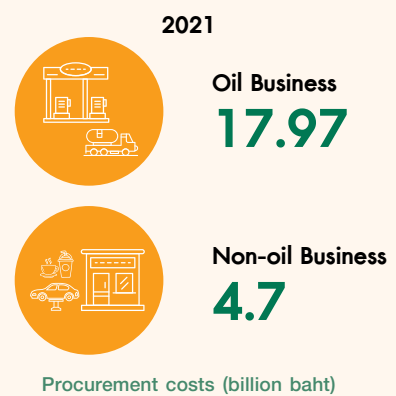
Summary of Supplier Classification



Results of the cost analysis



Expenses classified by business type



Results of Supplier Sustainability Risk Assessment

Tier 1 Supplier Risk assessment





Supplier ESG Audit Results

The Company conducted an ESG e-Audit, or ESG remote audit, on 12 suppliers from the targeted number of 10, by doing site visits to the establishments of Critical Tier 1 Suppliers and suppliers with high sustainable risks, including business operations with potential environmental impacts, compliance with labor laws, as well as safety and occupational health, etc. In the ESG Supplier Assessment, the Company has provided recommendations and suggestions on the development of ESG processes in order to strengthen the sustainability potential of the suppliers and be a guideline for sustainability operations. Suppliers also shared and advised on operational approaches, allowing the auditing team to learn for further development and improvement of the Company's processes. It is a sharing of professional experience and building of good relationships to sustainably enable business operations and thrive together.



Developing Relationships with Suppliers

PTG aims to promote and constantly build good relationships and engagement with both large and small suppliers, whether through meetings to discuss ways to work together, meetings to explain revised work procedures, or sharing of opinions and recommendations of suppliers.

- Due to the outbreak of COVID-19, the Purchasing Department is unable to hold a large physical group meeting with suppliers/contractors. Therefore, the format of the meeting has been adjusted to be a remote one via video conference in order to deliver products and services in a timely manner.
- Communicate and notify about impacts on the delivery of products caused by the outbreak of COVID-19 to work on volume and transportation plans and ensure that goods and services shall be delivered on time.
- Communicate Anti-Corruption Policy, No Gift Policy, and Code of Business Conduct to all suppliers. The suppliers that are recognized in tiers shall need to sign an acknowledgment of the Business Code of Conduct so that they can use it as a guideline and conduct in line with the Company's policies.
- Engage in knowledge sharing and adhere to the practices of PTG Energy Group Public Company Limited in the implementation of corporate governance, human rights and labor, safety and occupational health and the environment through an online knowledge sharing activity on the topic of PTG Knowledge Sharing: ESG for Sustainability through the Supply Chain with 21 suppliers joining, using Video Conference to share operating experiences and jointly develop ESG operations with suppliers to ensure sustainable business operations.



To enhance an
opportunities
with our community





Transform the organization towards excellence

Focus on efficiently, safely, and fairly steering the organization while also building innovation capacity among personnel to effectively cope with possible changes.



Key Indicators

 Achieved **73%** employee engagement.



Safety Statistic

TRIR of HQ Employees = **0**
LTIFR of Employees = **1.2**
LTIFR of Contractors = **0**
OIFR of Employees = **0**

 **100%** of business activities throughout the value chain were assessed for human rights risk.

 **203** process innovation projects completed to enhance work efficiency.



Human Resources Management



Targets and Performance



Indicators
Employee Engagement Score



Targets

>77%



Performance

73%



Indicators
Proportion of executives trained to develop their potential



Targets

100%



Performance

100%



Indicators
Proportion of employees trained to develop their potential



Targets

>50%

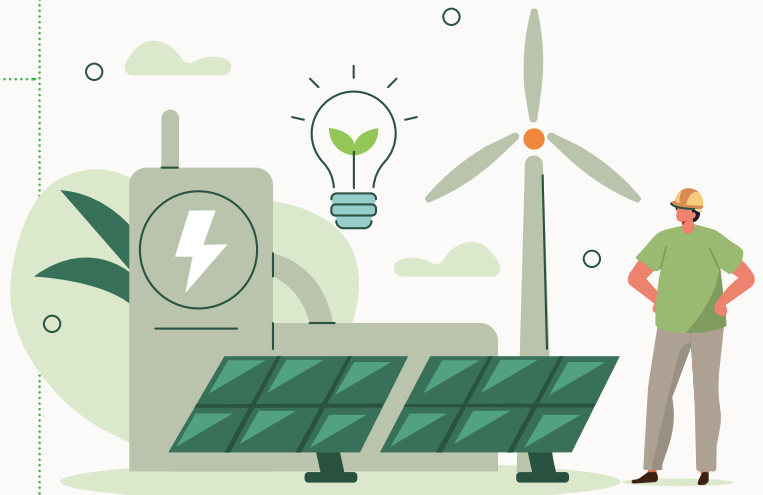


Performance

59%

Risks and Opportunities

Under the changes of economic, environmental, and social situations, including technological shifts and the intense and extended COVID-19 outbreak, PTG is aware of impacts caused to human resources management, both in terms of recruitment and potential development to keep up with business growth in the new normal era. Therefore, the Company aims to develop human resources management based on the corporate value of "Do Your Best" in order to recruit, develop, and retain employees who have high potential to break through every limitation, overcoming every obstacle, building trust and confidence for customers and colleagues while also having empathy as well as striving to drive the business to achieve success and cope with new challenges in the future. In this regard, the Company also cares about the physical and mental health of its employees during the COVID-19 crisis, thus implementing the social distance policy and formulating other policies to promote work flexibility and guarantee that all employees will truly enjoy "Well-being and Contentedness".



Management Guidelines

Recruitment and Manpower Planning

- Manpower Planning

PTG plans its manpower needs on a yearly basis by entrusting the HR Business Partner to work with the executives of all departments to determine headcounts required in each team to conform to business direction. The Company analyzes its manpower needs using the productivity ratio that considers revenue or sales volumes, together with an analysis based on knowledge, experience, and the management judgment as well as workload and business trends, results of which shall be used to prepare a manpower plan in every fiscal year.

In terms of manpower analysis for succession, PTG conducts succession planning in order to prepare personnel with knowledge, abilities, potential, outstanding and acceptable performance for key positions or to be future leaders of the organization based on Company's direction and strategies. Steps to be taken are as follows:

1. Communicate with executives at the department level and up the chain to create understanding and recognition of the importance of succession plans and processes.
2. Specify critical positions by considering criteria set forth by the Company.
3. Nominate candidates based on potential, readiness, and competency suitable for each key position by putting internal resource as a priority for consideration.
4. Prepare development courses for the selected personnel to ensure they are equipped with knowledge, capabilities, capacity, and readiness to become future leaders of the organization.

The Company reviews the succession plan on an annual basis to make sure that it will provide candidates with knowledge, capabilities, and capacity to guide the organization to the direction and with strategies already set.

- Recruitment Strategies

Recruiting employees with potential and work experience is extremely necessary for PTG as employees are the key factor that drives the organization to success and supports business growth in the New Normal era. Last year, the Company outlined a recruitment strategy to acquire effective personnel that resonate with business needs as follows:

Strategies	Performance in 2021
Extend recruitment channels to social media platforms	<ul style="list-style-type: none"> • Information technology has played a greater role in the recruitment process in order to acquire candidates with preferred qualifications and experience that meet the needs of the Company. PTG has harnessed social media platforms, e.g., job vacancy posts on Facebook, virtual interviews, in response to social distancing measures during the COVID-19 pandemic.
Strengthen partnerships to produce human resources based on business needs	<ul style="list-style-type: none"> • Work proactively with educational institutions to produce qualified personnel that meet business needs through Memoranda of Understanding (MOUs) with colleges regulated by the Office of Vocational Education Commission, Ministry of Education, organizing a vocational training project for students to learn from hands-on experience. Students selected for the program shall receive allowances and scholarships throughout their professional training.



Human Capital Development

Employee Knowledge and Potential Development Policy

PTG realizes the importance of personnel in business operations and organizational development based on its vision where everyone shall be provided with opportunities to access “Well-being and Contentedness” in every aspect of life. The Company thus encourages personnel to cultivate work knowledge, expertise, and ability to constantly enhance work efficiency. It assigned the PTG Academy Section to be responsible for developing staff skills and improving term curricula to reflect the needs and changes of today’s business operations. In this regard, the policy framework covers the followings:

1. Training on the basis of organizational core values of the organization to equip all employees with understanding of work principles, concepts, and the culture of teamwork in order to achieve goals and be in line with the organizational vision.
2. Training as an onboarding program for all new employees about basic knowledge related to work operations in order for them to understand and be able to operate their assignments properly, safely, in accordance with applicable standards and regulations of the Company.
3. Training to develop specific knowledge to enhance employees’ skills and achieve work efficiency; for example, Service Standards Training, Basic Service Station Manager Training, to heighten preferable performances and effectiveness in the operation of each department.
4. Development training regarding staff management to boost skills and prepare one with leadership know-how; for example, Problem Solving - Decision Making Training, Improving Leadership Skill Training, etc.
5. Workshop that focuses on management and approaches to enhance work efficiency to achieve constant development.
6. Self-learning training through “Your Next YOU by SEAC” learning platform which is a blended learning where employees can personalize lessons based on their preferences to keep up with the ongoing changes and to ensure they are able to develop new skills at prompt in the new normal era.

PTG manages the development of personnel’s potential based on necessity of the position, categorizing the operations into 2 groups, namely management and personnel. There are guidelines for potential and skill development as follows:

1) Management (Divisional manager and up the chain)

PTG aims to develop executives into PTG’s future leaders to support the growth of the organization. The management team must undergo a 360-degree assessment conducted by an associated entity to analyze strengths and weaknesses for further development. Moreover, they are required to prepare an individual development plan specifying at least 2 issues that need to be developed and courses to study to enhance their abilities for the benefit of organizational development in the future.

2) Personnel (Department manager, or equivalent and lower)

PTG promotes personnel management and development to support the oil business growth and expansion of Non-oil business in the future. There are various training formats such as workshops, job rotation that matches the career path to enable skill and expertise development based on the experience they have gained from the new positions, etc.

In this regard, the Company has conducted a Development Survey in order to utilize data obtained therefrom in further analysis and prepare an effective annual training plan that resonates with the needs of personnel and departments to the greatest extent. The survey asked employees to identify personal development needs to boost their efficiency, skills, and techniques across 8 areas: adaptability and flexible thinking, technology expertise, creativity and innovativeness, optimization of data analysis, critical thinking, leadership, emotional intelligence, and accessibility and creativity of new media that benefit their work.

Employee Retention

- Annual Performance Evaluation

PTG arranges an annual performance evaluation to measure employees’ performance against targets set through the Performance Management System (PMS) and People Plus system, in order to track employee general information for further consideration regarding tier and job promotion. The Company determines criteria for the annual performance evaluation, which cover performances that are in line with the Corporate Key Performance Indicator, Functional Key Performance Indicator, and behavioral indicators defined on the basis of corporate value “Do Your BEST”.

For executives (manager level and up the chain), the Company provides a 360-degree performance assessment, which is a tool used to assess behaviors and potential of individuals as a self-assessment. Moreover, each manager shall be evaluated by people with whom they have worked, namely their supervisors, colleagues, subordinates, in order for the Company to obtain information regarding their behaviors from various perspectives and can accurately identify the issues that need to be addressed.

- Compensation and Benefits

PTG places importance on the determination of remuneration and welfare of employees, taking into account the suitability and fairness in order to enable employees and their families to access well-being and contentedness. The components of the Company’s remuneration and welfare are as follows:

- **Salary** : The Company determines salary rates in parallel with positions, cost of living, required minimum wage, and ensures competitive salaries compared to those offered by leading businesses of the same industry in Thailand and the competitiveness of the business at present and in the future.
- **Benefits and short-term incentives** : The Company provides welfare and benefits to employees of all levels, such as annual bonuses, sales rewards, discounts on the purchase of goods and services affiliated to PTG, employee health and life insurance policies, annual health check-up, assistance in the event of accidents or natural disasters that affect employees, and discounted life insurance plans for their family to enhance living quality as well as physical and mental health.
- **Long-term incentives** : The Company provides provident funds for its employees as retirement savings. This allows employees to save a small sum of money, ranging from 3-15 percent of their monthly salary, while employees are also entitled to purchase Group’s securities at the price on the date of Company’s Initial Public Offering (IPO) without any condition in order to enable their participation and unlock their sense of ownership, forming a strong bond between them and the organization to make sure they shall feel part of the Company and ready to thrive together.

- Employee Engagement Survey

PTG places importance on building employee engagement with the organization to ensure that it understands the needs of employees and be able to continue implementing projects and activities to boost employee engagement. PTG requires an assessment of employee engagement and satisfaction towards the organization every year by assigning the People & Organization Transformation Section to be responsible for conducting an annual employee engagement assessment. Technology has been integrated in online surveys accessible through an application on smartphones. Employees can choose any one of 6 levels of satisfaction or engagement towards each issue such as corporate reputation, opportunity for potential development, work safety, relationship with supervisors, infrastructure, and resources, etc.

Performance

Recruitment

In 2021, PTG has recruited employees in line with the oil and Non-oil business development plans, especially for the liquefied petroleum gas (LPG) distribution business, where workforces were enhanced to support the goal of business expansion into the household and industrial sectors, as well as the logistics business which also covers freight forwarding and additional services. With these factors, the proportion of employees in the LPG and logistics businesses increased compared to the number of employees within the entire group, representing 12.19% and 6.63%, respectively. For the overview of recruitment performance, it can be summarized as follows:

Recruitment target for 2021 (Persons)	Number of new employees in 2021 (Persons)
19,331	13,330



PTG also provides career support for 156 older adults, equivalent to an employment value of 11,671,439 baht. Moreover, it promotes employment of the disabled according to the National Quality of Life of Persons with Disabilities Promotion Act, B.E. 2550 (A.D. 2007), as amended (No. 2) B.E. 2556 (A.D. 2013), Sections 33 and 35. The employment of disabled persons amounted to 2,715,966 baht with promotion of vocational training and contracts agreed with the disabled. Details are elaborated as follows.

Establishment	Employment in the Establishment (Persons)	Vocational Training/ Contracting (Persons)
Petroleum Thai Corporation Company Limited	16	104
PTG Energy Public Company Limited	1	9
PTG Logistics Company Limited	1	9
PunThai Coffee Company Limited	-	7
GFA Corporation (Thailand) Company Limited	-	1
Atlas Energy Company Limited	-	2
Olympus Oil Company Limited	2	14
Total	20	146

Regarding the outsourcing of the disabled, PTG has employed 42 persons with physical impairments through the Social Innovation Foundation by hiring the disabled to work in sub-district health promoting hospitals, sub-district administrative organizations, sub-district municipalities, schools, service centers for people with disabilities, hospitals, etc. For vocational training of people with disabilities, the Company has cooperated with the Eastern Association of Persons with Disabilities, launching a training program so that they can gain knowledge, professional competency, and improve their quality of life and that of their family as follows:

Project	Objective	Operating Area	Number of Disabled Persons Participating (Persons)
Tailoring Training Program	To obtain theoretical and practical skills through sewing practice to gain knowledge and abilities for further career advancement and to earn for their living.	Udon Thani and Suphanburi	100
Wheelchair Clinic Project	To launch a wheelchair maintenance and repair shop by empowering people with disabilities to provide services, access vocational training, and earn income.	Nakhon Nayok and Chonburi	4





PTG has continually supported the disabled who participated in the tailoring training program by ordering 900 vests for service station staff, amounting to 162,000 baht. The Company has hired visually impaired people who have already undergone training and received a certificate guaranteeing their massage skills to work in the Thai Traditional Massage for Health Program - a relaxing corner for those who visit PT service stations and MAX Camp.





