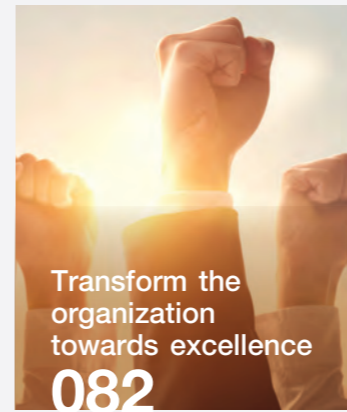




Boundless Opportunity  
through  
Digital World





About this report  
**003**

Message from the President and Chief Executive Officer  
**006**

Summary of Key Sustainability Performance in 2022  
**008**

About PTG  
**010**

PTG and Sustainability Management  
**020**

Good Corporate Governance  
**033**

Business Code of Conduct and Anti-Corruption  
**040**

Risk and Crisis Management  
**044**

Cybersecurity  
**052**

Inspire and enable value-added experiences throughout the supply chain  
**059**

Business and Social Innovations  
**060**

Customer Relationship and Responsibility Management  
**068**

Supply Chain Management  
**074**

Transform the organization towards excellence  
**082**

Human Resources Management  
**084**

Occupational Safety and Work environment  
**102**

Human Rights  
**112**

Engage and Co-create value with society and the environment  
**121**

Social and Community Responsibility  
**122**

Climate Change Management  
**132**

Environmental Management  
**138**

Award and Recognition  
**148**

Sustainability Performance Data  
**150**

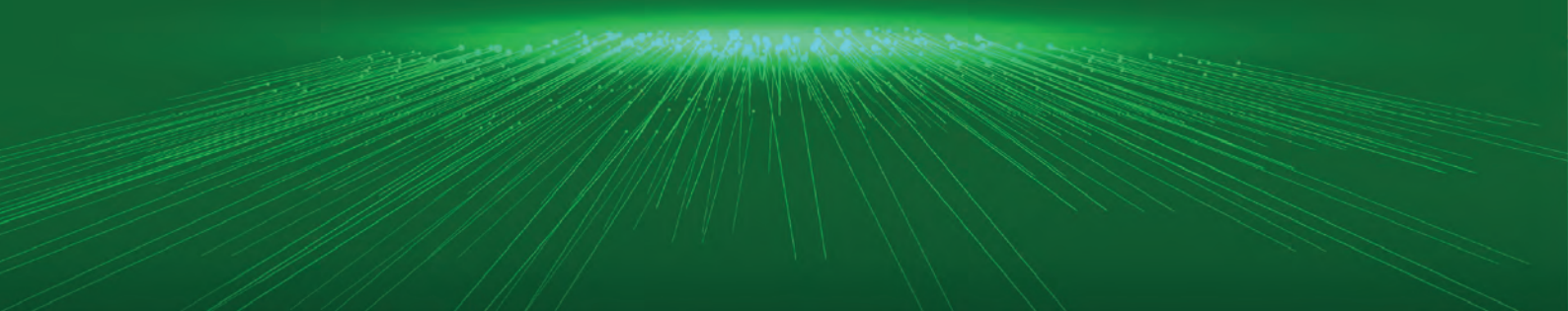
GRI Content Index  
**162**







To Support the  
**Health** and  
**Well-Being**  
of Communities



# About This Report

PTG Energy Public Company Limited (PTG) has prepared this sustainability report for the fourth 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, 2022, and December 31, 2022.

## Report Preparation Guideline

The 2022 Sustainability Report employs the core of the Global Reporting Initiative Standards (GRI Standards 2021) and GRI 11: Oil and Gas Sector 2021. The performances are presented 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 2022 Sustainability Report outlines the materiality issues of sustainability guided by the GRI Standards using surveys completed by all stakeholders via Company's engagement channels. This report covers the performance of companies in petroleum and retail businesses, LPG business, petroleum transportation and logistics, food and beverages, auto service and maintenance center, 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 Logistics Co., Ltd. (PTGLG), PunThai Coffee Co., Ltd., GFA Corporation (Thailand) Co., Ltd., Max Card Co., Ltd. (MAX), Max Solution Service Co., Ltd. (MSS), BPTG Co., Ltd. (BPTG), PPP Green Complex Co., Ltd. (PPP), Siam Autobacs Co., Ltd. (SAB).



## Approval of the Report

The information disclosed in the 2022 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 depots, fleet offices, the head office and gas stations are planned to be certified by Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) within May 2023. 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:  
Corporate Governance and Sustainability Department

PTG Energy Public Company Limited  
90 CW TOWER A (33rd Floor),  
Ratchadaphisek Road, Huay Kwang,  
Huay Kwang, Bangkok 10310  
Tel: +66(0) 2168-3377, +66(0) 2168-3388  
E-mail: sd@pt.co.th

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](http://www.ptgenergy.co.th).

## Readers' Opinion Survey Form:



Readers can scan the QR code given to provide suggestions or opinions towards the 2022 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
<b>Fuel Business and Retail Business</b>											
1	PTG Energy Pcl.	100.00	✓	✓	✗	✓	✓	✓	✓	✓	✓
2	Petroleum Thai Corporation Co., Ltd.	99.99	✓	✓	✓	✓	✓	✓	✓	✓	✓
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									
8	BPTG Co., Ltd.	59.99									✓
<b>LPG Business</b>											
9	Atlas Energy Pcl.	99.99	✗	✗	✗	✗	●	✗	✗	✓	✓
10	Olympus Oil Co., Ltd.	99.99	✗	✗	✗	✗	●	✗	✗	✓	✓
<b>Renewable Energy Business</b>											
11	PPP Green Complex Pcl.	40.00									✓
12	PTG Green Energy Co., Ltd.	99.99									
13	Palangngan Pattana 5 Co., Ltd.	50.99									
14	Max Venture Co., Ltd.	99.99									
<b>Food and Beverage Business</b>											
15	Punthai Coffee Co., Ltd.	99.99	✗	✗	✗	●	●	●	✗	✓	✓
16	GFA Corporation (Thailand) Co., Ltd.	99.99	✗	✗	✗	●	●	●	✗	✓	✓
17	Jitramas Co., Ltd.	99.99									
18	Greenovate Co., Ltd.	24.00									
<b>Logistics and Warehouse Business</b>											
19	PTG Logistics Co., Ltd.	99.99	✓	✓	✗	✓	✓	✗	✓	✓	✓
20	AMA Marine Pcl.	24.00									
21	Threesixty Supply Chain Company Limited	14.29									
<b>System and Equipment Management Business</b>											
22	Empire Service Solution Co., Ltd.	60.00									
23	Innoligent Automation Co., Ltd.	59.99									





No.	Company	% Equity	Energy	GHG Emission	GHG Reduction	Water	Waste Water	Air Emission	Waste	OHS	Human Rights
<b>Auto Care Services Business</b>											
24	Siam Autobacs Co., Ltd.	76.52									✓
<b>Electronic Money (e-Money) Business</b>											
25	Max Card Co., Ltd.	99.99									✓
26	Max Solution Service Co., Ltd.	99.96									✓
27	MAX Me Corp Co., Ltd.	99.97									
28	Maxbit Digital Asset Co., Ltd.	35.00									

## Symbols

Companies that disclose their sustainability performances in the 2022 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.
- ✗ 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)**