Employee Potential Development

PTG organizes annual training to develop skills necessary for employees' performance, covering employees at all levels and business groups. In 2021, the Company has organized training of totally 137,926 hours for employees, with details of key courses as follows:

Project	Development Approaches	Business Benefits	Number of Employees Trained (Persons)
Developing the potential of executives			
Future Leadership Skill: Adaptability, Engagement, Growing People, Visionary	<ul style="list-style-type: none"> Organize online training, covering Agility Mindset & Methods, Critical Thinking, Designing the Change: Tactics to Change Behavior, Communicate Effectively to improve Collaboration, Psychology & Communication Techniques, Tools for Transformation, Marketing Fundamental and Trend Spotting, etc. 	<ul style="list-style-type: none"> Employees can use their creativity to find solutions and innovations for their work to cope with the ever-changing challenges with also the ability to build and maintain cooperation with internal/ external departments, as well as seeking out new business opportunities to create long-term growth. 	144
Employee potential development (Head office)			
Corporate Development	<ul style="list-style-type: none"> Provide opportunities for employees to enhance their fluency of ideas, analytical skills, critical problem solving, and interpersonal skill development through in-house training, external training, your next you, etc. The courses have been managed to suit the level of employees. 	<ul style="list-style-type: none"> Employees are capable of analyzing, being reasonable, and solving problems, developing creativity, and managing projects to generate added value. 	4,947
Front-liner development			
Service Station Assistant Manager Preparation	<ul style="list-style-type: none"> Organize on-the-job training for Service Station Assistant Manager in respect of communication, product presentation, customer management, and time management complaints; promote knowledge regarding 16 steps of clear fuel loading, etc. 	<ul style="list-style-type: none"> Reduce risks of oil misloading. Participants become aware of service standards and are educated to provide complete and correct services to customers. 	487

Project	Development Approaches	Business Benefits	Number of Employees Trained (Persons)
LPG Station Assistant Manager Preparation	<ul style="list-style-type: none"> Develop communication skills, product presentation, customer management, and time management for new branch assistant managers, frontline staff, cashiers, and potential frontline supervisors; and unlock the opportunity of job promotion to become an assistant manager (Fast Track). 	<ul style="list-style-type: none"> Reduce risks of oil misloading (where the service station offers both oil and gas). Participants become aware of service standards and are educated to provide complete and correct services to customers. 	122
Knowledge development and potential of personnel at cooking gas stores (Gas Shop)	<ul style="list-style-type: none"> Prepare cooking gas store assistant manager, safety executives to promote their personality for executive professionals, communication, sales skills, product presentation, etc. 	<ul style="list-style-type: none"> Reduce risks of storage safety and cooking gas transportation. 	99
Knowledge and potential development of convenience store staff	<ul style="list-style-type: none"> Organize onboarding programs, branch assistant manager course and branch manager course to provide knowledge in respect of rules, regulations, uniforms, equipment, tools used within the branch, Max Mart people management, sales recording tools, mystery shopper inspection standards, product displaying, etc. 	<ul style="list-style-type: none"> Employees have the ability to perform tasks according to the position of assistant manager and store managers correctly. Efficiently manage sales volumes and staff at the stores. 	2,116
Knowledge and potential development of cafe staff	<ul style="list-style-type: none"> Organize onboarding programs, senior store manager course, branch manager and supervisor course for new employees to educate them about food safety and work standards at the branches as well as developing skills in service preparation and serving. 	<ul style="list-style-type: none"> Skillful and able to brew coffee correctly based on the applicable standards, reducing risks of food and beverage safety complaints. Efficiently manage sales volumes and staff at the stores. 	2,068

Employee Engagement Survey Result

PTG has analyzed the results of the employee engagement assessment. It was found the factors that should be focused on in order to increase employee engagement were admiration (in addition to rewards and compensation) and personnel management. The Company empowers all departments to participate in giving recommendations to the organization to identify the factors that should be focused on to increase employee engagement. It organizes CEO Town Hall events to unlock another communication channel for the President and CEO to convey messages regarding annual business guidelines, corporate values, and ideas to achieve successful work. In addition, the Company has organized activities to improve the quality of life in terms of physical health, mental health, social well-being, and financial health to employees within the organization to ensure they can reach well-being and contentedness.



Employee Engagement Survey Statistics

Employee Engagement	Unit	2018	2019	2020	2021	Target of 2021
Employee Engagement Assessment	Proportion of employee engagement (%)	68	70	77	73	77
Employees Completing the Survey	Proportion of total employees (%)	78	73	91	75	95

Performance to enhance Employee Engagement

Objectives	Actions Taken in 2021
Health and Well-being	<ul style="list-style-type: none"> • Provided annual health check-up. Supported health checks based on risk factors for employees at all levels and of all business units. • Promoted exercise to boost physical health. PTG has allocated an exercise space, which is easily accessible by employees within the head office, to promote physical health and relaxation after work. • Launched a campaign of Taking and Sharing against COVID-19. A photo contest that encourages self-practice to prevent COVID-19 infections.
Mental Well-being	<ul style="list-style-type: none"> • Launched a campaign of Remote Expression of Love to Mom Encouraged employees to express their love to their mothers virtually instead of physically meeting them.
Social Well-being	<ul style="list-style-type: none"> • Launched a campaign of Blood Donations (Drops of Life) Supported and encouraged employees to seize an opportunity of doing good by donating blood to the Thai Red Cross Society to tackle blood shortage crises. • Launched a campaign of PT Good Things from the Heart Encouraged all employees to do good deeds without expecting any reward. During the campaign, employees can share their own good vibes or those of their fellow employees. The stories will be communicated to other departments, motivating other staff to constantly engage in doing good things. In this regard, the owners of the stories will be praised by the Company.
Financial Well-being	<ul style="list-style-type: none"> • Healthy Finance, Happy Retirement Familiarized employees with savings, debt management, investment for returns, securing money for emergencies. After retirement, employees shall have the savings to support their living. • Debt Relief Center The Company cooperated with external agencies (BOT, Thai Bankers' Association, the Association of International Banking, and SAM), to provide channels and tools to manage employees' bad debts and help them to live a normal life.





Occupational Safety and Work Environment



Targets and Performance



Indicators

Total Recordable Incident Rate (Headquarters) (TRIR)



Targets

0



Performance

0



Indicators

Employee Occupational Illness Frequency Rate (OIFR)*



Targets

0



Performance

0



Indicators

Work-related fatality rate of employees/contractors



Targets

0



Performance

2



Indicators

Employee Lost Time Injury Frequency Rate (LTIFR)*



Targets

0



Performance

1.2



Indicators

Contractor Lost Time Injury Frequency Rate (LTIFR)*



Targets

0



Performance

0

Risks and Opportunities

Developing operational efficiency in safety and occupational health is the important foundation to strengthen stakeholders' confidence to soundly perform their duties, and in receiving services as well as safely living in a proximity of the operational sites. It is also an important factor that allows the business to continue without interruption, especially from the attack of COVID-19, which caused economic slowdowns globally, resulting in the business being at risk of halting the operations when employees tested positive. PTG places importance on elevating preventive safety and health measures by establishing a COVID-19 Prevention and Control Committee to be responsible for closely monitoring the epidemic situation. Stringent infection risk prevention measures are in place and in line with rapidly changing circumstances. The Company cascaded Company's regulations and major guidelines to prevent the spread of COVID-19 in a consistent manner within its establishments, implementing a Work-from-Home policy to limit employees' travel as much as possible while employees who need to work onsite must strictly follow social distancing measures. In addition, it has also prepared to cope with new challenges in the future. PTG continues to develop safety and occupational health operating standards in line with international laws and thresholds to reduce losses and further strengthen confidence as well as "Well-being and Contentedness" for all groups of stakeholders.

Note:* The scope of performance covers only PTG, PTGLG, PUN, GFA, OLP, and ATLAS. LTIFR, TRIR, and OIFR is the result of number of case per 1 million hours of work..



Management Guidelines

Security Management System for Occupational Health and Organizational Environment

PTG employs 3 integrated “management systems” in accordance with ISO 9001: 2015 Quality Management Systems (TIS 9001-2559), ISO 14001: 2015: Environmental Management Systems (TIS 14001-2559), and ISO 45001: 2018 Safety and Occupational Health Management Systems (TIS. 45001-2561).

In the management of safety and occupational health within the organization, the Company has established a Quality, Security, Safety and Occupational Health, Environmental Policy (QSSHE) to supervise and control operational processes throughout the business value chain. It covers continuous service and productivity improvement, as well as managing risks and opportunities in QSSHE of the organization, whereby the Company’s policies and management systems are used to prevent impacts on and control safety and occupational health, covering employees, suppliers and all contractors who work with the Company at all facilities.

Safety Management Structure for Occupational Health and Organizational Environment

PTG promotes participation in the safety and environment of employees at all levels through the Occupational Safety, Health and Environment Committee (CDC). The Committee was established in pursuance of the law, having roles and duties that cover consideration of policies and work plans for safety at work, including external safety and measure/guide-line recommendations for improvements and conformity to laws related to safety at work, in order to reduce illnesses and losses of employees and contractors. In addition, the Committee shall be responsible for promoting activities and training on work safety, considering work safety regulations and manuals, verifying statistics of accidents occurring in the workplace at least once a month, and reporting operating results on an annual basis. Its duties also include identifying problems, obstacles, and rendering suggestions on performance of the Committee, after completing its one-year term, for further proposal to the employer, as well as conducting a yearly work safety assessment within the workplace.

Safety, Health and Environmental Risk Assessment

PTG defines hazard indication, environmental issue identification, risk, and opportunity assessment in respect of safety, occupational health and environment related to operational processes, product manufacturing, and provision of services based on the life cycle perspective, activity change and adjustment during a regular and irregular conditions, including emergency situations as follows:

- **Hazard identification**

PTG has developed a process to identify hazards that exist in the management system. By this process, the Company considered working approaches, social factors, adverse effects of group counseling, leadership, and corporate cultures, routine or non-recurring activities and circumstances, including hazards caused by infrastructure, materials, equipment, etc. The Safety and Environment Department has adapted the hazard identification results and improved the management of safety, occupational health and environment by assigning safety officers responsible for each area, or a business unit, and related parties to jointly formulate a risk control action plan to tackle medium risk levels and above, and risk action plans for higher risks. For example, improving fire suppression systems at oil depots, improving hazardous waste storage areas, determining remote security checks in service and LPG stations, Max Mart convenience stores, and PunThai Coffee, etc.

- **Reporting on work-related hazards and safety**

PTG requires employees who witness an incident or those in a dangerous situation to contact or notify their supervisor immediately when such an incident occurs. The supervisor must notify the safety officer responsible in the respective area via telephone, e-mail, or other channels available. When notified, the security officer shall arrange a meeting with those involved to conduct a joint investigation in order to indicate the cause of the incident as well as finding ways to correct and prevent it, and also provide a report to the Safety, Occupational Health and Environment Committee on a monthly basis.

In addition, the Company also stipulated a Stop Work Policy to limit life- and property-threatening events by encouraging employees at all levels and contractors to stop working immediately when the ongoing work is prone to unsafe conditions and improper conducts that may be hazardous to the operators, as well as affecting other people, property, or the environment. Decisions to cease work operations of a worker require full support from the management. If one is not certain whether he/she should cease the operation, he/she can raise the matter to his/her supervisor immediately. In order to limit the recurrence, the Company requires a risk assessment review at least once a year, which must cover any accident that has already occurred, or is likely to occur. Moreover, plans for improvements must be provided according to the measures specified in the accident investigation form. Head of Department, safety officers, and Safety and Occupational Health Committee, as well as the Safety and Occupational Health Department shall jointly follow up on the improvements to ensure that they are in line with the organization's safety, occupational health, and environmental management system.

Operations to improve the quality of safety, occupational health, and the environment of the organization

PTG established the Safety and Environment Department to manage work safety and develop occupational health and environmental performance in accordance with laws and international standards to reduce potential impacts on stakeholders caused by business operations. In developing the safety, occupational health and environment systems, the Company needs to comply with and proceeds to seek certification according to international standards ISO 14001: 2015 & ISO 45001: 2018 in the scope of receiving, storing, and distributing fuel products within Maeklong Oil Depot in order to be a model for improving management systems and personnel's abilities concurrently. In addition, the Safety and Environment Department also initiated and improved working processes to ensure efficiency and safety so as to transform PTG into an organization of excellence as follows:

- **Safety and environmental inspection and training at service stations**

The Safety and Environment Department conducts a comprehensive safety audit of all businesses at service stations to identify risks and causes of hazards that are likely to pose safety and occupational health implications, and hazards to property of employees, customers, and the Company, which potentially occur at all parts of the service stations, e.g., within truck loading areas and fuel dispensers. The Safety and Environment Department shall consider correcting, improving, and specifying prevention measures based on the hazard information before an accident or incident occurs in service stations, as well as further providing a report to the Company's Safety and Environment Committee.

For the preparation of audit data reports and the follow up on solving safety and environmental problems at service stations, the Safety and Environment Department employs the Power BI system to assist in-depth analysis of business data, which can manage information through a dashboard in real time by allowing the system to work with the Safety PT Service design program for further application to enable smooth operations. Moreover, it can reduce working time of employees, as well as 100 percent of paper consumption. In this regard, access rights are only allocated to specific users, thus the data are safe and less prone to loss.

- **Safety promotion for contractors**

- **Communications about safety requirements in procuring contractors for service stations**

The Safety and Environment Department has integrated safety operation requirements to be part of contractor selection criteria by stipulating conditions related to potential safety responsibilities and the roles and responsibilities for the contractor based on the risks involved in the procurement contract. This includes determining fines in the case where a contractor fails to comply with applicable laws and conditions established. There are training sessions to communicate and raise awareness about risks, control measures, regulations, and safety standards related to the work performed for contractors before starting work for the Company. Contractors are responsible for providing information about hazards associated with each equipment and operation prior to the commencement of such activity and every time there is any change.



- **Preparation of and communications about safety regulations for contractors**

The Safety and Environment Department has developed an Occupational Safety Handbook to ensure contractors are precautious and use it as a guideline in respect of safety and the environment when operating construction onsite, which can be implemented correctly and completely as required by law. This includes providing a report of contractor accidents to the Company. This manual covers contractors who carry out construction work onsite at service and LPG stations, Max Mart convenience stores, PunThai Coffee, Coffee World, Autobacs Pro Truck maintenance centers, Max Camp service points, petroleum oil and liquefied petroleum gas conglomerates.

● **Prevention of impacts and dangers caused by business operations to the community**

PTG has established measures to prevent impacts in respect of safety on communities located in the proximity of LPG and service stations that are under construction or newly launched for operation with the following steps:

- Prepare a public hearing to obtain opinions of the communities surrounding the service station that has a new construction plan. In 2021, the Company organized public hearings before erecting new service stations, including Klong Luang 9, Pak Tho 4, and Bang Bua Thong 11 LPG and service stations. Based on the public hearings, the communities had no concerns with the establishment of all service stations. Only a few of them are concerned about dust, odors, and noises. The Company has measures in place to segregate and dispose of waste correctly based on types of waste and ensures environmental quality control in service stations shall be compliant with the laws.
- During the construction of service stations, the Company requires information preparation and construction supervision to ensure safety throughout the operation by specifying clear construction boundaries. Moreover, all parties involved must wear personal protective equipment (PPE) at work. There are safety officers working onsite to inspect work safety. If a contractor needs to deal with any task that is prone to risks, such contractor shall submit a contingency plan and prepare fire extinguishers at several points within the workplace to ensure safety when engaging in hot work and to quell an initial incident.

Performance

Promoting a safety culture and encouraging employee engagement in the development of the Occupational Health and Safety Management System

Project	Objective	Performance
One Suggestion One More Safety	<ul style="list-style-type: none"> • To enhance potential of employees in identifying risks and preventing hazards that may cause accidents during the operations. • To raise awareness of safety among employees and those around them. 	<ul style="list-style-type: none"> • Employees can submit suggestions and recommendations regarding safety under 4 topics: working conditions, optimizing safety, health, and reducing accidents through 3 platforms, namely, filling out the online form, printing out the form by downloading it via QR Code on the promotional poster, or get the form from the Safety and Environment Department. • Suggestions shall be voted by the Safety Committee and persons who submit suggestions and meet all the criteria required by the committee shall receive a reward. In this regard, the problems shall be addressed by relevant departments.



Project	Objective	Performance
Safety News and Safety Talk	<ul style="list-style-type: none"> To cultivate and raise awareness of employees in respect of safety. To communicate safety news from both inside and outside the organization 	<ul style="list-style-type: none"> Encourage Safety Talk before starting a meeting. The Safety and Environment Department produces safety press releases by selecting topics that are relevant at that time or familiar to the employees by publicizing it via e-mail and company website. Moreover, the matter shall be communicated through the broadcasting system at the head office with also an answer-the-question game to find lucky winners.
Safe Life Safe Riding	<ul style="list-style-type: none"> To solve road accidents as employees travel to work. 	<ul style="list-style-type: none"> Organized a training course to instill awareness of road safety for service station staff, who are a group prone to road accidents as most of them are reliant on motorcycles. There were 66 employees participating in the training
Safety Starts from Us	<ul style="list-style-type: none"> To build awareness, drive behavior change, and reduce accidents for oil transportation drivers and operating personnel. 	<ul style="list-style-type: none"> Require safety officers at oil depots to provide plans to raise awareness, drive behavior change, and reduce accidents, as well as organizing various activities according to the plan to ensure employee safety.
'Safety PTG Group' Facebook	<ul style="list-style-type: none"> To encourage employee participation in safety and occupational health in the workplace. 	<ul style="list-style-type: none"> The Safety and Environment Department created a Facebook page for safety education and communications about activities organized by the Safety and Environment Department.
Safety Terminal and Transports Award	<ul style="list-style-type: none"> To reduce work accidents to zero. 	<ul style="list-style-type: none"> Determined strategies to promote and support building a body of knowledge, raising awareness of safety in order to address risks and issues that are causes of accidents at work with a suitable management system. This shall guarantee success of sustainable safety management.
Safety Every Month 2021	<ul style="list-style-type: none"> - Reduce work accidents to zero. 	<ul style="list-style-type: none"> Built a prototype service station with a commitment to systemic safety operations through the S4 Zero Accident Model: safety patrol, safety talk, safety reminders, and safety performance report with an ideology that "Incidents that occur at work can be prevented through systematic management complied by all within the organization."
Safety Week 2021	<ul style="list-style-type: none"> To enhance knowledge and understanding of safety and environmental work for employees. To encourage employees to participate in safety and environmental operations 	<ul style="list-style-type: none"> Communicate about safety and environmental operations through internal activities.

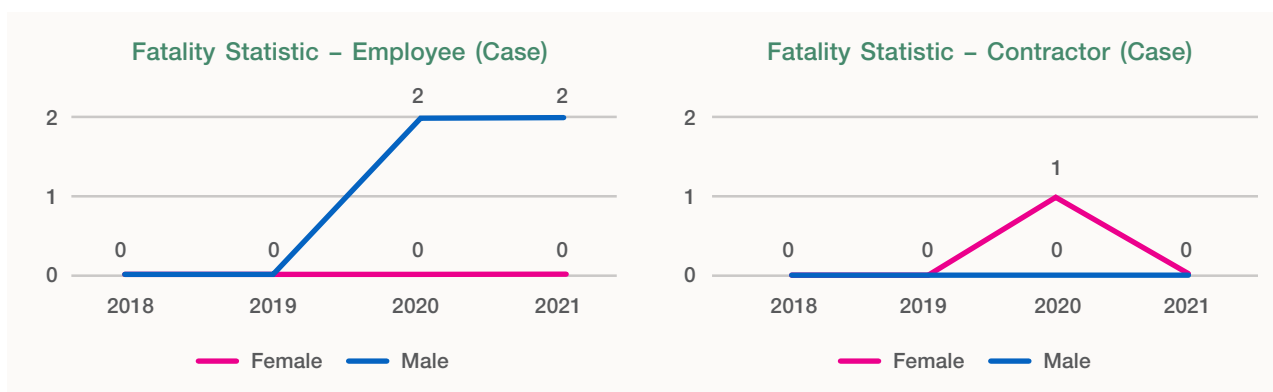


Training on safety, occupational health and working environment 2021



Course	No. of Batches	No. of Participants	Participant Satisfaction
Fire Prevention and Suppression Course			
• Basic fire suppression	5	191	95.29%
• Use of fire extinguishers and emergency responses in LPG service stations.	30	140	96.98%
• Emergency Response with Full Scale Exercise	3	100	96.74%
Safety, Occupational Health, and Environment Course			
• Safety, occupational health, and working environment	56	1,312	93.37%
• Safety Supervisors	6	242	93.98%
• Executive level safety officers	10	445	93.30%
• Safety, occupational health, and environment committee	1	47	85.40%
• Safety of radiation work	1	26	96.80%
• Safety of electricity work	1	45	90.20%
Fuel Control Operator Course			
• Service station operators	10	590	97.19%
• Oil tank operator, types of tank trailers	3	94	97.23%
• LPG store and storage plant operators	2	37	87.98%
• LPG filling station operators	3	119	96.05%
Other courses			
• ISO45001:2018 Requirement and Implementation	1	45	95.00%
• ISO 14001:2015 Requirement & Implementation and Internal Auditor	1	45	95.60%
• Boost safety awareness and enhance leadership	4	204	93.19%
• Safe motorcycle rides	2	66	90.35%
Total		3,748	93.80%

Work safety statistics and actions taken to mitigate the impact

Fatality Rate at Work



Action taken to mitigate the impact

Scope	Measures
 <p>Employees</p>	<ol style="list-style-type: none"> 1. Comply with ISO 45001:2018 and ISO 14001:2015 standards. 2. Provide training on safety and environment for employees working in the workplace. 3. Promote a safety culture through activities to raise awareness. 4. Improve reporting and investigation of incidents to find measures for correction and prevention. 5. Determine department indicators to reduce serious accidents and damage values caused by accidents.
 <p>Contractors</p>	<ol style="list-style-type: none"> 1. Train contractors before performing work. 2. Grant permission for hazardous work. 3. Job safety analysis (JSA). 4. Safety inspection of contractors while working. 5. Improving reporting and investigation of incidents to find measures for correction and prevention.

Occupational Injury and Illness Statistics

Data	Performance	Measures
Lost-Time Injury Frequency Rate: LTIFR of <u>employees</u> per one million man hours	1.2	<ul style="list-style-type: none"> • Set a security policy and safety procedures for employees at oil depots, LPG filling plants, transportation vehicles, service stations, LPG stations, coffee shops, convenience stores, and head office. • Safety and environmental training for employees and other training as required by law to prevent accidents, and problem solving in emergencies.
Lost-Time Injury Frequency Rate (LTIFR) of <u>contractors</u> per one million man hours	0	<ul style="list-style-type: none"> • Set a security policy and safety procedures for contractors. • Safety training for contractors before working. • Determine safety criteria for selection of contractors and annual contractor assessment.
Occupational Illness Frequency Rate (OIFR) of <u>employees</u> per one million man hours	0	<ul style="list-style-type: none"> • Improve the health check criteria for employees who work with risk factors such as working close to chemicals, before hiring, and provide an annual health check-up. • If an employee is found to have irregular health examination results, the Company shall reconfirm by having the employee rechecked at the hospital. If his/her health conditions are confirmed, the employee shall be admitted into the hospital for further treatment immediately.



Human Rights



Targets and Performance



Indicators

Proportion of business activities throughout value chain that have already been assessed for human rights risks.



Target

100%



Performance

100%



Risks and Opportunities

Due to changes in the policy on human rights issues in Thailand, in which the first phase of the National Action Plan on Business and Human Rights (2019-2022) was promulgated to promote, protect, prevent, mitigate, alleviate, remedy, and solve the problem of human rights violations in business operations, businesses are required to formulate policies and due diligence process to prevent human rights violations and conform to the same. In addition, amidst the COVID-19 situation, risks arise, potentially causing human rights violations in several dimensions, such as legal treatment of workers, prevention and safety of employees from infection within the workplace, etc. PTG is well aware of the risks associated with managing human rights issues during the COVID-19 crisis and opportunities to improve labor management efficiency based on human rights principles, thus establishing a human rights due diligence process and expanding the scope of human rights risk assessment to cover all business activities along the value chain, as well as developing human rights training within the organization. It places emphasis on building knowledge and a culture of respect for rights, dignity, and diversity of employees and all groups of Company's stakeholders.

Management Approaches

Human Rights Due Diligence

PTG is committed to conducting business with responsibility by adhering to the principles of transparent, verifiable, ethical business practices, respect for human rights and equitable treatment of all groups of stakeholders in order to support the implementation of human rights principles and participate in the management of human rights impacts that potentially occur throughout the business value chain. The Company has developed a comprehensive human rights due diligence process to deal with the risks of human rights issues and promote a culture of respect for human rights within the organization. The Company's comprehensive human rights due diligence process consists of the following steps:



Declaration of commitment

Require formulation of a Human Rights Policy and reviews on a yearly basis to express its intent and commitment towards respect for human rights.



Determination of Scope and Identification of Human Rights Risk Assessment

Define the scope of risk assessment to cover all business activities of the Company, joint venture companies, and suppliers by defining risk issues regarding human rights which may be involved in the business; for example, human trafficking, forced labor, child labor, freedom of association, negotiation rights, remuneration, discrimination, health and safety, and privacy.



Human Right Risk Assessment

Assess human rights risks based on specified criteria to identify possibilities and impacts of human rights risks on individuals who may be affected due to business activities, such as employees, women, children, indigenous people.



Specification of Impact Mitigation Measures

Define mitigation measures for human rights issues, especially those of high risks, in order to lessen impacts on stakeholders.



Reivew and Communication

The Risk Management Department is responsible for verifying human rights risk assessment of every department and communicate the results to all stakeholders for acknowledgement, especially workers, to raise their awareness and strengthen the culture of respecting human rights within the organization.



Remedy

The Company has set out concrete remedy measures for victims of human rights violations, such as medical treatment, indemnity, and follow-ups to ensure they receive an adequate remedy.



Human Rights Policy

PTG has developed a human rights policy by adhering to and complying with the human rights policy for business in accordance with the Labor Act and applicable laws. It has adopted and employed the principles of the United Nations Universal Declaration of Human Rights (UDHR), the United Nation Global Compact (UNGC), as well as the United Nations Guiding Principles on Business and Human Rights (UNGPs) to suit the business contexts, all of which specify guidelines for employees to promote the culture of respect for human rights, both internally and externally, covering the rights of employees, business partners, customers, communities, and the environment. In this regard, the Company expects that its subsidiaries, associate companies, joint venture companies, and suppliers shall comply with the Company's Human Rights Policy.

Lodgment of Human Rights Complaints

PTG empowers its employees and stakeholders to express their opinions that reflect problems, to report suspected activities, or to lodge complaints, if there is any activity or action that involves violations of human rights or codes of conduct arises, through whistleblower channels, including whistleblower@pt.co.th, call center, and mobile application, with proper and fair management of such complaints in place. Informants and complainants of human rights violations that are associated with Company's business shall be protected using the highest standards of protective measures.

Freedom of Association

PTG aims at promoting the freedom of association by establishing 15 workplace welfare committees representing employees of each subsidiary under the PTG Energy Group, including representatives of employees working at 9 oil depots and 1 fleet. Meetings of this committee shall be held quarterly to propose employee care to the employer's delegates. In 2021, there are 20 employees representing in the welfare committees within the workplaces.

Performance

2021 Human Rights Risk Assessment

In 2021, the Company conducts human rights risk assessments throughout its business value chain, where 100% of its oil and Non-oil business activities are assessed for human rights risks under the corporate sustainability risk management principles. The Company has compared the likelihood criteria, the organizational risk assessment criteria, and the level of impacts to the United Nation Guiding Principle on Business and Human Rights, and considered all spectrums of human rights, including potential victims, covering employees, communities and the environment, suppliers and contractors, and customers. The issues that have been assessed for human rights risks are:



Labor Rights

- Discrimination
- Health and Safety
- Data Privacy
- Working Condition
- Freedom of Association and Collective Bargaining
- Illegal form of Labor (child labor, forced labor, and migrant labor)



Community and Environmental Rights

- Health and Safety
- Community Standard of Living
- Community Access to water and sanitation
- Land Acquisition



Supplier and Contractor Rights

- Discrimination
- Health and Safety



Customer Rights

- Discrimination
- Health and Safety
- Data Privacy

The results of PTG’s Human Rights Risk Assessment of 2021 found that 18.75% of Company’s business activities are at a high level of human rights risk (Salient Issue) in respect of customer and community health and safety, 100 percent of which have already been reviewed by the Risk Management Section. Also, measures were stipulated to jointly mitigate impacts with the associated departments.

Scope of human rights risk assessment



Oil business

- PTG Energy Public Co., Ltd.
- Petroleum Thai Corporation Co., Ltd.
- PTG Logistics Co., Ltd.
- BPTG Co., Ltd.



Non-oil business

- Atlas Energy Co., Ltd.
- Punthai Coffee Co., Ltd
- GFA Corporation (Thailand) Co., Ltd.
- Siam Autobacs Co., Ltd.
- Max Card Co., Ltd.
- Max Solution Service Co., Ltd.

In addition, PTG has also conducted human rights risk assessments for joint venture company, in which the Company holds more than 10% stake, and suppliers. The results of the risk assessment are as follows:

Human Rights Risk Assessment Results of PTG Group and Joint Venture Companies

Scope of Assessment	Percentage of business activities assessed for human rights risk	Percentage of business activities found to be at high risk for human rights	Percentage of business activities with a high level of human rights risk, but with preventive and mitigation measures in place
PTG Group	100.00	18.75	100.00
Joint Ventures	100.00	0.00	100.00*

Note: The Company has measures in place to prevent human rights violations in all business activities.*

The results of supplier human rights risk assessment

Description	Assessment Results
Percentage of Tier 1 Suppliers and Critical Tier 1 Suppliers which have been assessed for human rights risks	21.19
Percentage of business activities found to be at high risk for human rights	10.74
Percentage of business activities with a high level of human rights risk, but with preventive and mitigation measures in place	100.00





PTG has established preventive and mitigation measures to tackle all human rights risk issues and achieve effective management while also reducing the likelihood of human rights violations of Company's stakeholders.



Employee Rights

Risks	Actions to prevent and mitigate human rights impacts
<ol style="list-style-type: none"> 1. Health and Safety 2. Working Condition, Freedom of Association and Collective Bargaining 3. Illegal form of Labor 4. Data Privacy 5. Discrimination 	<ul style="list-style-type: none"> • Establish the Health, Occupational Safety and Working Environment Committee to align safety measures with the standards as well as to educate and promote a safety culture within the organization. • Determine compensation and benefit policies as well as establishing a Welfare Committee in the establishment to monitor, supervise, render opinions, and suggest guidelines in order to offer benefits that are beneficial to employees. • Monitor hiring of workers aged under 18 years through the Human Resource Management System. • Prepare a corporate personal data protection policy and notify employees in writing. • Enforce anti-harassment and non-discrimination policies in the workplace, including organizing training to educate employees on human rights.



Rights of Community and the Environment

Risks	Actions to prevent and mitigate human rights impacts
<ol style="list-style-type: none"> 1. Health and Safety 2. Community standard of living and Access to water and sanitation 3. Land Acquisition 	<ul style="list-style-type: none"> • Prepare an operating manual, employee training on safety, including participating in safety drills with the community. • Comply with ISO 45001 (safety) and 14001 (environmental) standards. • Assess legal issues before acquiring lands, including conducting a public hearing every time before launching constructions of new oil depots and service stations by clarifying action plans with the community.



Supplier and Contractor Rights

Risk	Actions to prevent and mitigate human rights impacts
<ol style="list-style-type: none"> 1. Discrimination 2. Health and Safety 	<ul style="list-style-type: none"> • Require an announcement of the selection criteria for suppliers, trade terms, procurement procedures according to the Company's procurement process. • Prepare guidelines for compliance with regulations on work safety for acknowledgement of contractors and require suppliers to comply with the Supplier Code of Conduct.



Customer Rights

Risk Issues	Actions to prevent and mitigate human rights impacts
<ol style="list-style-type: none"> 1. Discrimination 2. Health and Safety 3. Data Privacy 	<ul style="list-style-type: none"> • Provide training for sales staff on human rights issues, including training on etiquette, verbal communications, and customer responses. • Communicate and comply with oil loading procedures to check for impurities and oil quality at service stations to ensure that it meets the standards and product quality control under PT trademark. In this regard, the inspection shall be conducted by the Safety and Environment Department and the Quality Assurance and QMR Department. • Comply with the Personal Data Protection Policy in accordance with the Personal Data Protection Act, B.E. 2562 (A.D. 2019), while also having data security procedures in place.

Good Labor Practices (Equality and Diversity)

PTG treats all employees equally in conformity with applicable labor laws and regulations. The Resource Management Department oversees the compliance with the rules in respect of employment, work environment, wages, working hours, holidays, and workplace safety to achieve “Well-being and Contentedness” for all employees. In addition, the Company requires that an anti-harassment and non-discrimination policy be enforced in the workplace to prohibit executives, supervisors, or controllers from committing harassment against the Group’s employees with a focus that business establishments shall respect diversity and not tolerate discrimination in all aspects by providing clear measures to punish those who commit harassment and discrimination through verbal admonitions, suspensions, termination of employment status, etc.



Gender equality

Percent
63.32 Female employees

Percent
0.33 Female executives

Percent
0.17 Female junior management

Percent
0.06 Female top management

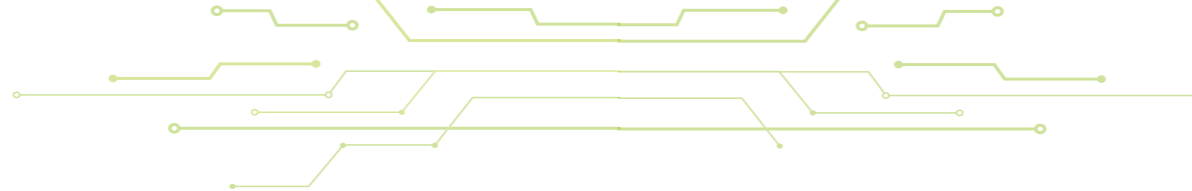
Percent
0.04 Female executives in revenue-generating departments

Percent
0.87 Female executives in science, technology, engineering, and mathematic-related departments

Human Rights Training

PTG focuses on creating a working environment that respects the rights, dignity and diversity of human beings. Therefore, the Company places importance on educating employees about human rights. This covers different facets such as compliance with labor laws, child labor prevention, anti-harassment, and non-discrimination in the workplace. In 2021, the Employee Relation (ER) Section has organized human rights training courses as follows:

Activity/Training Course	Number of Participants (Persons)	Proportion of Attending Employees to the Total Number of Employees (%)
Labor Law and Human Rights Training Course for New Employees	811	4.92
ER On Tour as Part of the Labor Law and Human Rights Training Course for First-Level Supervisors	1,226	7.43
Good-to-know ER Activity	6,161	37.35



Engage and co-create value with society and the environment

Focus on building relationships and promoting good quality of life for society and communities, as well as preserve the environmental.



Key Indicators

Achieved **91.06%** community satisfaction toward CSR activities.

Reduced greenhouse gas emitted by business activities at a total of **▼3,362** metric tons of carbon dioxide equivalent.

Average electricity consumption per capita (kWh/person) of the head office decreased by **▼61.98%** from the base year.

Proportion of water used to oil sold through oil depots (cubic meter/liter) decreased by **▼8%** from the base year.

0 No air pollution and effluent quality complaints.



Social and Community Responsibility



Targets and Performance



Indicators
Number of CSR projects and activities



Targets

5 Projects



Performance

10 Projects



Indicators
Number of employees attending in CSR activities



Targets

200 Persons



Performance

110* Persons



Indicators
Community satisfaction on CSR activities



Targets

90%



Performance

91.06%

Note*: The number of employees who participated in PT Volunteer Camp "We care, leave no one behind" and community relations activities held in close proximity to oil depots.

Risks and Opportunities

PTG places importance on the management of potential business impacts on society and communities surrounding its establishments, developing CSR projects and activities to encourage participation, business acceptance, and to mitigate risks of complaints lodged against the Company by the communities in the long run. In 2021, the Company aimed to enhance social investments, emphasizing on creating shared-value with communities on the basis of its vision 'Well-being and Contentedness' to unlock opportunities for new products and services that generate added value for the Company and communities concurrently. In addition, the Company also promoted the United Nations Sustainable Development Goals (SDGs) through its corporate sustainability strategies.