**Chief Executive Officer  
and President  
PTG Group**

## Message from the CEO

As the today's world is borderless, where technology and the Internet contribute to a great influence on daily life, the PTG Group is committed to developing our business, transforming the digital crisis into opportunities to create business sustainability and getting prepared for the era of borderless industry. Amidst changes and shift in businesses nowadays, the organization needs to adapt and keep up with the uncertain environments, as well as challenges posed by global energy price fluctuation and unpredictable external factors. These all combined result in the energy business facing critical changes. Alternative energy becomes a new consumption trend. People start to explore clean energy from natural sources for electricity generation while, at the same time, vehicles transition to electric formats makes PTG to reconsider its business strategies, transforming the business from Oil-based and Non-Oil to a co-created ecosystem. This is a networking approach through collaboration with others. By this, we shall build on the strengths of both to innovate new things. These businesses will be in line with the 'megatrends' of the future world, with an aim to provide everyone with a 'well-being' life in all aspects and further sustainably grow the business. This new ecosystem will drive the

performance of the Company's Non-Oil business to go beyond its oil counterpart by 2026. Besides, it will also fortify the existing businesses of "PTG" and ensure a greater lifestyle of customers through their use of products and services under the PTG network, which are supplied by internal and external alliances in the management model of co-created ecosystem. PTG will strategically transform into a digital platform to create added value for customers and facilitate their accessibility, as well as to connect with other services. PTG has developed a mobile application called 'Max Me,' which is a lifestyle application for members, consisting of financial services, e.g., e-wallets, e-payments, insurance, loans and wellness, etc.

In this regard, PTG's operations have been in accordance with corporate sustainability strategies, which are to deliver decent and valuable experiences throughout the supply chain (Inspire & Enable), to drive the organization towards excellence (Transform), and to create value for society and the environment (Engage & Co-create) on the foundation of good corporate governance. The Company prioritizes building relationships with and promoting good quality of life for society





and communities, as well as mitigating environmental impacts through the strategies of creating shared values with society and the environment. PTG aims at enhancing the satisfaction level of the community and participating in improving the quality of life of people in 100 communities by 2024 through the implementation of the PT Volunteer Camp project. As for last year, the Company was awarded with the 2022 CSR of the Year thanks to the key activity of “PT Good Eyesight Community,” which is an activity that promotes health and well-being of people in the community. In such an activity, PT provided vision measurement and knowledge about eyes and eyesight to the elderly. Up to the present, the Company has given glasses to over 2,700 elderly persons to ensure that they can have an improved quality of life and sustainably apply the knowledge they gained in daily life. Moreover, the Company has fostered PTG personnel with a corporate culture of public contributions. There are PT Ambassadors to cascade knowledge about safety, accident recovery, and emergency management for the surrounding communities.

In addition, due to the economic recession, fruit markets could not accommodate all fruits supplied to the market, resulting in fruits being oversupplied and lower prices. Noticing that, PTG worked in collaboration with the Department of Internal Trade, Ministry of Commerce, to subsidize agricultural products and further distribute them directly as a thank-you gift for customers in the “PTG helps Thai Farmers” project. With this solution, it mitigated the problems of oversupply and low prices, enabling the farmers to sell their produce at a fair and acceptable price. Moreover, it processed agricultural products or used them as raw materials for drinks served at Punthai Coffee. As a result, on top of providing fuel of quality, the Company also generated incomes for the farmers.

In addition, in 2022, PTG signed a Memorandum of Understanding (MOU) with the Faculty of Commerce and Accountancy, Chulalongkorn University, or CBS, as well as sponsoring the launch of CBS Cafe by Punthai and CBS Mart by Max Mart, which were considered pilot projects and a successful partnership between PTG and CBS in promoting and enhancing business administration learning potential for students, equipping them with business management skills, that is, to build a business along with learning courses taken. With the two stores, students will be able to engage in actual practices and practically develop their skills, which can be further leveraged for other businesses in the future.

In part of environmental protection, in order to promote the use of renewable energy and lessen greenhouse gas

emissions, the Company has cooperated with the Electricity Generating Authority of Thailand establishing EleX by EGAT — EV charging station, in 35 gas stations and plans to extend the EV installation to 155 stations nationwide by 2026. PTG also signed a contract for the construction and management of a community-based solid waste disposal project to generate electricity. This project improved hygiene, the environment, and well-being of surrounding communities by cutting the amount of accumulated waste, reducing impacts caused by unpleasant odors and wastewater, as well as catering over 100 employment and job opportunities.

With our commitment to conducting the business under sustainable development in 3 dimensions, i.e., the environment, society and corporate governance, or ESG, PTG is able to attain its goals and build trust among domestic and international stakeholders. Examples are as follows:

- Received SET Awards 2022 in the category of Rising Star Sustainability and was included in the list of Thailand Sustainability Investment (THSI) for the fifth consecutive year by the Stock Exchange of Thailand.
- Acknowledged with 5 stars, or at the level of Excellence, in the Corporate Governance Report of Thai Limited Companies (CGR) for the sixth consecutive year and received ASEAN Corporate Governance Award in the category of ASEAN Asset Class Publicly Listed Companies for the first year under the corporate governance assessment. This reflects its leadership in corporate governance at the regional level, as the Company takes into account social and environmental responsibility.
- Received an award for “2022 Human Rights Role Model” in the category of large business organization as an organization that conducts the business based on human rights principles and serves as a good role model in fostering respect towards others. It is an award of pride in the spirit of true adherence to human rights.
- Received ASEAN Business Award 2022 in the category of Skill Development from the ASEAN Business Advisory Council, Cambodia, and Best Companies to Work For in Asia 2022 from HR Asia Awards for the second consecutive year.

As the Chief Executive Officer and President of the PTG Group, I would like to extend my appreciation to our shareholders, customers, business partners, as well as stakeholders of all sectors, for your continued support. PTG will preserve our commitments to striving the business and responding to consumer needs to achieve the goal of connecting everyone to the opportunity of “well-being” in all aspects of life by focusing on Non-Oil business as the key driver for the Company’s future growth.



# SUMMARY OF KEY SUSTAINABILITY PERFORMANCE IN 2022

### Good Corporate Governance

- Achieved **95%** in CGR assessment and was in the "Excellent" tier.
- Received ASEAN Corporate Governance Award in the category of ASEAN Asset Class Publicly Listed Companies for the first time.
- 0** significant complaint for corruption lodged through the provided whistleblowing mechanisms.

### Deliver decent and value-added experiences throughout the supply chain

- 11** innovative products and services have been materialized through invention and implementation.
- Customer satisfaction achieved **83%** as rated by DODO operators and **92.87%** as rated by end-users.
- Reduced project expenses have enhanced the process performance of **15** million baht.
- A knowledge sharing activity on ESG with **15** suppliers joining.

### Engage and co-create value with society and the environment

#### Society

- Achieved **94.63%** in CGR assessment and was in the "Excellent" tier.
- Employee volunteering time during paid working hours is equivalent to **271,257** hours.
- Contributed **72** million baht to farmers' income by acquiring their agricultural produce.
- 3** million baht for employment of people with disabilities and **15.2** million baht for the elderly.
- 140** million baht of total in-kind and monetary donations.
- 4,500** trees planted through PT volunteer camp: "We care, leave no one behind".

### Transform the organization toward excellence

#### Safety

- Lost Time Injury Frequency Rate (LTIFR) per one million work hours: Employees: **0.69**, Contractors: **0.80**
- Occupation Illness Frequency Rate (OIFR) per one million work hours: Employees: **0**

#### Human Rights


- No complaints regarding human rights violation.
- 100%** of business activities throughout the value chain has been assessed to identify human rights risks.
- Received the 2022 Role Model Organization Award on Human Rights.
- 18.75%** of business activities indicate a high level of human rights risk.

#### Human Resources

- 386,241** hours of employee training in total.
- 70%** employee engagement score.

#### Environment

- time of significant oil and chemical spills (i.e., over 100 barrels/time): **0** barrels/time.
- 4,459.63** metric tons of carbon dioxide equivalent GHG reduction.
- The average electricity consumption per capita (kWh/person) of the head office decreased by **18.73%** from the base year.
- Proportion of water used to oil sold through oil depots (cubic meter/liter) decreased by **45.02%** from the base year.
- 100%** of waste and hazardous waste have been disposed of properly.
- Circularity: **0.42** tons of waste at service stations were recycled under the reCycle Drop Point project.







## 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 services to fulfill happiness and quality of life for everyone.

### Values

**B**

**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.

**E**

**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 to the 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.

**S**

**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.

**T**

**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 33<sup>rd</sup> Floor, Ratchadaphisek Road, Huay Kwang, Huay Kwang, Bangkok 10310

**Main Website :** www.ptgenergy.co.th

**President :** Mr. Pitak Ratchakitprakarn

**Numbers of Employees :**

19,873 persons (As of December 31, 2022)

**Organizational Membership (GRI 102-13)**

- 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**

1. Oil and retail business
2. LPG business
3. Renewable energy business
4. Logistics and warehouse business
5. System and equipment management business
6. Food and beverage business
7. Auto care services business
8. 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 (as the sales volume of gas at Pak Phanang Oil Depot, Nakhon Si Thammarat Province, was not considerably high, the operation in such area was ceased). 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 2,231 service stations under the PT trademark, categorized into 1,891 Company Owned Company Operated (COCO) stations and 340 Dealer Owned Dealer Operated (DODO) stations.

### Bangkok and Vicinity

238 service stations including  
 - 197 COCO stations  
 - 41 DODO stations

#### Head Office

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

### Central Region

168 service stations including  
 - 126 COCO stations  
 - 42 DODO stations

#### Mae Klong Oil Depot and Fuel Oil Testing Lab

Capacity: 113.69 million liters  
 88 Moo 1, Vithan-Vithi Road, Bang Chakrang Sub-district, Mueang District, Samut Songkhram Province, 75000

#### Nakhon Sawan Oil Depot Capacity: 6.65 million liters

74 Moo 8 Munghuk Sub-district, Pauhakiri District, Nakhon Sawan Province 60130

#### Phitsanulok Oil Depot Capacity: 7.69 million liters

76/4 Moo 2 Phitsanulok Road, Bungpra Sub-district, Phitsanulok Province 65000

#### Nong Kae Oil Depot Capacity: 5.30 million liters

6 Moo 9, Pahonyothin Road, Nong Khai Nam Sub-district, Nong Khae District, Saraburi Province, 18140

### Northeastern Region

577 service stations including  
 - 558 COCO stations  
 - 19 DODO stations

#### Surin Oil Depot Capacity: 6.2 million liters

165 Moo 6 Sumrong Sub-district, Mueang Surin District, Surin Province, 32000

#### Pak Thong Chai Oil Depot Capacity: 12.52 million liters

333 Moo 12, Ngiew Sub-district, Pak Thong Chai District, Nakhon Ratchasima Province, 30150

#### Nam Pong Oil Depot Capacity: 7.69 million liters

291 Moo 1, Mittraphap Rd., Khud Namsai Sub-district, Nam Phong District, Khon Kaen Province, 40310

### Northern Region

491 service stations including  
 - 375 COCO stations  
 - 116 DODO stations

#### Lampang Oil Depot Capacity: 3.87 million liters

102 Moo 10, Pong Saen Thong Sub-district, Mueang Lampang District, Lampang Province, 52100

### Western Region

265 service stations including  
 - 229 COCO stations  
 - 36 DODO stations

### Eastern Region

277 service stations including  
 - 196 COCO stations  
 - 81 DODO stations

#### Sriracha Fleet

192/105 Moo 5 Nong Kham, Sriracha, Chon Buri Province 20230

### Southern Region

215 service stations including  
 - 210 COCO Stations  
 - 5 DODO Stations

#### Chumpon Oil Depot Capacity: 26.54 million liters

167 Moo 1, Tha Yang Sub-district, Mueang, Chumpon District, Chumpon Province, 86120

#### Pak Phanang Oil Depot Capacity: 19.80 million liters

96/5 Moo 4 Pak Phanang Fang Tawantok Sub-district, Pak Phanang District, Nakhon Si Thammarat Province 80140





Procurement

Transportation  
(Inbound-Outbound)

Storage

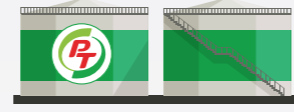
Marketing and Services



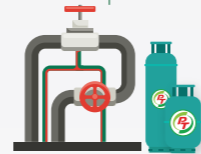
Natural Gas Procurement



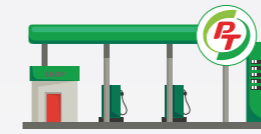
LPG Transportation



Gas Depots



Gas Filling Plants



LPG Stations (COCO)



Gas Filling Plant Group



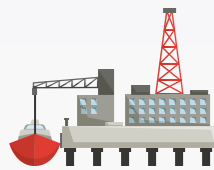
Manufacturer Group



LPG Customer Group



Household Gas Shop (COCO)