Management Guidelines

CSR Strategy





PTG realizes the importance of conducting the business with social responsibility in accordance with ISO 26000 Social Responsibility Guidelines by adhering to the principles of fair business operations, anti-corruption, respect for human rights, fair treatment of labor, consumer responsibility, environmental care, participation in community, and social development.

In this regard, to set out guidelines for CSR projects, the Company has developed a social responsibility strategy focusing on building relationships and participation with communities, society, and also appreciating environmental conservation with social license to operate. Moreover, it promotes the SDGs to maintain a balance in business operations, responds to the expectations of stakeholders, and mitigate potential impacts caused by business operations on communities, society and the environment. As a result, PTG hereby requires the implementation of following strategies:

1. Build engagement with communities surrounding its facilities through CSR projects that focus on creating shared values for well-being and contentedness.
2. Consolidate networks and cooperation to support community development, society and contribute to environmental conservation.
3. Promote CSR projects based on 3 key priorities, namely improving quality of life, promoting the ageing society, and creating an environmentally-sound lifestyle.
4. Encourage participation of key stakeholders such as communities, government agencies, customers, suppliers, employees.

PTG's CSR Project Framework

PTG has set forth guidelines for CSR projects under the concept of "We Care, Leave No one Behind", which consists of 3 important goals: improving quality of life; promoting the ageing society, and creating an environmentally-sound lifestyle, with details as follows.

Title	Quality of Life	Ageing Society	Environment
SDGs Connection	 4.2  8.3	 3.8	 15.2
Objectives	To promote education, access to opportunities for knowledge sharing, and income development to enhance the quality of life within the community.	To promote health, well-being, and provide career opportunities for senior citizens in support of the transformation to an ageing society	To create an environmentally-sound lifestyle and develop green spaces to restore ecosystems and maintain biodiversity.
Connection with business strategies	PTG focuses on creating opportunities and offering knowledge to the community with an emphasis placed on being the knowledge hub that shares, maintains, and develops skills, experiences, and local wisdom to generate added value for specific products, services of the Company and the community.	PTG aims at being a new destination of innovations in wellness & wellbeing, both treatment and prevention, to enhance the well-being of the Thai society.	PTG aims at lessening environmental impacts caused by business operations throughout the value chain and promoting awareness of environmental conservation among stakeholders to maintain biodiversity and the abundance of natural resources.



Title	Quality of Life	Ageing Society	Environment
Key projects/ activities	<ul style="list-style-type: none"> Youth scholarships Co-creation initiatives to boost earnings for communities and the locals. 	<ul style="list-style-type: none"> Health check-up activities and eye examination for the elderly under PT Volunteer Camp "We Care Leave No one Behind" Project. Senior employment at its establishments. 	<ul style="list-style-type: none"> PT Creating lungs for community: reforestation activities under PT Volunteer Camp "We Care Leave No one Behind" Project.
Business indicators	<ul style="list-style-type: none"> Number of employees participating in activities Community satisfaction surveys Numbers of significant complaints lodged by the community Increasing revenues 	<ul style="list-style-type: none"> Number of employees participating in activities Community satisfaction surveys Numbers of seniors employed Numbers of significant complaints lodged by the community 	<ul style="list-style-type: none"> Number of employees participating in activities Community satisfaction surveys Numbers of significant complaints lodged by the community
Social/environmental indicators	<ul style="list-style-type: none"> Number of youths receiving scholarships Increased community income 	<ul style="list-style-type: none"> Numbers of senior citizens enjoying health services Number of senior citizens receiving eyeglasses Senior employment value Social Return on Investment result 	<ul style="list-style-type: none"> Number of trees planted in the community area Amount of greenhouse gases successfully reduced

Performance

Social Investment Proportion

Type of Investment	Investment Value (Baht)	Proportion (%)
Charitable Donations	140,792,708	67.60
Community investment for community development and long-term strong brand image	806,913	0.39
Commercial initiatives	66,671,438	32.01



Promotion of Local Ingredients

PTG combines the concept of creating shared values in its strategies through the promotion of local ingredients to develop beverages under trademark PunThai Coffee by handpicking high-quality seasonal ingredients and crafting them into creative beverage menus. This creativity is another way to generate income and added value for the community, as well as offering a wide assortment of products. For example, a drink crafted by adding a base of either tamarind from Chanthaburi, coconut flower sugar from Samut Songkhram, jaggery syrup from Songkhla, or high-quality cocoa powder from Chiang Rai, blended with coffee or tea, etc. In 2021, the Company acquired local raw materials worth up to 5,276,710 baht and generated revenues from these locally-inspired beverages at 22,308,265 baht (VAT excluded).



In addition, as Thailand has encountered with various challenges, including the COVID-19 surges and floods, which contributed to great suffering among farmers nationwide, PTG has taken steps to alleviate the impacts and overcome the obstacles alongside the Thai people. An action taken among others was serving as an intermediary that bought agricultural crops from and distributed them for the farmers who have struggled through various challenges, with details as follows:

- Max Mart, Veggie Festival**
 PTG helped promote local vegetable farming that was hit by floods, being a hub that purchased quality, fresh, and pesticide-free vegetables and sold them to consumers at PT's convenience stores during the Vegetarian Festival.
- Egg Give Away for PT Max Card Members**
 PTG bought chicken eggs directly from farmers and gave away a bag of four eggs to each PT Max Card member whenever they filled up either gas or LPG at PT service stations of at least 300 baht, within Bangkok and vicinity, as well as Samut Sakhon, Nakhon Pathom, and seven more provinces in the eastern region that participated in the campaign.
- The Ministry of Commerce by the Department of Internal Trade Joins Forces with PT to Aid Longan Farmers**
 PTG bought 100 tons of longans to aid longan farmers in northern region and recovered the longan oversupply crisis, supporting the national economy by giving away a bag of 200-g dried longan to each PT Max Card member whenever they filled up gas at any of PT's 882 participating branches at no minimum price.
- PT Joins Forces with the Department of Internal Trade to Purchase 200 Tons of Mangosteens**
 PTG helped alleviate the oversupply crisis during the COVID-19 outbreak by purchasing 200 tons of mangosteens. Any "PT Max Card" member filling up at least 50 baht of gas would receive a kilogram of mangosteens at no charge..



Overview of 2021 CSR Projects

PTG rolled out CSR projects which can be divided into 3 categories: 1) Community relations activities in close proximity of oil depots 2) CSR projects for community development and long-term strong brand image; and 3) Social investment Project for commercial initiatives. Also, due to the outbreak of COVID-19, the Company has launched activities in support of stakeholders, especially customers and communities, with details of major operations as follows:

Project/Activity	Scope	Objective	Actions Taken in 2021
Community relations activities in close proximity to oil depots			
PT Fights COVID-19	Quality of Life	<ul style="list-style-type: none"> To raise awareness of the community towards the self-protection and prevention of COVID-19. 	<ul style="list-style-type: none"> Phitsanulok Oil Depot organized a community-wide walking campaign to distribute masks and alcohol sprays at local markets while also educating the community about measures to prevent the spread of COVID-19 with 103 community participants and 4 employees joining.
Strong Network to Fight Against Crises, Enhancing Quality of Life of Thai Workers	Quality of Life	<ul style="list-style-type: none"> To strengthen abilities and develop a sustainable labor security network, and to serve the public for common good. 	<ul style="list-style-type: none"> Nakhon Sawan Oil Depot organized a fire drill, fire evacuation, and renovated school buildings, electrical systems, playground, and fire protection systems, in collaboration with the Safety Officer Club of the Labor Protection and Welfare Office in Nakhon Sawan, at Wat Don Yai School, with 50 community participants and 4 employees joining.
The 13th Power of Media to Overcome Harsh Winter at Baan Mae Ka 2021	Quality of Life	<ul style="list-style-type: none"> To promote the use of clean and sufficient water that is necessary for life. To build a good relationship with the community and raise brand awareness. To boost pride of employees as they take part in the activity. 	<ul style="list-style-type: none"> Lampang Oil Depot, joining hands with the Northern Media Club, Northern News Center, Top News, and 5 Volunteer News Team for the People, Royal Thai Air Force 5, and Thai National Defence Volunteer Club, in Lampang, donated 3 water tanks to the locals of Mae Ka, with 150 community participants and 6 employees joining.
Clean Streets for All	Environment	<ul style="list-style-type: none"> To encourage employees and communities to participate in maintaining cleanliness and orderliness in public spaces. 	<ul style="list-style-type: none"> Surin Oil Depot organized a big cleaning day and landscape improvement activity on the Rural Highway No. 2077 (starting from the front of Lamduan Hospital to Suwannarat Phothiyaram Temple, Surin Province), with 52 community participants and 8 employees joining.
Pleasant Environment for Youths	Environment	<ul style="list-style-type: none"> To reduce waste generation, prevent, conserve, restore resources that have been spoiled by garbage. To cultivate awareness of environmental conservation among youths. 	<ul style="list-style-type: none"> Maeklong Oil Depot, together with Ban Chu Chi School, Bang Cha Kreng Subdistrict, Mueang District, Samut Songkhram, organized the activity to promote students' learning about waste management by recycling old tires into tree and vegetable planting pots with 20 employees joining.
Recycled Robe Offering	Environment	<ul style="list-style-type: none"> To raise awareness of waste segregation and value for people in the community to achieve efficient resources management. 	<ul style="list-style-type: none"> Saraburi Oil Depot acquired recyclable waste from the surrounding communities to further turn them into robes for Buddhist monks at Wat Khok Yai Wanna Temple with 12 community participants and 25 employees joining.



Medical Equipment Donation Against COVID-19



The 13th Power of Media to Overcome Harsh Winter 2021



Clean Streets for All



Waste Collection along the Entrance of Ngew Community



Strong Network to Fight Against Crises,
Enhancing Quality of Life of Thai Workers



Recycled Robe Offering



Pleasant Environment for Youth



PT Fights COVID-19



Project/Activity	Scope	Objective	Actions Taken in 2021
CSR Projects for Community Development and Long-term Strong Brand Image			
PT Volunteer Camp “We Care Leave No one Behind”	Quality of Life / Ageing Society/ Environment	<ul style="list-style-type: none"> To promote good quality of life for people in the society and community by unlocking educational opportunities, promoting access to health check-ups, eye examination and eyeglasses distribution for the elderly, high-quality education, and creating an environmentally-sound lifestyle. 	<ul style="list-style-type: none"> The Company operates a volunteer camp, joining forces with PPP Green Complex Co., Ltd. at Bang Saphan District, Prachuap Khiri Khan, financially supporting youth scholarship of 80,000 baht in total, provide tailor-made eyeglasses for 263 elderly, and encouraging planting of 1,376 trees, with 557 community participants joining.
Recycling Drop Point	Environment	<ul style="list-style-type: none"> To sustainably mitigate the urban waste crisis. 	<ul style="list-style-type: none"> PTG and SCGP set up Recycling Drop Points for paper crates and plastic waste at 5 PT service stations in Bangkok and vicinity.
PT Supports Retailers: offering one-month free trial of space rental (no contract) and two-month free trial (at least one-year contract)	Quality of Life	<ul style="list-style-type: none"> To enhance career opportunities for people in the surrounding communities of PT service stations. 	<ul style="list-style-type: none"> PT service stations offered one-month free retail of space for rent to people in the surrounding communities with 110 applicants registered in the program.
Social Investment Project for Commercial Initiative			
Senior Career Opportunities	Ageing Society	<ul style="list-style-type: none"> To promote and support senior citizens to have a career that is suitable for their age/experience and to earn stable income. 	<ul style="list-style-type: none"> PTG boosted senior employment within its establishments by hiring 156 older adults, representing 11,671,438 baht.
PT Taxi Transform	Quality of Life	<ul style="list-style-type: none"> To extend assistance to taxi customers who have been affected by the COVID-19 crisis. 	<ul style="list-style-type: none"> PTG convert NGV taxis into LPG. The LPG cylinders installed are of recognized standards and quality, and are certified by the Department of Land Transport. There were 3,911 taxis converted to LPG, all of which also enjoyed discounts on every purchase of LPG throughout the year.



Project/Activity	Scope	Objective	Actions Taken in 2021
Relief Projects for Affected People from COVID-19			
PT Happiness Sharing Cabinet - LPG Station	Quality of Life	<ul style="list-style-type: none"> To alleviate suffering of those affected by COVID-19. 	<ul style="list-style-type: none"> PTG located a PT Happiness Sharing Cabinet which offered consumer goods in front of its LPG filling plant in Soi Suksawat 26, to aid people and lighten the difficulties caused by the COVID-19 crisis.
Free COVID-19 Disinfectant Spraying at LPG Stations and Suvarnabhumi International Airport's Taxi Stand	Quality of Life	<ul style="list-style-type: none"> To reduce the risk of COVID-19 infections. To strengthen confidence of service users who need to travel. 	<ul style="list-style-type: none"> PTG provided disinfectant spraying for taxis to ensure that passengers can travel peace of mind during the new year season this year (2021) at 194 LPG stations nationwide and for 200 taxis at Suvarnabhumi International Airport.
Give Away Free Lunch Boxes at LPG Stations and the 3rd Free Lunch Boxes Against COVID-19 at Restaurants under the Thai Restaurant Association	Quality of Life	<ul style="list-style-type: none"> To help share the cost of living with taxi drivers who have been affected by COVID-19. 	<ul style="list-style-type: none"> PTG distributed lunch boxes at 49 participating PT LPG stations in Bangkok and vicinity. The Company gave away 24,000 lunch boxes to taxi drivers who filled up their gas at any participating PT LPG station located within Bangkok and vicinity, amounting to 42 stations, starting from May 20, 2021, onwards.
Move on Fighters 9.9.9 Cooking Class	Quality of Life	<ul style="list-style-type: none"> To share cooking techniques to those affected by COVID-19 and ensure they are ready to earn from the skills. 	<ul style="list-style-type: none"> PTG led its team to join a cooking class with the Move on Fighters 9.9.9 Cooking Class project organized by Food for Fighters, with 9 chefs, at 9 communities, for 9 days, to share cooking techniques through renowned chefs and benefit those affected by COVID-19.
Safety Boost Against COVID-19	Quality of Life	<ul style="list-style-type: none"> To promote safety standards and financially support costs of gas for traders while also maintaining food prices so that they do not affect consumers. 	<ul style="list-style-type: none"> PTG made a visit to inspect safety of equipment and installation points every time a tank was changed while also making usage and change records based on safety requirements, and jointly offering price insurance, as well as distributing cloth masks and alcohol sanitizers in prevention of the COVID-19 threats.
Health Station	Quality of Life	<ul style="list-style-type: none"> To ensure people in the surrounding communities stay healthy and are safe from COVID-19. 	<ul style="list-style-type: none"> PT service stations, in collaboration with the Ministry of Public Health, offered health check-ups for people in the surrounding communities to ensure they were safe from COVID-19, at selected service stations.
Service Station Tenant Support with Discounts Throughout 2021	Quality of Life	<ul style="list-style-type: none"> To help tenants overcome the COVID-19 crisis and prevent business closure. 	<ul style="list-style-type: none"> PT service stations helped business operators or tenants at service stations by reducing the rental fee to a maximum of 30%-100% based on the severity of situation their businesses have been through due to the lockdown measures.



Recycling Drop Point



Free COVID-19 Disinfectant Spraying at LPG Stations



Distribution of Meal Boxes for Customers



PT's Happiness Sharing Cabinet



Free Lunch Boxes Against COVID-19 at Restaurants under the Thai Restaurant Association



Safety Boosting Against COVID-19



Move on Fighters 9.9 Cooking Class



PT Taxi Transform

Highlight Projects

PT Volunteer Camp “We Care, Leave No one Behind”



Objectives

In 2020, PTG has a policy to raise the importance of CSR projects in order to achieve long-term effectiveness that could resonate with the true needs of the community while also encouraging community acceptance and support for the business. The Company thus conducted surveys on expectations and problems faced by communities located in the close proximity of its facilities. The survey results were further analyzed and developed into a volunteer camp called “We Care, Leave No one Behind”. The objective was to improve the quality of life of people in the community in respect of health, education, and the environment to accomplish Company’s vision - Well-being and Contentedness.



Approaches

The volunteer camp “We Care, Leave No one Behind” aimed at improving the quality of life of people in the surrounding communities of Company’s establishments across the country while also encouraging employee engagement through 4 major activities as follows:

1. **PT Medical Volunteers** : To promote public health, physical health, and community health.
2. **Eye Examination for the Elderly** : To offer eye examination and distribute eyeglasses to older adults in order for them to live their daily life more comfortably.
3. **PT Creating lung for community** : To expand green spaces in the community and instill awareness of environmental conservation through tree planting.
4. **Learning Materials and Scholarships for Youths** : To promote access to quality school supplies and develop educational opportunities for youths.



In addition, PTG also carries out other activities under the project to address problems and needs of the communities in each area; for example, visits to bedridden patients, donations of medicines, rice, drinking water, and necessities to the patients to basically aid them, boost their spirits, and alleviate their suffering.



Performance

PTG has operated the PT Volunteer Camp “We Care, Leave No one Behind” for the second year in a row. It took part in upgrading the quality of life of over 1,000 people in the community. In 2021, PTG in collaboration with PPP Green Complex Co.,Ltd. arranged the activities at Bang Saphan District, Prachuap Khiri Khan, with 557 community participants and 27 employees joining. A total of 1,376 trees were planted while the Company enjoyed a satisfaction survey result of 91.06%. In this regard, the activity that obtained the highest satisfaction score was PT Medical Volunteers.