Oil Procurement



Oil Transport



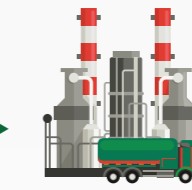
Oil Depots



DODO Operators and Dealers



PT Service Stations



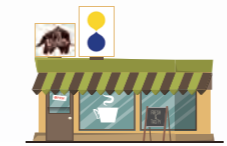
Other Jobbers and Customers



Auto Maintenance Services



Convenience Stores



Foods and Beverages



Foods and Beverages Franchisees

Raw Material and Supplies Procurement for Retail Business



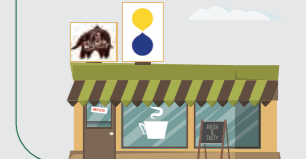
Raw Material Transport



Distribution Warehouse



# PTG's Business Value Chain

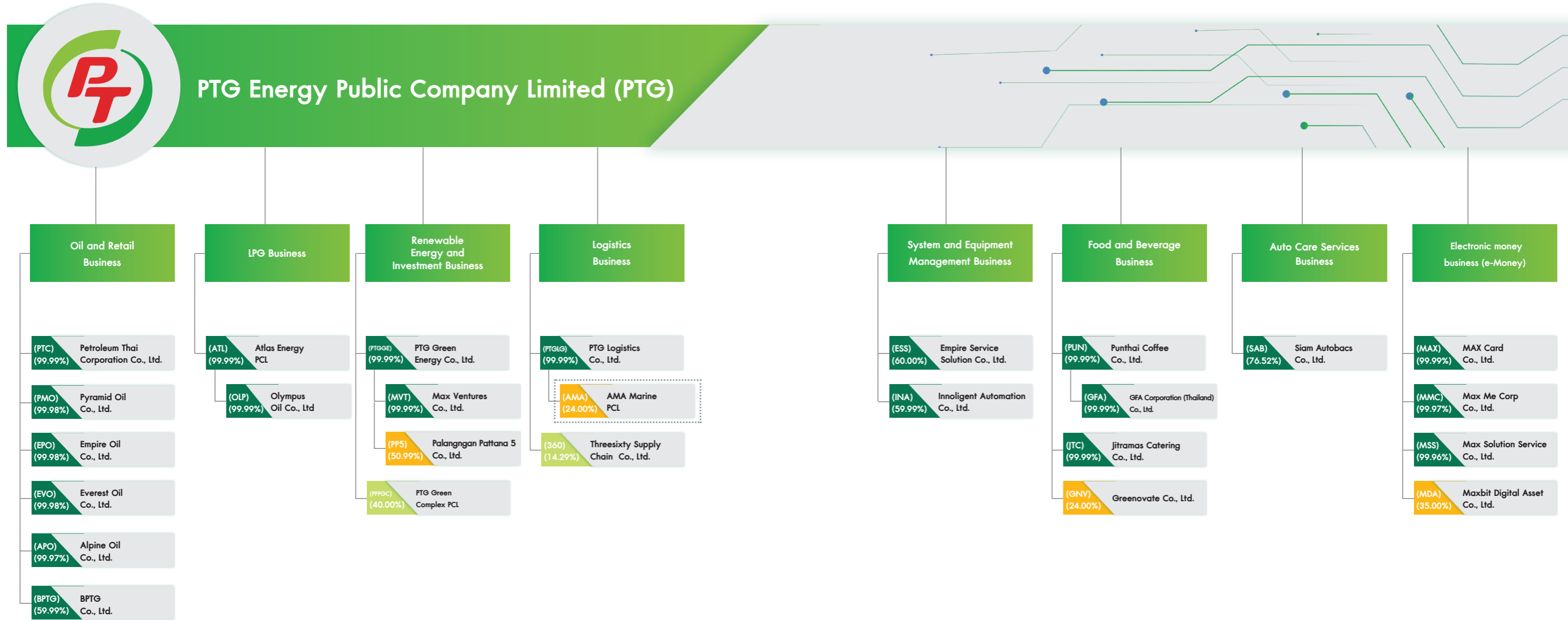


Individuals/  
Consumers

# Shareholding Structure of PTG Energy PCL

## Shareholding Structure of PTG Energy PCL

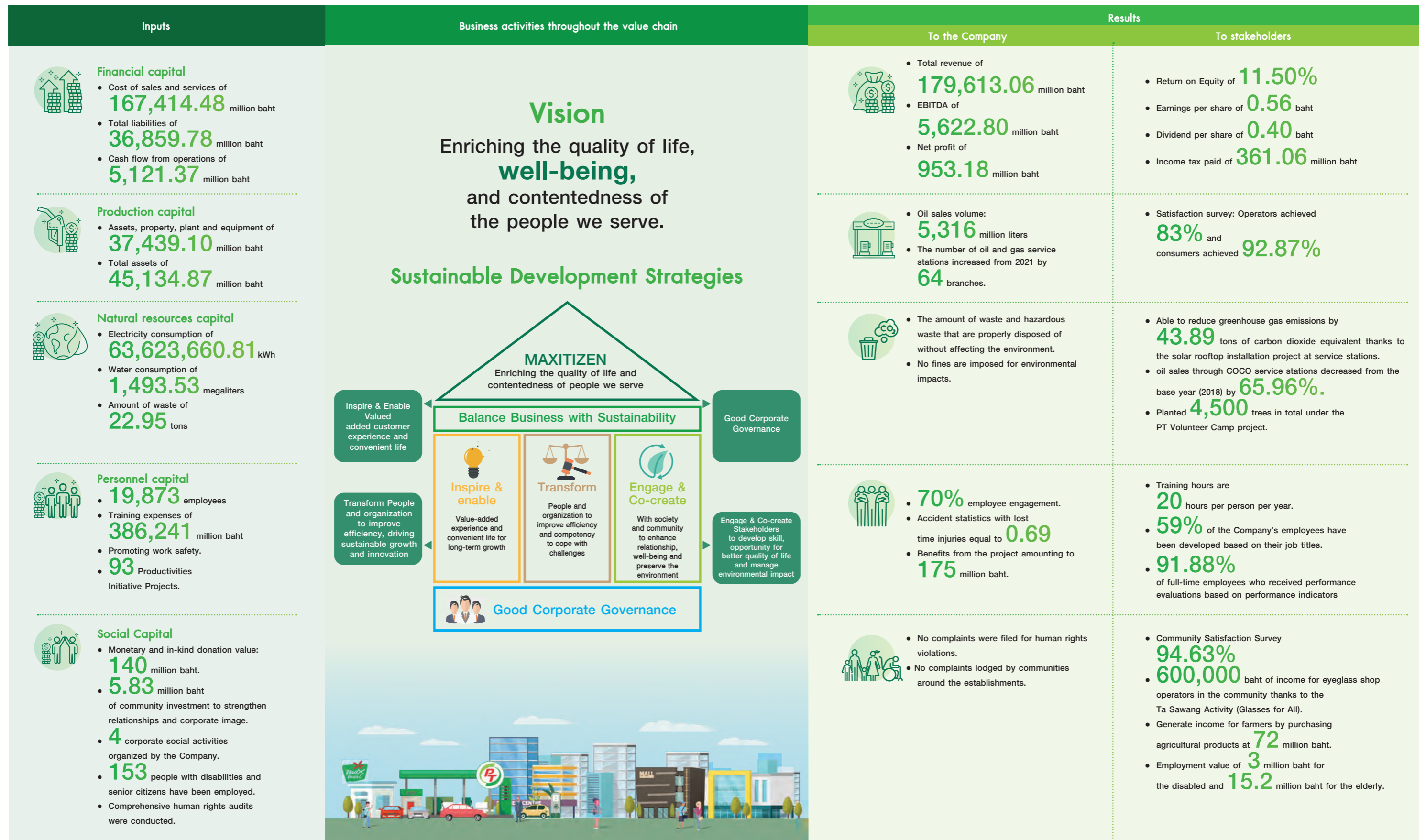
(as of December 31, 2022)



- = Subsidiaries
- = Associate
- = Joint venture
- = The company was listed on the Stock Exchange of Thailand