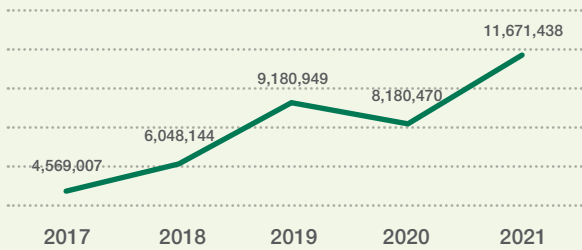
Awards of Recognition

The PT Volunteer Camp “We Care, Leave No one Behind” camp received 2 awards of Asia Responsible Enterprise in the category of Social Empowerment and Responsible Business Leadership in 2021 from Enterprise Asia, a leading NGO that empowers responsible entrepreneurs in Asia. The awards are a driving force for PTG to continue its commitment to social responsibility projects in order to enhance the quality of life of Thai people and work forwards well-being and contentedness.

Senior Employment Program



Employment Value (Baht)



Objectives

Thailand is in the transition to an aging society. According to a forecast of the Department of Elderly Affairs, Thailand shall reach a 20-30 percent increase of elderly population by 2021. Realizing that, PTG thus formulated a policy to promote career opportunities for older adults at its establishments in support of the transition, as well as to maintain good quality of life and generate income for the retirees.

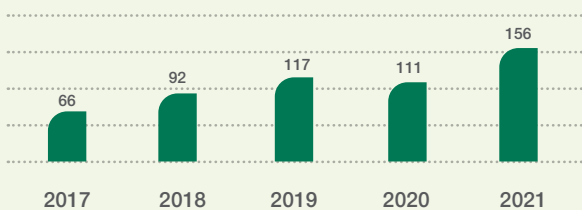
Approaches

PTG has employed older adults to work for Company's facilities such as service stations, oil depots, oil transportation units, etc.

Performance

PTG has offered career opportunities to older adults since 2017. There were 111 older adults employed in 2020, which increased to 156 in 2021, with a total employment value of 11,671,438 baht.

Number of the Elderly Employed (Persons)



PT Taxi Transform



Objectives

During the past year, Thailand and the world were bombarded by new challenges, especially the COVID-19 outbreak, which contributed to adverse impacts on public health and the micro-to-macro economy as there were lockdowns and travel restriction across provinces and countries. PTG became aware of difficulties that taxi drivers had inevitably been through in this crisis as they were one of the groups directly affected by the measures, which limited people mobility and tourism. Therefore, the Company initiated the PT Taxi Transform project to help support fuel costs for those who still insisted to work as a taxi driver during the outbreak of the contagious disease.

Approaches

PTG aimed at extending its support to the group of taxi drivers to ensure they can enjoy three values as follows:

- "Time worth" with many PT LPG service stations available in Bangkok perimeter and other provinces.
- "Value for money" with all new equipment, worth over 20,000 baht, installed in exchange for an application fee of only 3,000 baht to join the program.
- "Value for all" with discounts offered on every purchase of LPG throughout the year, totalling up to 4,200 baht.

Performance

The Company has successfully converted a total of 3,911 NGV taxis into LPG. Thanks to this effort, PTG earned 7,000,000 baht (Gross profit) with LPG sales increasing by 3,500,000 liters.



Climate Change Management



Target and Performance



Indicators
Ability to determine corporate reduction targets of GHG emissions.



Expand the data collection of Scope 1-3 GHG emissions to cover the head office, oil depots, transportation fleets, and service stations.



Be able to determine corporate reduction targets of GHG emissions by 2023.



Collected data on Scope 1-3 greenhouse gas emissions at the head office, oil depots, and fleet offices.



Indicators
The reduced amount of GHG emissions contributed by the solar rooftop project rolled out at 29 service stations.



Reduce GHG emissions by **297** metric tons of carbon dioxide equivalent per year.



Reduce GHG emissions by **6,794** metric tons of carbon dioxide equivalent by 2027.



Managed to reduce GHG emissions through the solar rooftop projects rolled out at service stations by **134.88** tons of carbon dioxide equivalent.

Risks and Opportunities

PTG places its focus on potential impacts of climate change on business operations throughout the supply chain and underlines the targets set out in the National Energy Plan which aims to shift Thailand towards clean energy and reduce net carbon dioxide emissions to zero by 2065-2070. The Company is also determined to identify solutions to physical risks such as natural disasters, low-carbon society campaigns at national and international levels, which may result in the formulation of policies to reduce dependence on fossil fuels by encouraging more use of electric vehicles, delaying the growth of the oil business to be below what was actually expected by the Company. Therefore, PTG is required to get prepared and adjust its business strategy to cope with the climate change situation, as well as seeking out new opportunities to invest in more clean energy and Non-oil businesses in order to maintain long-term business growth.





Management Guidelines

Climate Change Management Strategies

PTG is aware of climate change risks faced by business operations due to official policy enhancements both by the national government and that of other countries, as well as adjustment of the private sector by setting targets for greenhouse gas emissions to mitigate the adverse effects of global warming. The Company has thus developed a climate change management strategy to guide the management of greenhouse gas emissions at the corporate level through data collection and calculation of the amount of greenhouse gas emitted by business activities. Moreover, it requires climate change risk and opportunity assessments that conform to the Task Force on Climate-related Financial Disclosures (TCFD) guidelines, combined with corporate risk assessments. In order to lessen the impact of climate change on business operations, PTG requires changes to its business model by being selective on transportation fuels to enhance efficiency of vehicle's combustion and increase the proportion of renewable energy usage to reduce both direct and indirect greenhouse gas emissions. In addition, the Company also promotes environmental protection activities to raise awareness among employees and external stakeholders through campaigns to encourage planting within community areas and cutting energy consumption in the workplace, etc.



Climate Change Risk and Opportunity Assessment

Climate-Related Risk Management Governance

- PTG stipulates climate change risk management at the corporate level, which is one of the risk management approaches to develop the organization towards sustainability, preparing itself to prevent and adapt to risks, as well as effectively seeking out business opportunities from climate change. Therefore, the Company established an Enterprise Risk Management Committee, consisting of Company's senior management who are particularly responsible for the supervision of corporate risks, and the Risk Management Working Group, which is responsible for various processes of corporate risk management. The two were assigned with additional roles to ensure effective management of climate change risks by integrating available approaches with corporate risk management.

Climate-related Risk and Opportunity Assessment Approach

- PTG assesses climate change risks and opportunities by referring to the principles of the Task Force on Climate-Related Financial Disclosures (TCFD), identifying climate change risks and opportunities, as well as impact analyses, using climate-related scenarios from the reports of the Intergovernmental Panel on Climate Change (IPCC), based on physical impacts of the RCP8.5 scenario; from International Energy Agency, based on the ETP 2DS scenario; from Greenpeace, based on Greenpeace Advanced Energy (R)evolution, in order to efficiently manage business impacts caused by climate change and determine appropriate mitigation measures. The results of the risk analysis can be found in the Climate-Related Risk Management Report on PTG Website.

Performance

Greenhouse Gas Management

In 2021, PTG has 2020 greenhouse gas emissions data collected from the head office and oil depots certified by Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), which were verified by the Water and Environment Institute for Sustainability, the Federation of Thai Industries. The Company has planned to expand the corporate greenhouse gas emissions certification to its fleet offices in 2022 and service stations in 2023 to cover the entire spectrum of business operations. The amounts of greenhouse gas emissions are as follows:

Amount of GHG Emissions	2020		2021			Total
	Head Office	Oil Depots	Head Office	Oil Depots	Fleet Offices	
Direct GHG Emissions (Scope 1)	1.1750	0.0340	1.0039	0.0902	0.0565	2.3596
Indirect GHG Emissions (Scope 2)	0.0730	0.8140	0.0629	0.9895	0.0111	1.9505
Other indirect GHG Emissions (Scope 3)	0.1010	1,934.92	0.0633	9,946.02	0.0041	11,881.11
Total	1.3490	1,935.76	1.1301	9,947.10	0.0717	11,885.42
	1,937.12		9,948.30			

Unit: Thousand metric tons of carbon dioxide equivalent

Note: The amount of greenhouse gas emissions in 2020 covers that emitted at the head office and oil depots.
 The amount of greenhouse gas emissions in 2021 covers that emitted at the head office, oil depots, and fleet offices.
 The indirect greenhouse gas emissions data (Scope 3) covers water consumption, paper use, and waste disposal at the head office, oil depots, and transportation offices, as well as oil loading and dispensing through oil depots.

Based on the calculation and preparation of the corporate greenhouse gas emissions report of 2021, the data of which were planned to be certified by Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) by July 2022, it was found that the Company had a total greenhouse gas emission of 9,948.30 thousand metric tons of carbon dioxide equivalent, which increased from 2020 by 8,011.18 thousand metric tons of carbon dioxide equivalent. This is because the Company has a relatively higher amount of oil loading and dispensing through its oil depots, accounting for approximately 6 times of the amount of oil loading and dispensing in 2020.





Overview of project implementations to reduce greenhouse gas emissions



Solar Rooftops at Service Stations

PTG installs solar rooftops to promote clean energy usage, to cut electricity consumption within service stations, and to reduce Scope 2 greenhouse gas emissions. In 2020, the Company piloted the project with 7 service stations and activated the solar rooftops in 2021 with the goal of reducing greenhouse gas emissions at a total of 297 metric tons of carbon dioxide equivalent. It planned to install the solar rooftops at another 22 more service stations, meaning that the number will reach a total of 29 stations by 2022. With all of these 29 rooftop solar stations, the Company aims to reduce greenhouse gas emissions at a total of 6,794 metric tons of carbon dioxide equivalent by 2027, or 970 metric tons of carbon dioxide equivalent per year. In addition, PTG was also registered for Thailand's Voluntary Emission Reductions (T-VER) by Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) thanks to its solar rooftop project in 29 PT service stations.

“Old Paper” to “New Paper”

PTG has joined the Perks from Trash & Care the Whale project for the second year in a row. It is a project that the Stock Exchange of Thailand encourages tenants of CW Tower to jointly manage waste to reduce the amount of waste released to the public. The Company has sent over four batches of used paper to the CW Tower management team and SCG in total. Participating in this project, apart from reducing paper waste generation, will also help lessen Scope 3 greenhouse gas emissions, which are a major cause of global warming. The Company has delivered a total of 462.7 kilograms of waste to the CW Tower management team, which can reduce greenhouse gas emissions by 527.48 kilograms of carbon dioxide equivalent.



Note: The amount of greenhouse gas emissions was calculated from greenhouse gas emitting activities multiplied by the greenhouse gas emission coefficient, according to Thailand Greenhouse Gas Management Organization (TGO).

Reduce transportation costs through biodiesel use

In 2021, PTG had a policy to promote biodiesel among tank trucks used to transport fuel, both semi-trailers and ten-wheelers, resulting in reduced expenses by approximately 8,954,500 baht per year. In addition to saving costs, it can also help mitigate the impacts on the environment. If the Company used conventional diesel for its trucks, the greenhouse gas emission would reach 22,416.22 metric tons of carbon dioxide equivalent per liter; however, when switching to biodiesel, the trucks produced only 19,189.90 metric tons of carbon dioxide equivalent per liter, meaning the Company could reduce Scope 1 greenhouse gas emissions by up to 3,226.32 metric tons of carbon dioxide equivalent per liter.



Pollution Management

PTG required service stations to have an activity where environmental quality is measured and analyzed while also preparing reports on the measurement results to make sure they are aware of the current environmental quality status, which may affect the surrounding communities, including impacts on health of employees working onsite. The Company had measured air quality within the service stations by conducting random checks at stations that achieved high volumes of sales in each region, the total number of which accounted for 6.1%. The results of air quality assessment within the service stations are as follows:

Items	Standard Value
1. Dust of any size that can reach and accumulate in the air sacs of the lungs (PM).	Less than 5 mg/m ³
2. Gasoline	Less than 1 ppm
3. Methyl Tertiary Butyl Ether	Less than 50 ppm
4. All VOCs	-

The Company has established measures to prevent and reduce air pollution by installing a vapor recovery unit (VRU) at oil depots, service stations, and fuel transportation vehicles. Moreover, gas meters were installed at oil depots to measure steam flow rates.



Environmental Management



Targets and Performance



Indicators
Oil spills volume that caused severe impacts on land or water resources



0 Barrel



Performance

51.26 Barrels



Indicators
Number of significant complaints on effluent quality



Targets

0 Case



Performance

0 Case



Indicators
The proportion of general and hazardous waste that has properly been disposed of and does not affect the environment



Targets

100%



Performance

100%



Indicators
Number of significant complaints on air pollution



Targets

0 Case



Performance

0 Case



Indicators
Decreased HQ's average electricity consumption per capita compared to the base year (2019)



Targets

-10%



Performance

-61.98%



Indicators

Decreased ratio of electricity used to gasoline sold through COCO service stations (kWh/liter) compared to the base year (2018)



Targets

-5%



Performance

-68.85%



Indicators

Decreased ratio of electricity used to gasoline sold through oil depots (kWh/liter) compared to the base year (2019)



Targets

-5%



Performance

-2%



Indicators

Decreased ratio of water used to gasoline sold through oil depots (cubic meter/liter) compared to the base year (2020)



Targets

-5%



Performance

-8%

Risks and Opportunities

PTG realizes that environmental protection is one of the primary goals that require Company's prompt action, as the environment plays a crucial role throughout the business value chain. The Company needs to rely on natural resources to keep production and services uninterrupted, thus the degradation and shortage of natural resources, e.g., energy, water, etc., are risk factors that the Company should take into consideration. The Company has adhered to a principle which guarantees less environmental impacts caused by business operations with internal management, in order to enhance eco-efficiency and build awareness of environmental protection among stakeholders. It also aimed to prevent potential resource degradation and shortages, which may affect costs and long-term business growth. In addition, the Company has consolidated cooperation with business partners to evolve its operations in line with the circular economy ideology as well as conducting the business in accordance with its organizational missions that focus on fulfilling happiness and quality of life of all through the management of environmental issues based on international standards.





Management Approaches

Quality, Security, Safety, Occupational Health and Environmental Management Policy

PTG has strictly and invariably complied with all applicable laws and regulations in its administration, operational process control, service improvements and productivity enhancement. This strict compliance raises awareness of workers towards risk management and potential opportunities. As a result, the Company formulated the Quality, Security, Safety, Occupational Health and Environment (QSSHE) Policy in pursuance of laws, regulations, and international standards as guidelines for quality, security, safety, occupational health, and environmental practices with details as follows.

1. Committed to quality management throughout the organization, specifically in distributing products and services that resonate with consumer needs and expectations to enhance their satisfaction.
2. Determined to manage security, safety, occupational health, and environment in accordance with laws, as well as regulations and other international standards adopted by the organization to prevent accidents, illnesses, and reduce environmental impacts on stakeholders.
3. Committed to encouraging employee participation, rendering advice, ensuring two-way communications and participation in decision-making for business operations.
4. Strive to improve work processes to achieve continuous efficiency and effectiveness.

In addition to formulating the Quality, Security, Safety, Occupational Health and Environmental Management Policy, the Company also cascades it to employees at all levels, including stakeholders, with the Safety and Environment Department being in charge of planning, setting indicators for success, and continually monitoring operating results. Moreover, the requirements of ISO9001, ISO14001 and ISO 45001:2018 standards were integrated to establish a single standard and incorporated as part of the work process. These standards are considered a tool to improve work processes and an approach to enhance environmental management;

for example, waste and water management within service stations, air pollution control, etc., to ensure connections between the operational process and the results. There is a strong operating and organizational management system and a clearer operational framework. The Company applied for the ISO 14001:2015 certification of Maeklong Oil Depot, which has recently achieved the 1st stage and is in the process of planning for the second step of auditing. This effort is to successfully acquire ISO 14001:2015 to guarantee its environmental standard system, with a goal to expand the scope of certification to cover Phitsanulok Oil Depot and the others across the country.

Sustainable Packaging Policy

PTG has established a sustainable packaging policy to underpin its intention to mitigate environmental impacts caused by business operations according to the 3Rs principle, namely reducing, reusing, and recycling. It aims to increase the proportion of recyclable material use for packaging without compromising on product quality. Moreover, PTG encourages reduction of non-degradable plastic packaging (reduce) while also promoting reusing and recycling the items. For example, a campaign to reuse refillable gasoline containers and reduce plastic bag usage. Associated departments are expected to design environmentally-sound packaging and select suppliers that deliver quality and green materials or packaging. PTG has instilled a culture of reducing packaging use and choosing eco-friendly materials within the organization and raised awareness of all employees.

Performance

Actions to improve eco-efficiency

Energy Management

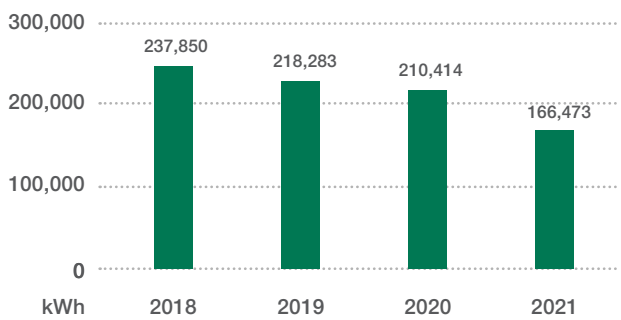
As the Company's business involves fuel, energy, and electricity usage in offices, in order to align the business with recognized standards, PTG has tracked the amount of energy used, such as fuel consumption of transport vehicles, electricity consumption in offices, etc., so that it has records of energy demand patterns each year. Moreover, the Company has launched campaigns to reduce energy consumption or encourage the use of more environmentally friendly energy with key projects as follows:



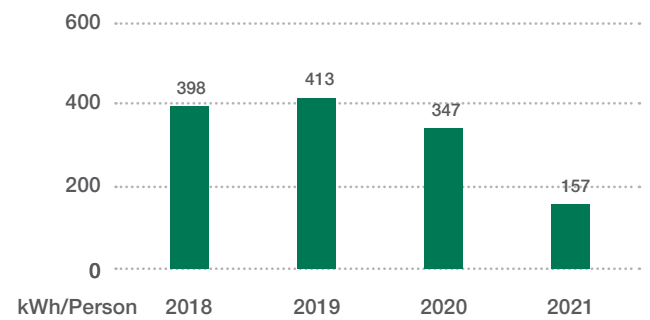
- **HQ Energy Saving Campaign**

PTG has continuously rolled out projects to reduce electricity consumption within its head office by regularly communicating with the employees about how to save energy and use electricity via email and Intranet on every Friday and organized activities to reward lucky staff who joined and answered the given questions regarding energy saving in the workplace - another effort to raise awareness. As for the performance results aimed in 2021, the Company achieved reduced average annual electricity consumption per capita within the head office at 256 kWh/person compared to that of the base year (2019), representing 61.98%.

Electricity Consumption



Average Annual Electricity Consumption Per Capita



Indicator	2018	2019	2020	2021
Electricity consumption (kWh)	237,850	218,283	210,414	166,473
Average electricity consumption (kWh/Person)	398	413	347	157
Electricity cost (Million Baht)	1.28	1.31	1.26	1.00
Average electricity cost (Baht/Person)	2,140	2,479	2,075	945

- **Electricity Saving Campaigns at Fleet Offices**

PTG campaigns to reduce AC energy usage at fleet offices by setting intelligent schedules, changing from running an AC during 8:00 a.m. - 5:00 p.m. to 8:00 a.m. - 4:00 p.m., resulting in AC energy usage reduced by 1 hour per day.





Water Management

By using tap water and groundwater in business operations, PTG has recorded water consumption within oil depots and service stations, as well as measuring wastewater quality in accordance with the wastewater treatment system control and supervision handbook it prepared. This ensures that the quality of effluent discharged from every business activity carried out by the Company shall meet the standards required by laws. In addition, the Company has also measured the quality of wastewater in every oil depot, accounting for 100%, while the quality of wastewater at service stations was randomly measured with a focus on only service station that achieved large sales volumes of each region, representing 6.1% of the total number of branches throughout the country.



Effluent quality assessment at oil depots

Description	Standard Value
1. Acidity and alkalinity (PH)	5.5 - 9.0
2. Temperature (°C)	Not exceeding 20
3. COD (mg/L)	Not exceeding 120
4. Suspended solids (mg/L) such as leaf sediment, dust	Not exceeding 50
5. Oil and grease (mg/L) such as oil spills around the supply area or greasy food scraps	Not exceeding 5



Effluent quality assessment at service stations

Description	Standard Value
1. Acidity and alkalinity (PH), e.g., construction of a new grease trap (cement hydration reaction)	5.0 - 9.0
2. Temperature (°C)	-
3. COD (mg/L), e.g., leakage of toilet drain pipes	Not exceeding 200 mg/L
4. Suspended solids (mg/L) such as leaf sediment, dust	Not exceeding 60 mg/L
5. Oil and grease (mg/L) such as oil spills around the supply area or greasy food scraps	Not exceeding 15 mg/L

In addition, the Company has communicated safety and environmental updates, reporting cleaning of grease traps within service stations to ensure that staff assigned to handle the kind of wastewater treatment system are well equipped with knowledge regarding the cleaning to effectively lessen the Chemical Oxygen Demand (COD) of effluent discharged from the service stations to the greatest extent possible.

Water Conservation Measures and Approaches

PTG has established measures and guidelines to reduce water consumption by adjusting water flow rate to suit the purpose of usage. Moreover, damaged fittings were repaired to prevent water leakage while sanitaryware products were replaced to reduce water consumption within service stations. The Company has tracked water consumption on a daily basis to have a record for water usage control and to set indicators for water charge control at service stations. Additionally, it has also taken various actions to guide and optimize water consumption and minimize wasting water in vain.

Actions Taken to Reduce Water Consumption within Service Stations



PTG promoted minimization of water consumption at service stations, setting out an initiative of Water Purifier Invention in order to reuse water according to the 3Rs principle (Reuse, Reduce, Recycle) for the 2nd consecutive year through Kaizen Project. It created a water purifier powered by solar energy to pump used water obtained from handwashing through filters for plant watering within service stations. In 2021, the Company introduced the initiative to the Wang Noi 3 service station, contributing to less water consumption by approximately 3,564 cubic meters per year, or 297 cubic meters per month. In addition, it could also reduce the cost of water supply by approximately 8,910 baht per month, or 106,920 baht per year.

Waste Management

PTG operates waste management based on waste disposal procedures, which are a guideline to manage waste caused by business activities in the workplace. The procedures include waste segregation, collection, and correct disposal to mitigate potential impacts on the environment.

Source of Business Waste

Business Value Chain	Source of Waste	Type
Supply	During the procurement process, papers are used for document signing.	General Waste/ Recyclable Waste
Transport	During gasoline transportation to service stations, papers, i.e., oil tickets, as well as sealing wires and safety gloves, are used.	Recyclable Waste / Hazardous Waste
Store	During the storing process, there will be petroleum sampling. After each week of petroleum storing and sampling, there will be PPE waste such as contaminated cloth or gloves.	Hazardous Waste
Marketing	During a promotional campaign to boost petroleum sales growth, which is carried out both online and offline, there will be paper, vinyl, and other general materials used as marketing tools.	General Waste

Waste Management Approaches

Type	Waste Management Approaches
General Waste	Segregated and transported for further disposal as required by the municipality or a local authority of each designated area.
Organic Waste	Segregated; some food waste in the Save-the-World Bin will be composted into fertilizers while the rest will be transported for further disposal based on the schedules defined by the municipality or a local authority of each designated area.
Recyclable Waste	Sorted and sold to waste buyers for further waste recycling process.
Hazardous Waste	Contact an authorized waste transporter who has been registered with the Department of Industrial Works to appropriately carry out the hauling and disposal of such waste; or an entrusted agency to handle hazardous waste collection, hauling, or disposal.

In 2021, the Company began collecting data of waste generated by business activities carried out within its head office and oil depots in order to become aware of waste volume and to define goals for further waste reduction at the organizational level.

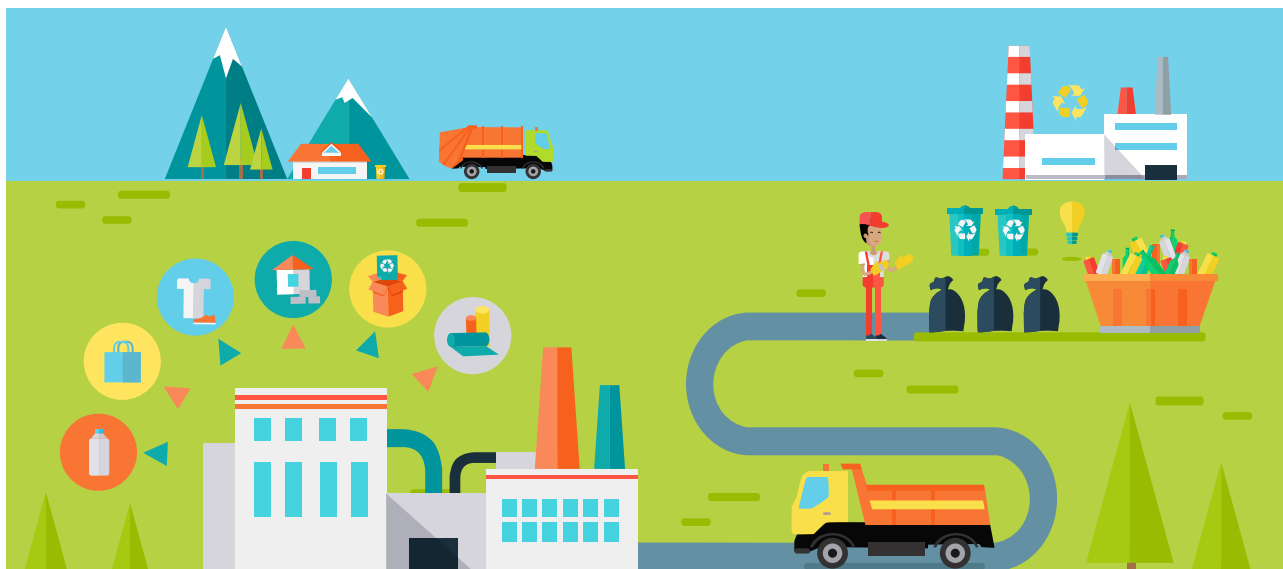
Type of Waste	Amount (Tons)
All non-hazardous waste	33.82
- Recyclable non-hazardous waste	8.31
All hazardous waste	0.63
- Recyclable hazardous waste	0.40
Total	34.45





Actions taken to reduce waste generation and to dispose of waste in a correct manner

Project	Objectives	Outcomes
Sustainable Tires	<ul style="list-style-type: none"> Reduce worn out tires that were formerly used in the transportation process and have reached their useful life. Enhance the efficiency of tire usage to ensure cost effectiveness. Save costs. 	<ul style="list-style-type: none"> Put expired tires of Isuzu semi-trailer trucks, Volvo semi-trailer trucks, and trailers into the recapping process. In 2021, there were 1,087 tires being recapped, the number of which was beyond the target of 1,000 tires, enabling the Company to reduce costs by 7,002,014.39 baht.
PT Waste Separation Model	<ul style="list-style-type: none"> Promote and raise awareness regarding environmental impacts at service stations and surrounding communities. 	<ul style="list-style-type: none"> Create a waste management model that enables participation of all parties at service stations by providing waste sorting spots to facilitate proper waste disposal while also educating the community about the same.
e-Document	<ul style="list-style-type: none"> Encourage the use of electronic documents (e-Document) instead of paper to reduce waste generation. 	<ul style="list-style-type: none"> Electronic documents (e-Document) have been used as training materials during staff orientation. Moreover, labor relations management documents were uploaded onto the HR Flow system for the second year. These two efforts have reduced paper use by 27,930 sheets, saving 6,256 baht.
Recyclable Waste Segregation at Fleet Offices	<ul style="list-style-type: none"> Reduce plastic bottle waste generation within service stations. 	<ul style="list-style-type: none"> Initiated a waste segregation project to generate income for waste buyers within the community. The money earned from the waste sold shall be spent for the benefit of all employees; for example, allowances for lunch and refreshments. In 2021, there were 153,758.40 grams of plastic waste.
Recycle Drop Point	<ul style="list-style-type: none"> Launched a campaign to ensure correct waste collection within service stations. 	<ul style="list-style-type: none"> PTG, together with SCGP, set up 5 disposal spots for paper crates and plastics within PT service stations in Bangkok and its vicinity. This is to recycle and reuse waste to achieve the maximum benefits based on the circular economy ideology.







Award and Recognition

Business+ Product of the Year Awards 2021

PTG Energy PCL (PTG) was granted the Award of Excellence in Energy and Utility 2021, while Mr. Pitak Ratchakitprakarn, President & Chief Executive Officer received the Business+ Product of the Year Awards 2021 for products and services in the Energy and Utility category, hosted by Business+ Magazine; a subsidiary of ARIP PCL, and the College of Management, Mahidol University. The Company has been granted this award for 2 consecutive years, with His Excellency Nurak Mapraneet, the Privy Council bestowing the awards at Swissotel, Ratchada.

Q Mark Award, Department of Land Transport, Ministry of Transport

PTG Energy PCL (PTG) was granted the quality standardization for truck transportation services or Q Mark Standard; the only standard in Thailand specifically for the certification of quality for trucks by the Department of Land Transport, Ministry of Transport, in order to enhance the quality of Thai transport entrepreneurs, ensure safety and minimize road accidents. Benefits are eligible to entrepreneurs who get the Q Mark certification to jointly standardize the quality of transportation services by trucks to thrive, with Mr. Rangsun Puangprang, Executive Vice President as the representative receiving the award from Mr. Jirut Wisanchit, Director-General of the Department of Land Transport.

Outstanding Investor Relations Awards and Thailand Sustainability Investment

PTG Energy PCL (PTG), led by Mr. Pitak Ratchakitprakarn, President and Chief Executive Officer and Mr. Rangsun Puangprang, Executive Vice President, received the Outstanding Investor Relations Awards in the Business Excellence category for the companies listed in the Stock Exchange of Thailand, with the market capitalization of higher than 10,000 million Baht but not exceeding 30,000 million Baht and have been selected as "Sustainable Stocks" or Thailand Sustainability Investment (THSI) in the SET Awards 2021, held by the Stock Exchange of Thailand, in collaboration with Money and Banking Magazine. The event was held virtually.





Award and Recognition

Thailand Labour Management Excellence Award 2021

PTG Energy PCL (PTG) and Petroleum Thai Corporation Co., Ltd. (PTC) were awarded the "Thailand Labour Management Excellence Award 2021", whereby both companies have been receiving the award in the category of business premises that have excellent labour management system for the 5th consecutive year, reflecting the determination in good treatment of labor in accordance with the international principle of ethics at the Department of Employment, Ministry of Labor.

Asia Responsible Enterprise Awards ("AREA")

PTG Energy PCL (PTG) received 2 awards in organizational leadership and strengthening of the society from Asia Responsible Enterprise Awards ("AREA") in 2021, hosted by Enterprise Asia; a private sector development organization aiming to enhance potential of responsible entrepreneurs in Asia, with the objective of honoring Asian businesses and leaders who display excellence in social responsibility, environment and sustainable organization development. The event was held virtually.

Business+ Product Innovation Awards 2021

PTG Energy PCL (PTG) received the Best 'Innovative' Company Award 2021 or Business+ Product Innovation Awards 2021 for the service station category, from the vote results by the general public via online channels, organized by Business+ together with College of Management, Mahidol University. In this regard, PTG has transformed the way it delivers consumers' demand in the New Normal era, providing a free disinfectant service for COVID-19 for public taxis and customers' cars in more than 2,000 oil and LPG service stations in Bangkok, vicinity and upcountry, as well as the auto service center; Autobacs, since the transmission of COVID-19 in 2020 until now, to minimize risk and the spread of COVID-19, ensuring that customers "Enriching the quality of life, well-being and contentedness of the people we serve".





Award and Recognition

Excellent 5 Stars from CGR 2021

PTG Energy PCL (PTG) has received the evaluation score of 5 stars in corporate governance or "Excellent" rating for the 5th consecutive year (2017-2021) and has been ranked in the Top Quartile for the market capital of more than 10,000 million Baht. The result of the Thai listed companies' corporate governance performance was announced by the Thai Institute of Directors (IOD) on October 26, 2021. The average CGR score in 2021 for a total of 716 Thai listed companies was 84%, however PTG's score was 96%, which reflects the determination to excel at good governance in a continuous manner.

HR Asia Awards: Best Companies to Work for in Asia 2021

PTG Energy PCL (PTG) won the Best Companies to Work for in Asia 2021 from HR Asia Awards - ASEAN level in 2021 from the employee survey on the outstanding performance in management, engagement and corporate culture in 2021. The survey results are the reflection of the determination for growth, challenging the obstacles and readiness to move forward by building the work context that incorporates the culture, organizational values, leadership, initiatives, independence to think outside the box, as well as the policies and practices in taking care of staff members in all aspects, resulting in PTG being the best company to work for. The Company is willing to encourage staff members on a regular basis to accommodate changes in the new business era, urging them to grow alongside the Company and develop skills to adapt to the competition in the new business landscape. The Company encourages staff members to be daring to think and try out new things and display their potential to the fullest, which resonates with the success and pride of staff members, executives and investors. This yields a direct positive impact upon customers' experiences and the best quality of products and services.





Award and Recognition

ASEAN Business Awards 2021: Priority Integration Sector: Energy

PTG Energy PCL (PTG) received the ASEAN Business Awards 2021 in the large energy business in ASEAN category (Priority Integration Sector: Energy) by ASEAN Business Awards 2021, which was part of the ASEAN Business & Investment Summit, hosted by the ASEAN Business Advisory Council Brunei: ASEAN-BAC. The objective is to recognize companies in ASEAN with outstanding performance in different aspects especially in making contribution in strengthening the ASEAN Economic Community (AEC) and serving as a role model for companies in ASEAN to improve their potential in being business leaders in the ASEAN region, as well as supporting ASEAN SMEs to thrive and become leading companies with the potential to compete in the international level.

Trophy of Honor – Contribution in Supporting and Encouraging Independent Vocational Training for the Disabled and their Families

Petroleum Thai Corporation Co., Ltd. (PTC) and Punthai Coffee Co., Ltd. (PUN) received the trophy of honor for the contribution in supporting and encouraging independent vocational training for the disabled and their families, in accordance with Section 35, from the Department of Skill Development at Nan Province’s Center for the Promotion and Occupational Development for the Disabled, with Mr. Pratheep Songlamyong, Director General of the Department of Skill Development as the guest of honor granting the trophy of honor. In this regard, the objective is to encourage the disabled to play a part in the society, with the opportunities to gain access to jobs, to use their potential and promote self-reliance, in accordance with Section 35, allowing concessions, commercial space, outsourcing, internship opportunities or provision of other benefits to the disabled or caretakers of the disabled.