# Creation of Shared Business Value



# PTG AND SUSTAINABILITY MANAGEMENT

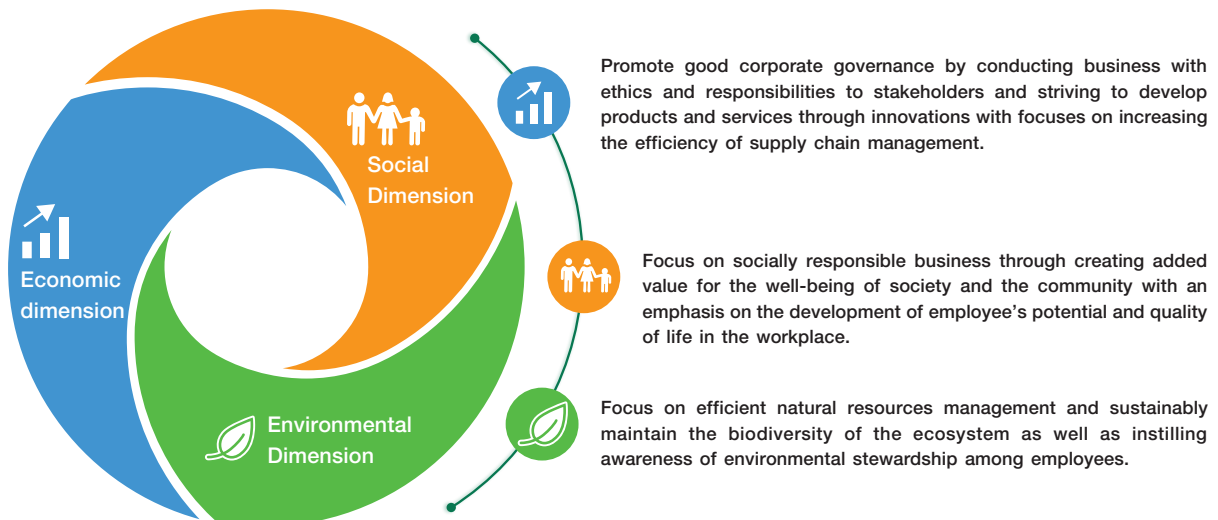
## Sustainability Steering Structure

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

- **Corporate Governance Committee** consists of independent committee members who are responsible to consider, render advice, determine 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 Chief Executive Officer and President, and senior executives from various departments, namely the Corporate Communications Department, the Procurement Department, the Safety and Environment Department, the Corporate Governance Department, the System Management and Quality Assurance Department, the Information Technology Department, the Legal Department, and the Office of Transformation and Innovation Division. This working group is responsible for promoting good corporate governance and driving sustainability management by aligning its strategies and sustainability plans with business strategies and the direction of the organization.



## Sustainability Management Policy

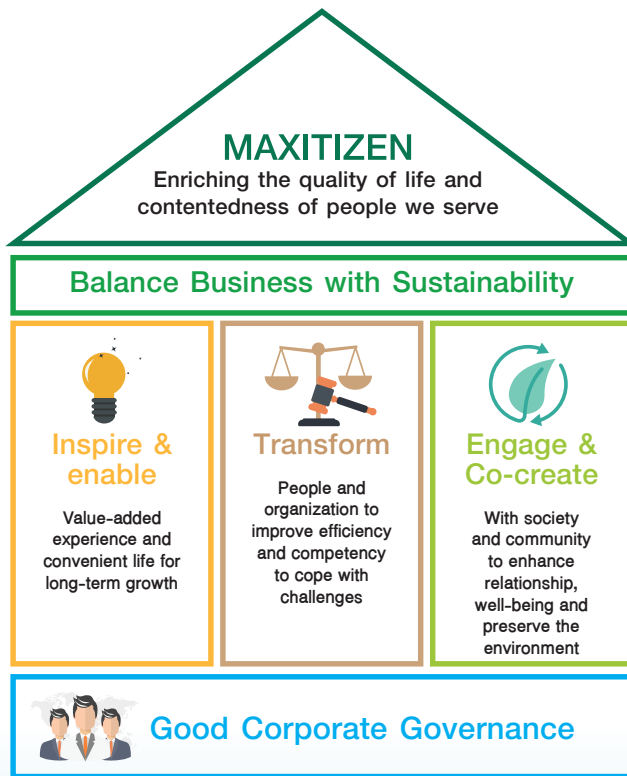


PTG realizes the importance of responsible business operations and takes into account all groups of stakeholders. Thus, the Company combines its commitment to developing a sustainable business with its operational strategy to emphasize efforts of securing the balance between operations for economic, social, and environmental development. The Company has announced and enforced a sustainability management policy in line with the United Nation Sustainable Development Goals (UN SDGs) as a framework for developing sustainable operational efficiency throughout the supply chain while also raising awareness of employees about their participation in driving the organization toward sustainability. In this regard, PTG reviews the policy on an annual basis to improve its operations and ensure that they reflect the shifting business trends amidst emerging challenges.





## Corporate Sustainability Strategy



### Good Corporate Governance

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

### 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 the for society and communities, as well as preserve the environmental.



The Company has cascaded its sustainability management policy throughout the organization, with short-/long-term goals and a clear direction of sustainability practices being set, in order 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	2022 Achievements	Connection with SDGs	
 <b>Good Corporate Governance</b>	 Focus on building a culture of responsible, transparent, and auditable business operations.	<ul style="list-style-type: none"> <li>Maintain the “Excellent” level based on the Corporate Governance Report of Thai listed companies (CGR) assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Received a corporate governance survey score of 95%, considered in the “Excellent” tier and the top quartile among the companies that have a market value of over 10,000 million baht.</li> </ul>	 16.5 16.6
 <b>Inspire and enable value-added experiences throughout the supply chain</b>	 Focus on creating a new, comfortable, and decent experience for stakeholders to achieve long-term business growth.	<ul style="list-style-type: none"> <li>Become the top-of-mind brand. According to satisfaction surveys completed by DODO operators and end-users, PTG achieved &gt; 80% and &gt;90% respectively in 2022.</li> <li>Work in collaboration with startups for at least 5 projects.</li> <li>Able to generate income from scaling up innovative projects.</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction surveys completed by DODO operators 83% and end-users 92.87%.</li> <li>5 projects conducted in collaboration with startups.</li> <li>Income generated by innovative projects accounts for 41.1 million baht.</li> </ul>	 8.1 8.2   9.2 9.4
 <b>Transform the organization toward excellence</b>	 Focus on creating an accident-free environment at work   Respect human rights   Develop potential and employee engagement to support business growth   Focus on creating process innovation to accommodate changes and new challenges	<ul style="list-style-type: none"> <li>Zero accident and no fatalities at work</li> <li>18 training sessions for employees on human and labor rights in 2022.</li> <li>0 complaints and prosecution with respect to violations of human rights.</li> <li>&gt;50% of employees attended potential development in 2022.</li> <li>Employee Engagement Survey &gt; 78% in 2022.</li> <li>191 projects to increase work efficiency in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Employee mortality case 1 (no contractor mortality), LITFR of employees 0.69, contractors 0.80 and OIFR of employees 0*</li> <li>38 training sessions for employees on human and labor rights.</li> <li>No complaints and prosecution with respect to violations of human rights.</li> <li>59.50% of employees have been developed based on their job position.</li> <li>Employee Engagement Survey 70%</li> <li>Number of projects to increase work efficiency 238 projects.</li> </ul>	 3.5 3.6   4.4   8.2 8.5 8.7 8.8
 <b>Engage and co-create value with society and the environment</b>	 Focus on building relationships with and encouraging acceptance of the community   Aim at building partnerships with communities to improve the quality of life   Manage climate change   Improve operational eco-efficiency	<ul style="list-style-type: none"> <li>Community satisfaction survey achieved 90% in 2022</li> <li>At least one new shared value creation project is initiated, which can generate tangible returns to the community by 2023.</li> <li>Social Return on Investment (SROI) ratio of the community-based value creation projects is equal to more than 1:1 by 2027.</li> <li>Able to set the targets of corporate GHG reduction by 2023.</li> <li>Reduce GHG emissions through the solar rooftop installation project at service stations by 6,794 metric tons of carbon dioxide equivalent within 2027.</li> <li>0 time of significant oil and chemical spills (i.e., over 100 barrels/time).</li> <li>Average electricity consumption per capita at the head office decreases by 10% from the base year (2019) in 2021.</li> <li>The proportion of electricity cost to oil sold through service stations and fuel depots (kWh/liter), as well as the proportion of water used to oil sold through oil depots (cubic meter/liter), reduced by 5% from the base year in 2021.</li> </ul>	<ul style="list-style-type: none"> <li>94.63% achieved in the Community Satisfaction Survey 2022.</li> <li>Develop a project implementation plan based on the concept of creating shared value with the communities. There have been local visits and discussion with the people in the focused areas to jointly develop further projects in 2023 and to measure the social returns on investment.</li> <li>Collected greenhouse gas data under Scopes 1-3 at the head office, oil depots, transportation fleets, and gas stations.</li> <li>Reduced greenhouse gas emissions by 43.89 tons of carbon dioxide equivalent thanks to the installations of solar rooftops at service stations.</li> <li>0 time of significant oil and chemical spills (i.e., over 100 barrels/time).</li> <li>The average individual electricity consumption in the head office decreased by 18.73 % from the base year</li> <li>The proportion of electricity to oil sold through oil depots decreased from the base year (2019) by 26.21%; the proportion of electricity to oil sold through COCO service stations decreased from the base year (2018) by 65.96%; and the proportion of water used to oil sold through oil depots decreased from the base year (2020) by 45.02 %</li> </ul>	 1.4   3.4   6.3   7.2 7.3   12.2 12.4 12.5   13.1 13.2 13.3   15.2

Remark: \*The work scope covers only PTG, PTGLG, PUN, GFA, OLP, and ATL.



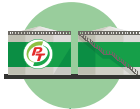

























## Stakeholder Participation

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

1. Identify stakeholders who are important to the business by considering the relationship of the 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 appropriately engage with each stakeholder group.
3. Rate stakeholders based on the 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 Governance Working Group and the Corporate Governance Committee for further consideration and approval.

## Business Value Chain

Stakeholders	 Procurement	 Transport	 Storage	 Marketing and Services
 Customers				
 Employees				
 Suppliers				
 Community				
 Shareholders				
 Government agencies				
 Financial institutes				

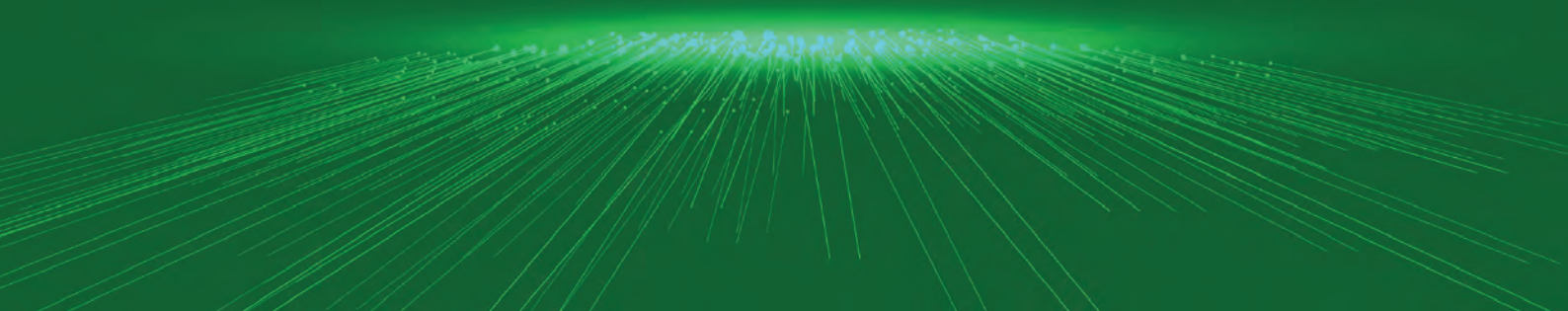
## Stakeholder Engagement Approaches

PTG conducted a survey to acquire opinions of stakeholders toward corporate sustainability and collect data for further analysis and improvement of its business strategies to fulfill the expectations of all groups of stakeholders. The Company has considered different issues and assigned relevant departments to develop operational capabilities and create engagement with stakeholders through various channels and activities as follows:












To Increase  
**Opportunities**  
with Our  
Communities







	 <b>Customers</b>	 <b>Employees</b>	 <b>Suppliers</b>	 <b>Community</b>	 <b>Shareholders</b>	 <b>Government agencies</b>	 <b>Financial institutes</b>
Channels for Engagement	<ul style="list-style-type: none"> <li>Customer satisfaction survey and customer visits.</li> <li>Receive complaints through Call Center (1614) and social media such as Facebook and PT Max Reward mobile application.</li> </ul>	<ul style="list-style-type: none"> <li>Employee Engagement Survey.</li> <li>Meetings of the Human Resources Committee, the Welfare Committee, and the Safety Committee.</li> <li>Assessment of monthly salaries, compensation, and reviews of the salary structure.</li> <li>Employee satisfaction surveys.</li> <li>CEO Talk Activity.</li> <li>Chit Chat Activity.</li> <li>Complaint lodgment via Call Center (1614).</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with suppliers/contractors and visits to suppliers' establishments.</li> <li>ESG audit at suppliers' establishments.</li> <li>Complaint lodgment via Call Center (1614).</li> </ul>	<ul style="list-style-type: none"> <li>Surrounding community surveys to identify their needs.</li> <li>Community relations activities and CSR projects.</li> <li>Emergency drills with the surrounding communities.</li> <li>Complaint lodgment via Call Center (1614).</li> </ul>	<ul style="list-style-type: none"> <li>Annual General Meeting of Shareholders.</li> <li>Analyst Meetings and Business Visits for Analysts</li> <li>Quarterly operating results announcement</li> <li>Domestic and international roadshow</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Meetings with representatives from financial institutes.</li> <li>Completed company surveys conducted by financial institutions.</li> </ul>
Expectations of Stakeholders	<ul style="list-style-type: none"> <li>To receive products and services of the right quality and quantity with on-time delivery.</li> <li>To receive high quality services, which meet the required standards that are safe for their life and property.</li> </ul>	<ul style="list-style-type: none"> <li>Income, compensation, and benefits.</li> <li>Work safety.</li> <li>Employee development and advancement.</li> <li>Business growth and its operational performance.</li> <li>Technology upgrades to maximize work performance.</li> </ul>	<ul style="list-style-type: none"> <li>Transparent, equitable, and compliant procurement.</li> <li>On-time goods and service payment.</li> </ul>	<ul style="list-style-type: none"> <li>Eco-friendly operations in respect of safety and neighborhood safety.</li> <li>Improvement of life quality, income, knowledge sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Return on Stock Price, Dividend, and Equitable Treatment of Shareholders.</li> <li>Long-term Business Growth and Success.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with applicable rules, regulations, laws, and policies.</li> <li>Work ethics and transparency in business operations.</li> <li>Cooperation and communications with government sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with terms and conditions stipulated in contracts, including rules issued by relevant supervisory authorities.</li> <li>Adhere to work ethics and transparency in business operations.</li> </ul>
Key Achievement	<ol style="list-style-type: none"> <li>Already launched 64 branches of PT and gas service stations.</li> <li>Expanded EV Charger stations to 35 locations.</li> <li>Upgraded service quality by launching a PT Service Master project, which offers an assistant service where customers can seek advice, have their problems solved, and boost their satisfaction.</li> <li>Organized co-promotions with partners and affiliated businesses continuously.</li> <li>Prepared data-driven projects to increase monthly sales, as well as prioritizing sales channels.</li> <li>Organized regional seminars for gas station operators.</li> <li>Developed new product segments other than engine oil, e.g., brake fluid, distilled water.</li> <li>Managed commercial retail spaces by allocating more tenants to potential service stations.</li> <li>Encouraged key customers' revisits by offering special promotions.</li> <li>Analyzed consumer usage data divided by customer segments to create marketing campaigns that respond to the needs of each group in a semi-automatic manner.</li> <li>Developed programs through digital channels to facilitate participation in marketing activities, or self-access to their own information via, e.g., LINE, Website, Mobile Application, which focus on creating decent customer experiences that will contribute to customer engagement in the future.</li> <li>Strengthened brand awareness by creating contents to communicate with consumers.</li> <li>Emphasized and communicated work safety issues in service stations to prevent accidents of all visitors.</li> </ol>	<ol style="list-style-type: none"> <li>Provided knowledge management resources to the headquarters and operating units of each business.</li> <li>Applied a 360-degree performance appraisal to the executive level and above.</li> <li>Provided a succession plan by selecting and developing high-potential employees to ensure they are ready for senior management positions.</li> <li>Prepared an individual development plan for each executive to achieve their career goals.</li> <li>Annually assessed employee engagement.</li> <li>Created Employer Branding and seamlessly combined the corporate image with future trends while also adjusting its online image to attract the high potential groups.</li> <li>Organized a BEST Podcast activity, encouraging each function to share their stories and experiences working with the Company, and a BEST AWARDS activity to reward employees with outstanding performance.</li> <li>Distributed Happy Survival Bags to assist employees infected with COVID-19.</li> <li>Suitably adjusted working approaches, be they work area, integration of technology, or work routine, e.g., Flexi Time, Work from Home, Virtual Meeting, etc.</li> </ol>	<ol style="list-style-type: none"> <li>Held meetings with contractors.</li> <li>Developed phase II of VRM system.</li> <li>Made visits to suppliers and conducted ESG Audit (Online) to assess key suppliers to strengthen cooperation in sustainable business operations.</li> <li>Organized training sessions to educate contractors regarding their work process.</li> </ol>	<ol style="list-style-type: none"> <li>Organized CSR activities, e.g., four batches of PT Volunteer Camp.</li> <li>Supported Thai farmers by collaborating with the Ministry of Commerce, Department of Internal Trade, to subsidize farm produce, e.g., mangoes, pineapples, mangosteens, onions, shallots, and garlic, and further contributed them as a reward for PT station customers, and used as raw materials for PunThai's beverages.</li> <li>Launched a refueling promotion where customers can buy "Meesuk" palm oil at only 60 baht in order to reduce the cost of living.</li> <li>In collaboration with the Thai Restaurant Association and Kalayanamit, PTG led the team to provide PT cooking gas, Meesuk palm oil, and PunThai's coffee to the royal kitchen.</li> <li>Launched the PT Taxi Transform project and the Auto Transform project to alleviate expenses during the time of high cost of living and rising fuel prices to shift taxi drivers and car users toward LPG usage.</li> </ol>	<ol style="list-style-type: none"> <li>Organized an analyst meeting to report quarterly results and participated in the SET Opportunity Day &amp; SET Digital Roadshow.</li> <li>Provided the Management Discussion and Analysis (MD&amp;A), Quarterly Earnings Presentation, and Key Takeaways.</li> <li>Organized an annual business review event.</li> <li>Provided a factsheet and communicated it through the Company's website and Line Official to promote investor relations, in order to broaden shareholders' and investors' knowledge about the Company's business and its performance.</li> <li>Held a hybrid general meeting of shareholders to facilitate the resolution of shareholders.</li> </ol>	<ol style="list-style-type: none"> <li>Adequately and transparently comply with laws, rules, and regulations related to business conduct.</li> <li>Controlled the environmental quality to meet the standards set by law.</li> <li>Participated and promoted activities in collaboration with government bodies.</li> </ol>	<ol style="list-style-type: none"> <li>Complied with the rules of financial institutes which were issued by government agencies.</li> <li>Answered inquiries to the credit analysts when they have questions in an accurate and quick manner.</li> <li>Strictly complied with the terms of loan and debenture agreements.</li> </ol>