The Thai Chamber of Commerce’s Trophy of Honor for Excellent Code of Conduct

PTG Energy PCL (PTG) received the 19th Thai Chamber of Commerce’s trophy of honor for excellent code of conduct in 2021, under the concept “Grab the opportunity, Get through the crisis with ethics”, with Prof. Dr. Kasem Wattanachai, the Privy Councillor, as the guest of honor bestowing the award at Building 10, the University of the Thai Chamber of Commerce. This award is a representation of the determination in operating the business under the ethical principle and good governance, with an awareness on social and environmental responsibility, both internally and externally, in order to build credibility and trust from all stakeholders, and to serve as a good role model to other companies to be aware of and take this as guiding practices in organizational management, allowing the country and the organization to grow alongside one another transparently and sustainably.



Sustainability Performance Data

Economic performance

GRI	DATA	UNIT	2018	2019	2020	2021
201-1	Direct economic value generated					
	Revenue	Million THB	107,829.28	120,026.69	104,422.71	133,759.82
	economic value distributed					
	Operating cost	Million THB	100,386.06	110,126.54	93,823.90	123,626.89
	Employee wage and benefit ^{1/}	Million THB	2,254.86	2,552.41	2,791.91	2,901.64
	Dividend payments	Million THB	334.00	835.00	835.00	417.50
	Income Tax payment	Million THB	119.62	359.44	424.88	260.60
	Community investments	Million THB	-	-	31.65	29.59
	- Management overheads ^{2/}	Million THB	-	-	1.85	0.94
	- In-kind giving ^{3/}	Million THB	-	-	29.80	28.65
	- Employee volunteer hours ^{4/}	Hour	-	-	-	880
	- Employee training and development costs ^{5/}	Million THB	-	-	11.74	9.29
	Economic value retained	Million THB	-	-	6,515.37	6,522.60
102-34	Complaints inconsistent with corporate governance, moral and business ethics principles					
	Number of complaints inconsistent with corporate governance, moral and business ethics principles	Case	2	9	21	28

Remark

Financial statements of PTG Energy Public Company Limited as of December 31, 2021

^{1/} Data cover employee of PTG Energy Company Limited and its subsidiaries.

^{2/} Operating expenses of PTG Energy Public Company Limited's CSR activities which cover cost of transportation, accommodation, CSR employee salary and miscellaneous.

^{3/} Product or service donation

^{4/} Volunteer hour of PTG employee

^{5/} Training cost of PTG Energy Company Limited and its subsidiaries



Environmental Performance

GRI	Data	Unit	2018	2019	2020	2021
301-1	Packaging Materials					
	- Total weight of materials	Ton	181.21	225.01	309.37	271.59
	Renewable/Recycle Materials					
	- Total weight of recycled plastic materials	Ton	-	-	-	-
	- Total weight of paper or wood materials	Ton	-	-	-	-
	- Total weight of steel materials	Ton	39.71	48.30	89.33	93.44
	- Total weight of Glass materials	Ton	-	-	-	-
	Non-renewable/Non-recycle Materials					
	- Total weight of plastic materials	Ton	141.50	176.71	220.04	178.15
302-1	Energy					
	Non-renewable Electricity					
	- Electricity consumption	kWh	237,850	218,283	210,414	166,473
	- Average electricity consumption	kWh/Person	398	413	347	157
	- Electricity cost	Million Baht	1.28	1.31	1.26	1.00
	- Average electricity cost	Baht/Person	2,140	2,479	2,075	945
	- Ratio of electricity used to gasoline sold through COCO service stations	kWh/Liter	0.0453	0.0459	0.0450	0.0141
	- Ratio of electricity used to gasoline sold through Oil Depots	kWh/Liter	-	0.0037	0.0012	0.0036
	Non-renewable Fuel					
	- Fuel consumption from oil truck	Liter	-	16,802,262.37	15,538,300.00	8,279,000.00
	- Diesel fuel consumption from corporate cars	Liter	-	-	157,631.83	166,391.23
	- Gasoline fuel consumption from corporate cars	Liter	-	-	179,547.75	204,219.72
	- Fuel consumption from corporate activity (if any)	Liter	-	-	4,189.89	3,394.35
	Total Renewable Energy					
	- Electricity consumption from solar cells	kWh	-	-	-	236,962.34



Environmental Performance

GRI	Data	Unit	2018	2019	2020	2021
303-1	Water					
303-5	Total Water Consumption	Megaliter	-	-	48.20	39.73
303-3	Water withdrawal classified by type of water source					
	- Tap water consumption	Megaliter	-	-	21.25	18.98
	- Groundwater consumption	Megaliter	-	-	26.95	20.75
	- Ratio of water used to gasoline sold through oil depots	Megaliter	-	0.0104	0.0095	0.0096
303-4	Water discharged	Megaliter	33.70	35.22	36.32	33.69
	- Discharged into the <u>river</u> (untreated)	Megaliter	0	0	0	0
	- Discharged into the <u>sea</u> (untreated)	Megaliter	0	0	0	0
	- Effluent treated before discharge into the <u>river</u> ($\leq 1,000$ mg/L Total Dissolved Solids)	Megaliter	33.70	35.22	36.32	31.95
	- Effluent treated before discharge into the <u>sea</u> ($\leq 1,000$ mg/L Total Dissolved Solids)	Megaliter	-	-	-	1.73
305-1	Emission					
305-1	Direct GHG emissions (Scope 1)	TonCO ₂ e	-	-	1,209	1,151
305-2	Energy indirect GHG emissions (Scope 2)	TonCO ₂ e	-	-	887	1,063
305-3	Other indirect GHG emissions (Scope 3)	TonCO ₂ e	-	-	1,935,022	9,946,088
306-1	Waste					
306-3	Total Waste	Ton	-	-	25.67	34.45
306-4	Total non-hazardous waste	Ton	-	-	25.67	33.82
	- Recycling	Ton	-	-	24.35	8.31
	Total hazardous waste	Ton	-	-	0.00	0.63
	- Recycling	Ton	-	-	-	0.40
	Oil Spill	Barrel	317.09	1.12	0.00	51.26



Environmental Performance

GRI	Data	Unit	2018	2019	2020	2021
306-5	Waste disposal					
	Total hazardous waste disposal	Ton	-	-	-	0.60
	- Incineration (with energy recovery)	Ton	-	-	-	0.00
	- Incineration (without energy recovery)	Ton	-	-	-	0.00
	- Landfilling	Ton	-	-	-	0.00
	- Stored in the waste area	Ton	-	-	-	0.12
	- Outsource waste disposal	Ton	-	-	-	0.26
	- Other disposal operations	Ton	-	-	-	0.22
	Total non-hazardous waste disposal	Ton	-	-	1.32	25.51
	- Incineration (with energy recovery)	Ton	-	-	-	0.00
	- Incineration (without energy recovery)	Ton	-	-	-	0.00
	- Landfilling	Ton	-	-	-	2.81
	- Stored in the waste area	Ton	-	-	-	0.00
	- Outsource waste disposal	Ton	-	-	1.32	21.27
	- Other disposal operations	Ton	-	-	-	1.43
307-1	Non-compliance with environmental laws and regulations					
	Quantity or value of significant fines for environmental law violations	Times	-	0	0	0

Remark

- Energy, water and waste management data cover PTG own operations which include head office and oil depot.
- Greenhouse gas emissions data in 2020 covers PTG own operations which include head office and oil depot and the coverage extended to transportation activity in 2021.



 Social Performance

GRI	Data	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
Human Resource Management										
102-7	Total Workforce									
	Total employee	Person	14,956		17,017		17,293		16,727	
		Person	5,744	9,212	6,361	10,656	6,437	10,856	6,135	10,592
102-8	Total Employee by Region									
	Bangkok	Person	805	1,110	958	1,381	1,116	1,569	881	1,403
	Other	Person	4,939	8,102	5,403	9,275	5,321	9,287	5,254	9,189
	Total Employee by Employment Contract and by Region									
	Permanent	Person	5,713	9,161	6,311	10,607	6,385	10,763	6,072	10,486
	- Bangkok	Person	785	1,078	939	1,351	1,098	1,541	854	1,372
	- Other	Person	4,928	8,083	5,372	9,256	5,287	9,222	5,218	9,114
	On contract/Part-time	Person	31	51	50	49	52	93	63	106
	- Bangkok	Person	20	32	19	30	18	28	27	31
	- Other	Person	11	19	31	19	34	65	36	75
	Total Employee by Employment Type									
	- Full-time	Person	5,713	9,161	6,311	10,607	6,385	10,763	6,072	10,486
	- On contract/Part-time	Person	31	51	50	49	52	93	63	106
405-1	Total Employee by age									
	<30 years old	Person	8,351		9,492		9,290		8,433	
		% of total Employee	55.84		55.78		53.72		50.42	
		% of FTEs	55.99		55.94		53.95		50.67	
	30-50 years old	Person	3,173	5,178	3,586	5,906	3,481	5,809	3,481	5,850
		% of total Employee	21.22	34.62	21.07	34.71	20.13	33.59	20.81	34.97
		% of FTEs	39.76		39.52		41.16		43.81	
	30-50 years old	Person	2,332	3,598	2,496	4,210	2,637	4,451	2,714	4,577
		% of total Employee	15.59	24.06	14.67	24.74	15.25	25.74	16.23	27.36
		% of FTEs	39.76		39.52		41.16		43.81	



Social Performance

GRI	Data	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
	>50 years old	Person		675		819		915		1,003
		% of total Employee		4.51		4.81		5.29		6.00
		% of FTEs		4.54		4.83		5.31		6.03
		Person	239	436	279	540	319	596	367	636
		% of total Employee	1.60	2.92	1.64	3.17	1.84	3.45	0.02	0.04
405-1	Total Employee by Management Level									
Management level (M1-UC)	Person	66	32	76	44	91	53	100	56	
	% of total employee	0.44	0.21	0.45	0.26	0.53	0.31	0.58	0.32	
Supervisor level (S1-S5)	Person	991	1,148	1,079	1,318	1,106	1,405	1,199	1,587	
	% of total employee	6.63	7.68	6.34	7.75	6.4	8.12	6.93	9.18	
Operation level (O1-O5)	Person	1,918	2,692	2,054	3,212	2,176	3,483	2,199	3,498	
	% of total employee	12.82	18.00	12.07	18.88	12.58	20.14	12.72	20.23	
Total Employee by Ethnicity										
Buddhism	Person	5,669	9,027	6,250	10,423	6,325	10,609	6,012	10,358	
	% of total employee	37.9	60.36	36.73	61.25	36.58	61.35	34.77	59.90	
Christianity	Person	14	22	15	26	26	26	27	33	
	% of total employee	0.09	0.15	0.09	0.15	0.15	0.15	0.16	0.19	
Islam	Person	61	163	96	207	86	221	96	201	
	% of total employee	0.41	1.09	0.56	1.22	0.50	1.28	0.56	1.16	
Women Workforce Ratio										
Women in management positions	Persons	-	32	-	44	-	53	-	56	
	% of total management positions workforce	-	32.65	-	36.67	-	36.81	-	0.33	
Women in top management positions	Persons	-	3	-	6	-	5	-	10	
	% of total top management positions*	-	21.43	-	31.58	-	25.00	-	0.06	
Women in junior management positions	Persons	-	20	-	27	-	29	-	29	
	% of total junior management positions	-	40.82	-	42.19	-	39.73	-	0.17	
Women in management positions in revenue generating functions	Person	-	3	-	6	-	7	-	7	
	% of total managers in revenue generating functions*	-	15.79	-	25.00	-	23.33	-	0.04	



 Social Performance

GRI	Data	Unit	2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
	Women in Science, Technology, Engineer and Mathematic (STEM) related positions	Person	-	105	-	136	-	132	-	146	
		% of total STEM positions	-	8.93	-	10.30	-	9.73	-	0.87	
	People with Disability										
	People with Disability	Person		130		119		129		165	
		% of total employee		0.87		0.70		0.75		0.99	
		% of FTEs		0.87		0.70		0.75		0.99	
		Person	64	66	44	75	39	90	51	114	
		% of total employee	0.43	0.44	0.26	0.44	0.23	0.52	0.30	0.68	
401-1	New Employee										
	New employee	Person		18,925		18,408		13,879		13,330	
		Person	8,010	10,915	7,864	10,544	5,902	7,977	5,488	7,842	
	New hire rate	% of total employees		126.54		108.17		80.26		79.69	
				53.56	72.98	46.21	61.96	34.13	46.13	32.81	46.88
New Employee by Management Level											
	Management level (M1-UC)	Person	17	22	20	23	26	15	35	21	
		% of total employees	0.11	0.15	0.12	0.14	0.15	0.09	0.21	0.13	
	Supervisor level (S1-S5)	Person	153	190	142	231	114	115	154	177	
		% of total employees	1.02	1.27	0.83	1.36	0.66	0.67	0.92	1.06	
	Operation level (O1-O5)	Person	848	1,422	810	996	676	920	703	1,103	
		% of total employees	5.67	9.51	4.76	5.85	3.91	5.32	4.20	6.59	
New Employee Hire by Age Group											
	<30 years old	Person	6,262	7,838	6,228	7,498	4,590	5,609	4,002	5,114	
		% of total employees	41.87	52.41	36.60	44.06	26.54	32.44	23.93	30.57	
	30-50 years old	Person	1,648	2,822	1,521	2,799	1,243	2,166	1,165	2,089	
		% of total employees	11.02	18.87	8.94	16.45	7.19	12.53	6.96	12.49	
	>50 years old	Person	100	255	115	247	60	192	98	248	
		% of total employees	0.67	1.71	0.68	1.45	0.35	1.11	0.59	1.48	
401-1	New Employee by Ethnicity										
	Buddhism	Person	7,910	10,734	7,752	10,361	5,871	7,925	5,343	7,696	
		% of total employee	52.89	71.77	45.55	60.89	33.95	45.83	31.94	46.01	
	Christianity	Person	8	20	10	15	6	5	31	26	
		% of total employee	0.05	0.13	0.06	0.09	0.03	0.03	0.19	0.16	
	Islam	Person	88	155	102	168	25	47	114	120	
		% of total employee	0.59	1.04	0.6	0.99	0.14	0.27	0.68	0.72	



Social Performance

GRI	Data	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
-	Internal Hire									
	Percentage of open position filled by internal candidate	% of total employees	0.31	0.27	0.57	0.51	1.14	1.07	0.36	0.45
-	Average Hiring Cost									
	Average hiring cost per FTE	Baht/person	356.78		405.39		591.99		377.00	
401-1	Turnover									
	Total employee turnover rate	Person	16,269		15,993		13,636		13,539	
		Person	7,102	9,167	6,947	9,046	5,735	7,901	5,553	7,986
		% of total employees	85.97		86.88		78.85		80.94	
		% of total employees	88.66	83.99	88.34	85.79	97.17	99.05	90.51	75.4
	Voluntary employee turnover rate	Person	11,665		10,624		9,728		10,271	
		Person	4,963	6,702	4,512	6,112	3,914	5,814	4,049	6,222
		% of total employees	61.64		57.71		56.25		61.40	
		% of total employees	61.69	61.40	57.38	57.97	66.32	72.88	66.00	58.74
401-1	Turnover Rate by Age Group									
	<30 years old	Person	5,455	6,612	5,451	6,467	4,427	5,383	4,120	5,358
		% of total employees	36.47	44.21	32.03	38.00	25.60	31.13	24.63	32.03
	30-50 years old	Person	1,559	2,342	1,388	2,373	1,244	2,317	1,318	2,332
		% of total employees	10.42	15.66	8.16	13.94	7.19	13.4	7.88	13.94
	>50 years old	Person	88	213	108	206	64	201	115	296
		% of total employees	0.59	1.42	0.63	1.21	0.37	1.16	0.69	1.77
401-3	Parental Leave									
	Number of employees entitled to parental leave	Person	-	9,212	-	10,656	-	10,852	-	10,598
	Number of employees taking parental leave	Person	-	302	-	356	-	343	-	402
	Number of employees returning to work after parental leave	Person	-	292	-	267	-	285	-	227
	Returned maternity/paternity leave employees receiving further 12-month contract	% of total employee	-	149	-	266	-	205	-	227
	Employee returning to work retention rate	%	-	49.34	-	74.72	-	59.77	-	56.47


Social Performance


GRI	Data	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
-	Freedom of Association									
	Employees represented at the Welfare Committee	% of total employee	0.087	0.022	0.031	0.028	0.031	0.028	0.04	0.08
-	Long-term incentive for employee									
	Non-executive employee or those acquire position 2 level below from CEO and entitled for long-term incentive	Person	14,944		17,004		17,275		16,689	
		% of total employee	99.92		99.92		99.90		99.77	
		Person	5,734	9,210	6,350	10,654	6,424	10,851	6,107	10,582
		% of total employee	38.34	61.58	37.32	62.61	37.15	62.75	31.51	63.26
404-1	Training and Development									
	Total Hour of training and development	Hours/year	-	-	-	-	69,863		137,925.75	
	Average hours of training	Person/year	-	-	-	-	4.04		8.24	
	Average hours per FTE of training	Hours/person/year	-	-	-	-	4.66	3.70	9.55	7.56
		Hours/person/year	-	-	-	-	4.06		8.29	
	Training and Development hours by Management Level									
	Management (M1-UC)	Hours/person/year	-	-	-	-	3.78	6.45	146.70	173.09
	Supervisor (S1-S5)	Hours/person/year	-	-	-	-	3.88	4.80	4.09	4.23
	Operation (O1-O5)	Hours/person/year	-	-	-	-	1.43	3.34	6.15	8.9
	Training and Development Spent									
	Average amount spent per FTE on training	Baht/person/year	-	-	-	-	886.90	560.52	696.66	478.39
		Baht/person/year	-	-	-	-		682.03		558.44
	Total investment on employees training	Baht	-	-	-	-	11,744,869.29		9,293,873.65	
	Training and Development Spent by Management Level									
	Management (M1-UC)	Baht/person/year	-	-	-	-	31,734.07	44,471.64	20,130.97	27,702.68
	Supervisor (S1-S5)	Baht/person/year	-	-	-	-	999.64	1,082.92	574.22	576.86
	Operation (O1-O5)	Baht/person/year	-	-	-	-	635.93	248.63	576.60	643.12