## 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 matters within the same industry.



# 2

### Prioritizing Materiality Issues

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



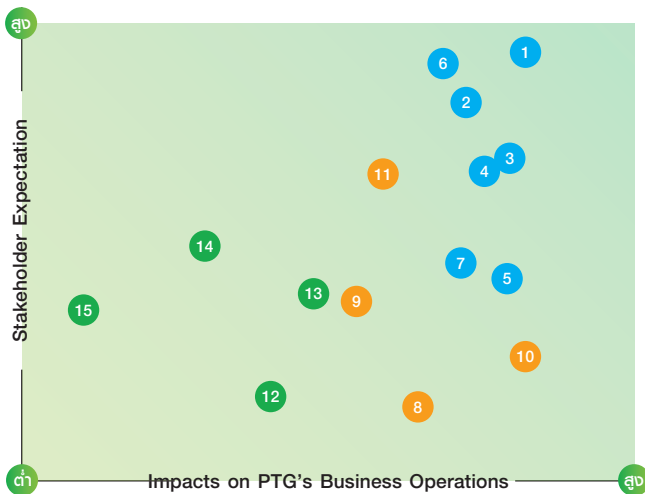
# 3

### Materiality Validation

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

## Materiality Assessment Results

In 2022, PTG reviewed materiality issues through its studies of business trends, environmental, social, and governance challenges, including significant business issues within the same industry. It is found that the first three issues prioritized by stakeholders are good corporate governance, cyber security, and risk and crisis management.



### Economy

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 Societal Innovations
7. Supply Chain Management



### Society

8. Safety and Working Environment
9. Human Resources Management
10. Human Rights
11. Social and Community Responsibility



### Environment

12. Environmental Management, Waste and Pollution
13. Energy Saving
14. Climate Change Management
15. Water Management













































To Provide Superior  
**Experience**  
and Convenience



In line with the GRI Universal Standards 2021 that shape a sustainability reporting framework, the Company conducts an economic, environmental, and social (including human rights) impact assessment over its operations, whereby the impacts can be either negative or positive.