Social Performance

GRI	Data	Unit	2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
404-3	Employee Receiving Regular Performance and Career Development Reviews										
	Management (M1-UC)	Person	-	-	-	-	111	83	48		
	Supervisor (S1-S5)	Person	-	-	-	-	2,459	1,160	1,525		
	Operation (O1-O5)	Person	-	-	-	-	5,119	2,039	3,237		
-	Type of Performance Appraisal										
	Management by objectives	% of total employees	-	-	-	-	44.46		43.38		
	Multidimensional performance appraisal (360 degree assessment)	% of total employees	-	-	-	-	0.64		0.78		
-	Employee Engagement										
	Engagement Result	%		68		70		77		73	
	Data Coverage	% of total employee		78		73		91		75	
-	Employee Engagement by age										
	Under 25 years old	%		-		68		73		67	
	25-34 years old	%		-		69		75		70	
	35-44 years old	%		-		71		79		76	
	45-54 years old	%		-		76		85		80	
	Over 55 years old	%		-		72		86		88	
	Employee Engagement by management level										
	Officer/ Front-line employee	%		-		73.51		80.40		73.81	
	Team Leader/Specialist	%		-		65.35		70.33		59.53	
	Middle Management	%		-		56.82		69.15		56.70	
	Senior Management	%		-		64.71		85.00		85.71	
	Occupational Health and Safety										
403-9	Total Work Hours										
	Employee	Hours		-		-		-		33,706,824.03	
	Contractor	Hours		-		-		-		793,220	
-	Fatality										
	Employee	Hours	0	0	0	0	2	0	2	0	
	Contractor	Hours	0	0	0	0	0	1	0	0	



Social Performance



GRI	Data	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
Lost-Time Injury Frequency Rate (LTIFR)										
	Employee	Case		-		-		-		41
		Case/ 1 Million Work Hours		-		-		-		1.20
	Contractor	Case		-		-		-		0
		Case/ 1 Million Work Hours		-		-		-		0.00
403-10	Occupational Illness Frequency Rate (OIFR)									
	Employee	Case		-		-		-		0
		Case/ 1 Million Work Hours		-		-		-		0.00
Total Recordable Injury Frequency Rate (TRIR)										
	Employee	Case		-		-		0		0
			-	-	-	-	0	0	0	0
		Case/ 1 Million Work Hours		-		-		0		0

Remark

- Fatality rate, LTIFR and OIFR cover performance of PTG, PTGLG, PUN, GFA, OLP and ATLAS
- TRIR cover PTG own operation of only head office

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Sustainable Development Goals Implementation Progress Report

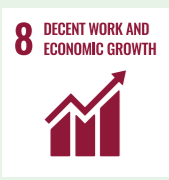



PTG is committed to operating its business with sustainability and responsibility towards the environment and society along with promoting stakeholder participation in company-initiated activities to balance the business and be consistent with the United Nations Sustainable Development Goals (SDGs). The Company has thoroughly considered the goals and found 11 out of 17 to be consistent with Company's operations consisting of SDGs 1, 3, 4, 6, 7, 8, 9, 12, 13, 15 and 16.

Goal	Target	2021 Performance	Benefits to the Company	Benefits to the environment and society
	1 : End poverty in all its forms everywhere.	1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services. <ul style="list-style-type: none"> • Career promotion programs for people with disabilities. • Senior employment programs. • PT Happiness Sharing Cabinet at the designated LPG station. • Free lunch boxes for customers at LPG stations. • Move on Fighters 9.9.9 Cooking Class project to share cooking techniques and enhance skills for future careers. 	<ul style="list-style-type: none"> • Additional employees are acquired from disabled and senior employment programs to work at PT service stations, fuel depots, and offices. • Company's customer base has been expanded as it collaborates with various agencies to help stakeholders cope with the COVID-19 crisis. 	<ul style="list-style-type: none"> • Generate income for disabled and senior populations. • Aid, support, and promote those affected by the COVID-19 crisis to ensure they have better income and quality of life.
	3 : Ensure healthy lives and promote well-being for all at all ages.	3.4 Reduce premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being. <ul style="list-style-type: none"> • Medical volunteers: Rolled out health check-up and Eye examination activities for senior citizen within surrounding communities under CSR project PT Volunteer Camp "We Care, Leave No one Behind". • Free COVID-19 disinfectant spraying at service stations, LPG stations, and Suvarnabhumi taxicab stand. • Health Station Project to offer health check-up services for visitors at service stations. 	<ul style="list-style-type: none"> • Build a good relationship with the surrounding communities and heighten their support towards Company's business operations 	<ul style="list-style-type: none"> • The communities achieve a better quality of life with access to comprehensive healthcare services, including the prevention of COVID-19.
		3.5 Strengthen the prevention of substance abuse, including narcotic drug abuse and harmful use of alcohol. <ul style="list-style-type: none"> • Drug-free PT Service station project (Drug-free Factories) and Drug Prevention and Solution Standard Project. 	<ul style="list-style-type: none"> • Prevent drug problems at workplaces. 	<ul style="list-style-type: none"> • Solve drug problems within society.
		3.6 Reduce the number of global deaths and injuries from road traffic accidents. <ul style="list-style-type: none"> • Projects to cascade knowledge to employees, raising their awareness and abilities to deal with work environment-related risks; for example, Safety Terminal and Transports Award project, PT's Safe Life Safe Riding project, etc. • Safety, Occupational Health and Working Environment Committee to consider policies and improve the operations in order to ensure its compliance with laws related to safety at work. • Assessment of safety, occupational health, and environmental risks • Fire and evacuation drills at service stations. • Public hearing before each time construction of new service stations. • Inspection of and training on safety and environment at service stations. 	<ul style="list-style-type: none"> • Employees recognize the importance of safety and are aware of how to prevent accidents at work. 	<ul style="list-style-type: none"> • The surrounding communities are soundly safe from Company's operations. • Illnesses and losses of employees and contractors are reduced. • Road accidents are reduced.
	4 : Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship <ul style="list-style-type: none"> • Projects to develop potentials of employees at all levels. • Organize training for Company's personnel virtually and physically through in order to enhance opportunities for everyone and enable access to information and knowledge from more platforms. 	<ul style="list-style-type: none"> • Company's personnel possess professional skills and can jointly contribute to a long-term growth for the Company. 	<ul style="list-style-type: none"> • The Company's personnel have knowledge, abilities, and opportunities for career growth, which benefits living in the society.




Goal	Target	2021 Performance	Benefits to the Company	Benefits to the environment and society
	6 : Ensure availability and sustainable management of water and sanitation for all.	6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally. <ul style="list-style-type: none"> Conduct campaigns to encourage less water consumption at service stations. Measure the quality of wastewater based on wastewater treatment system control and maintenance handbook provided by the Company. Encourage less water use at service stations through the invention of water filtration project to reuse water based on the 3Rs principle (Reuse, Reduce, Recycle) by deploying the water filtration initiative at the Wang Noi 3 branch. 	<ul style="list-style-type: none"> The Company achieves the measurement standards to monitor the quality of wastewater discharged from service stations. Reduce water supply costs thanks to the reuse of water and campaigns to encourage less water use. 	<ul style="list-style-type: none"> Promote efficient use of water resources. Reduce environmental impacts on communities within the proximity of service stations, including impacts on health of employees who work at service stations.
	7 : Guarantee access to modern energy for all at affordable, reliable and sustainable prices.	7.2 Increase renewable energy ratios in the world. <ul style="list-style-type: none"> Promote the use of renewable energy through the installation of solar rooftops at service stations. 7.3 Double the global rate of improvement in energy efficiency. <ul style="list-style-type: none"> Continuously implement projects to reduce electricity consumption within the head office by cascading such effort to all employees regarding how to save energy and adequately consume electricity. 	<ul style="list-style-type: none"> Reduce electricity costs. Reduce electricity expenses. 	<ul style="list-style-type: none"> Reduce the Scope 2 greenhouse gas emissions. Promote efficient use of electricity resources
	8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	8.1 Sustain per capita economic growth in accordance with national circumstances. <ul style="list-style-type: none"> Expand the oil business by adding 21 Model A service stations to Company's portfolio, as well as achieving an addition of 41 branches of Max Camp, which is a rest area for customers and travelers. Expand the Non-oil business by adding a total of 73 gas and LPG stations to Company's portfolio. Provide product and service ordering channels by adding an official account on PT Maxnitron's e-commerce platform such as Lazada, Shopee, including the ordering platform via LINE Business Connect for pre-orders of gas, coffee, and goods from Max Mart. 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors. <ul style="list-style-type: none"> Provide financial services through e-Payment channels. Launch beauty and health products that combine the oleochemical industry with specific local wisdom to create skin care innovations. MAX Pharmacy project activates new purchase and online platforms for health consultation. MAX Service project, 24-hour emergency refueling, which can be used via online platform. 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. <ul style="list-style-type: none"> Formulate human rights policies, as well as anti-harassment and non-discrimination policies in the workplace. Promote employee training on human rights, covering issues of compliance with labor laws, anti-harassment, and non-discrimination. Ensure equitable treatment of all employees according to labor laws and related regulations such as employment, work environment, wages, working hours, holidays, safety in the workplace, etc. Analyze male and female workforce rates at all levels, including gender pay gaps. Conduct an annual employee engagement survey. Develop personnel potential at all levels. Promote career programs for persons with disabilities. Organize senior career programs. 	<ul style="list-style-type: none"> Generate revenues as consumers use services at service stations and affiliated businesses, as well as expanding purchase platforms for products and services. Build new customer bases by launching a wider variety of products and services Comply with labor laws and related regulations. Establish a strong bond with employees. Employees possess skills and knowledge that are applicable to their work to achieve the highest work efficiency. Reduce employee turnover rates. Obtain products produced by disabled persons for further use in the business. Has personnel equipped with work expertise and experiences. 	<ul style="list-style-type: none"> Consumers receive products and services that resonate with their needs and are of high quality. Unlock employment opportunities, supporting the expansion of domestic economy. Unlock employment opportunities, supporting the expansion of domestic economy. Ensure equality in employment. Company's personnel are qualified and can access learning opportunities which affect their lifestyle and quality of the society. Develop human resources to strengthen workforce that can help develop the society and the country in the long run. Offer career opportunities and alternatives while also generating income for the disabled.



Goal	Target	2021 Performance	Benefits to the Company	Benefits to the environment and society
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. (continue)</p>	<p>8.7 Take immediate and effective measures to eradicate forced labor, modern slavery, human trafficking, as well as ending child labor of all forms.</p> <p>8.8 Protect labor rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment.</p> <ul style="list-style-type: none"> Assess human rights risks throughout the business value chain, including business partners and joint venture companies. Conduct ESG Audit at key suppliers on human rights and labor. 	<ul style="list-style-type: none"> Reduce risks of non-compliance with regulations related to human rights, both domestically and internationally. Manage to set forth mitigation measures to prevent human rights violations in the workplace. 	<ul style="list-style-type: none"> Prevent human rights violation.
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>9 : Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</p>	<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure.</p> <p>9.2 Promote inclusive and sustainable industrialization.</p> <p>9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.</p> <ul style="list-style-type: none"> Develop and strengthen information system to ensure its security in order to support the e-Money business and to promote engagement of PT MAX Card members. Set a privacy protection policy order to guarantee the security of information systems used in business operations. Establish the Business Innovation and Incubation Division to create innovations in business operations of the existing industry, or introduce novelty and business opportunities to the new industries. Encourage employees to participate in the Productivity Initiatives Program and KAIZEN to innovate products, services and processes for efficient long-term work and business operations. Launched a new online "Ordering Platform" where customers can use the service via Line Business Connect 'PT Station' to enjoy new experiences with functions that facilitate the use of Company's services and products. Palm Complex Project based on zero waste concept for the production of palm oil, biodiesel and glycerin; and biomass power plants, as well as biomass gas. 	<ul style="list-style-type: none"> Information systems for efficient business operations to build confidence in information security for all groups of stakeholders. Manage costs for maximum efficiency and generate income from new business operations. Solve management problems such as reducing Service level agreement. This allows storefront staff to prepare products in advance. Increase revenue from online sales platforms. Obtain revenue sharing from the Palm Complex project. 	<ul style="list-style-type: none"> Prevent personal data leakage. More employment opportunities and support of the expansion of domestic economy. Customers enjoy convenience from increased sales platforms. Promote solutions to global warming issues by supporting the Palm Complex project in biodiesel production.
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>12 : Ensure sustainable consumption and production patterns.</p>	<p>12.7 Promote public procurement practices that are sustainable.</p> <ul style="list-style-type: none"> Risk management processes throughout the business value chain. Sustainability risk assessment of critical supplier. Provision of business ethics for supplier (Supplier Code of Conduct) and acquisition of key accounts' acknowledgement. ESG Audit at critical suppliers to guide the suppliers in developing and improving their ESG processes. Provide knowledge on sustainable business operations to suppliers through Knowledge Sharing activities. Integrate technology for further development and improvement of procurement to enhance work efficiency by providing Vendor Relationship Management System. 	<ul style="list-style-type: none"> The Company's business operations are in accordance with the goals set. Build confidence of supplier towards business operations. This helps create added value for the organization to achieve sustainable growth. 	<ul style="list-style-type: none"> Supplier can operate businesses that are environmentally sound and socially friendly.
 <p>13 CLIMATE ACTION</p>	<p>13 : Take urgent action to combat climate change and its impacts.</p>	<p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, and impact reduction.</p> <ul style="list-style-type: none"> Prepare Climate Change Risk and Opportunity Analysis Report based on the principles of Task Force on Climate-Related Financial Disclosures (TCFD). Solar roof top installation project at service stations. Calculation and preparation of Scope 1-3 greenhouse gas emission reports (Carbon Footprint for Organization) for headquarter, oil depots, and transportation fleets. 	<ul style="list-style-type: none"> Able to formulate mitigation measures to cope with climate change and deal with situations that potentially occur in the future. Reduce electricity costs for the Company as it becomes more reliant on clean energy. 	<ul style="list-style-type: none"> Reduce the amount of Scope 2 greenhouse gas emissions.



Goal	Target	2021 Performance	Benefits to the Company	Benefits to the environment and society
 <p>15 : Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>	<p>15.2 Promote the implementation of sustainable management of all types of forests, restore degraded forests and substantially increase afforestation and reforestation.</p>	<ul style="list-style-type: none"> Implement PT Creating lung for community activity under the PT volunteer camp “We Care, Leave No one Behind”, supporting environmental conservation through planting trees within the surrounding communities of oil depots. Organize CSR project such as Pleasant Environment for Youths, Livable Environment, Recycled Robe Offering, etc. 	<ul style="list-style-type: none"> Strengthen the relationship and unity between the Company and the community. 	<ul style="list-style-type: none"> Expand green areas to help absorb carbon dioxide. Reduce the amount of waste and prevent, conserve, restore resources that have been spoiled by waste.
 <p>16 : Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	<p>16.5 Substantially reduce corruption and bribery in all their forms.</p>	<ul style="list-style-type: none"> Assessment of corruption risks in each business group. Renewal of membership of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) for the 3rd time. Communicate business ethics to supplier (Supplier Code of Conduct) and have it signed by critical tier 1 supplier for acknowledgment. Communicate about the use of No Gift Policy to suppliers during important occasions and events. Whistleblowing mechanisms that do not contribute to negative impacts to the informants or whistleblowers. 	<ul style="list-style-type: none"> Reduce risks of corruption in the organization. Build confidence among suppliers in business operations. 	<ul style="list-style-type: none"> Reduce corruption in society, both in public and private sectors. Supplier can operate their business with transparency and minimize corruption. This is to promote anti-corruption in society.
<p>16.6 Develop effective, accountable and transparent institutions at all levels</p>	<ul style="list-style-type: none"> Organize management structure that is associated with corporate governance as well as entrusting the Corporate Governance Committee to supervise the operations of the Group, in line with the good corporate governance principles. 	<ul style="list-style-type: none"> Strengthen effective, transparent, and accountable good corporate governance management. 	<ul style="list-style-type: none"> Reduce ESG risks that affect the environment, society, and corporate governance. 	
<p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.</p>	<ul style="list-style-type: none"> Corporate risk management according to the COSO-ERM 2017 risk management framework, which is in line with Company’s good corporate governance principles. Risk assessment at the organizational and department levels including ESG risk management. Assessment of emerging risks that affect business operations. Preparation of preventive and preparedness plans for crisis management along with a business continuity management system. 	<ul style="list-style-type: none"> Able to manage corporate risks to an acceptable level. Ensure good management in times of crisis. Build confidence among stakeholders to ensure business continuity. Able to consistently conduct business under crisis or emergency situations. 	<ul style="list-style-type: none"> Reduce ESG risks that affect the environment, society, and corporate governance. 	



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