	Material Sustainability Issues	Risks, Opportunities, and Impacts on Business	Actual/ Potential	Negative/ positive	Connection with SDGs
 <b>Good Corporate Governance</b>	Good Corporate Governance GRI 102: Governance GRI 205: Anti-corruption	<ul style="list-style-type: none"> <li>The impetus from institutions and investors has made the Company realize the importance of corporate governance management through the preparation of surveys on the Corporate Governance Report of listed companies. Results of the survey can 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.</li> </ul>	Actual	Negative	 16.5  16.6
	Risk and Crisis Management GRI 102: Governance	<ul style="list-style-type: none"> <li>Changes in economic, social, environmental, legal, technological, and emerging disease situations have resulted in adjustments of business continuity plans to prevent business interruption.</li> </ul>	Actual	Positive and Negative	 16.7
	Cybersecurity	<ul style="list-style-type: none"> <li>Business transformation to the e-commerce sphere through the use of applications, e-wallet payment, virtual PT Max Card resulted in cyber-threat risks and identity theft.</li> </ul>	Potential	Negative	 9.1
 <b>Inspire and enable value-added experiences throughout the supply chain</b>	Business Expansion and Continual Growth in Performance GRI 201: Economic Performance	<ul style="list-style-type: none"> <li>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.</li> </ul>	Actual	Negative	 8.1
	Customer Relations and Responsibility Management GRI 416: Customer Health and Safety GRI 418: Customer Privacy	<ul style="list-style-type: none"> <li>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.</li> <li>Personal Data Protection Law caused the Company to adjust its IT infrastructure and put in place strict measures to prevent customers' personal data leakage</li> </ul>	Actual	Positive	 8.1  8.2
	Business and Societal Innovations	<ul style="list-style-type: none"> <li>Investment opportunities to innovate services and products to boost long-term revenues and meet the needs of customers in the new normal era, and to cope with the risks of disruptive technology.</li> </ul>	Actual	Positive	 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"> <li>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 environmental impact management, as well as corporate governance, throughout the life cycle of goods and services to ensure higher efficiency of the supply chain.</li> <li>Supply chain management enhances opportunities, reduces risks, and upgrades business competitiveness, as well as contributing to changes, while also sustainably fortifying suppliers and business partners.</li> </ul>	Actual	Positive	 8.7  12.7  16.5
 <b>Transform the organization toward excellence</b>	Safety and Working Environment GRI 403: Occupational Health and Safety	<ul style="list-style-type: none"> <li>Work-related accidents among both employees and contractors may result in work interruption, discredit the Company, and require a remedy budget for those affected.</li> </ul>	Actual	Positive	 3.5  3.6
	Human Resources Management GRI 401: Employment GRI 404: Training and Education	<ul style="list-style-type: none"> <li>Risks arising from manpower and potential enhancement to support new businesses and digital transformation which, if not managed effectively, may affect competitiveness of the organization.</li> </ul>	Actual	Negative	 4.4  8.2  8.5
	Human Rights GRI 405: Diversity and Equal Opportunity GRI 409: Forced or Compulsory Labor	<ul style="list-style-type: none"> <li>Determining of human rights risk management guidelines to prevent human rights violations against all groups of stakeholders. If any issue is not addressed properly, it may result in tarnishing the reputation of the business and incur remedies.</li> </ul>	Potential	Negative	 8.5  8.7  8.8
 <b>Engage and co-create value with society and the environment</b>	Social and Community Responsibility GRI 203: Indirect Economic Performance GRI 413: Local Communities	<ul style="list-style-type: none"> <li>Risks from community complaints due to being affected by Company's business operations. In this regard, the Company has organized CSR activities in the vicinity of its establishment regularly on an annual basis.</li> <li>Opportunities to develop partnerships with communities to achieve commercial goals under the vision of "Well-being and Contentedness".</li> </ul>	Potential	Positive and Negative	 1.4  3.4  15.2
	Climate Change Management GRI 305: Emission	<ul style="list-style-type: none"> <li>Physical risks of and campaigns that support the transition to a low-carbon society, both domestic and international, may result in less reliance on fossil fuels as people are shifting toward electric vehicles, resulting in higher use of electric cars. This may cause impacts on the Company's operations if it does not initiate any adjustment.</li> </ul>	Potential	Negative	 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"> <li>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.</li> </ul>	Actual	Positive	 6.3  12.2  12.4  12.5
	Energy Saving GRI 302: Energy	<ul style="list-style-type: none"> <li>Opportunities to develop cooperation with suppliers and improve their operation approaches to be more in line with the circular economy.</li> </ul>			
	Water Management GRI 303: Water and Effluent				





Free from cyber-attacks that significantly affect business operations.



Received the ASEAN Corporate Governance Award in the category of ASEAN Asset Class Publicly Listed Companies.


### Key Indicators



No significant complaints related to corruptions.



Achieved **95%** in the Corporate Governance Report of Thai Listed Companies (CGR) assessment.



Enterprise risk level decreased by **31%**



## Good Corporate Governance

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





# Good Corporate Governance

## Targets and Performance



### Indicators

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



Targets

≥96%

or included in the top quartile



Performance

95%

and included in the top quartile

## Management Guidelines

PTG has established Corporate Governance Policy, Anti-Corruption Policy, and Business Code of Conduct. It also formed a Corporate Governance Committee to be responsible for overseeing the overall operations and ensuring that the processes are efficient, transparent, and verifiable. The Committee shall review and revise policies related to corporate governance to cope with uncertain situations and be 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 cascaded such to ensure compliance throughout the organization.



### Indicators

Numbers of significant complaints lodged via whistleblowing mechanisms



Targets

0



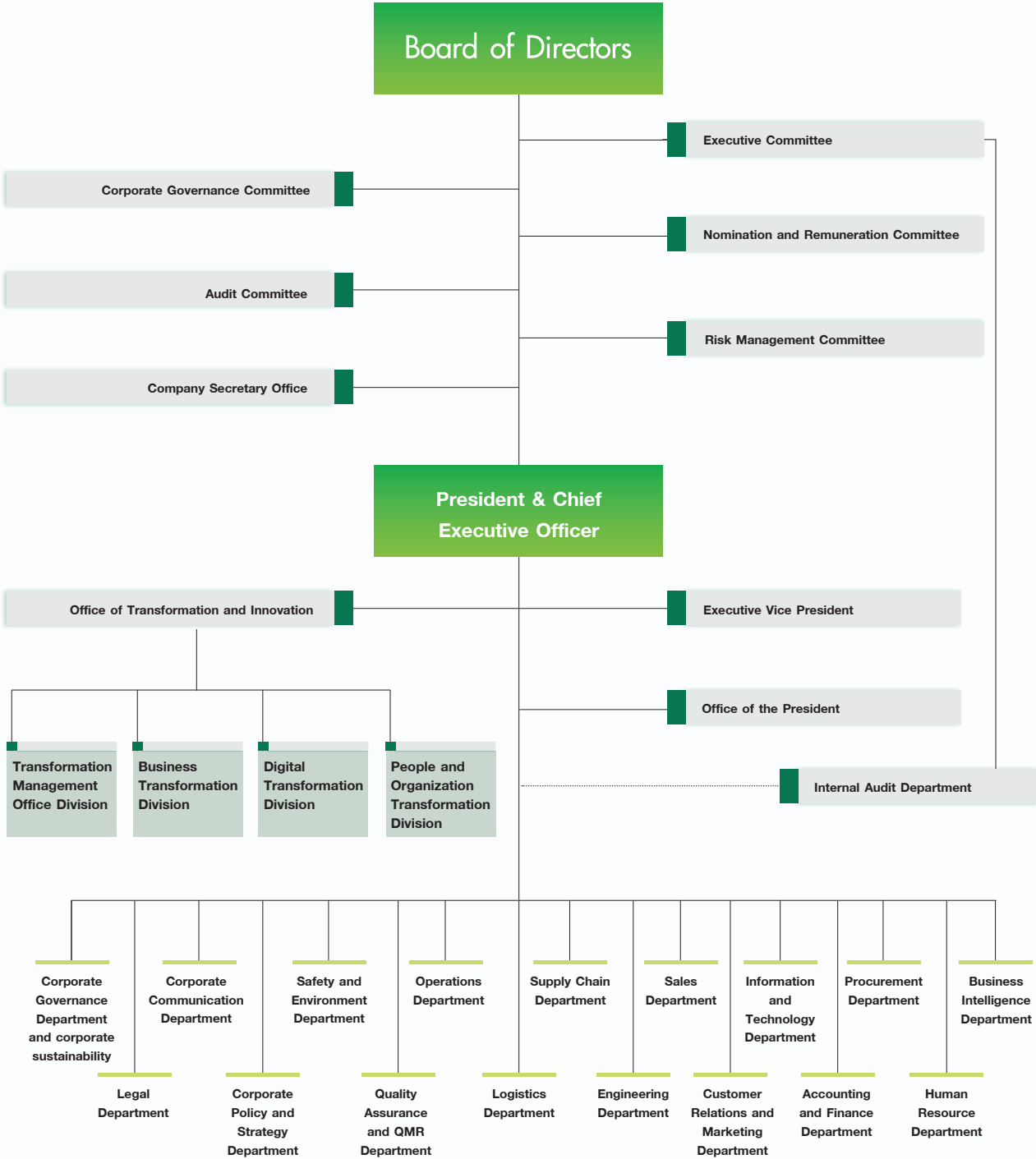
Performance

0





# Corporate Structure for Good Governance

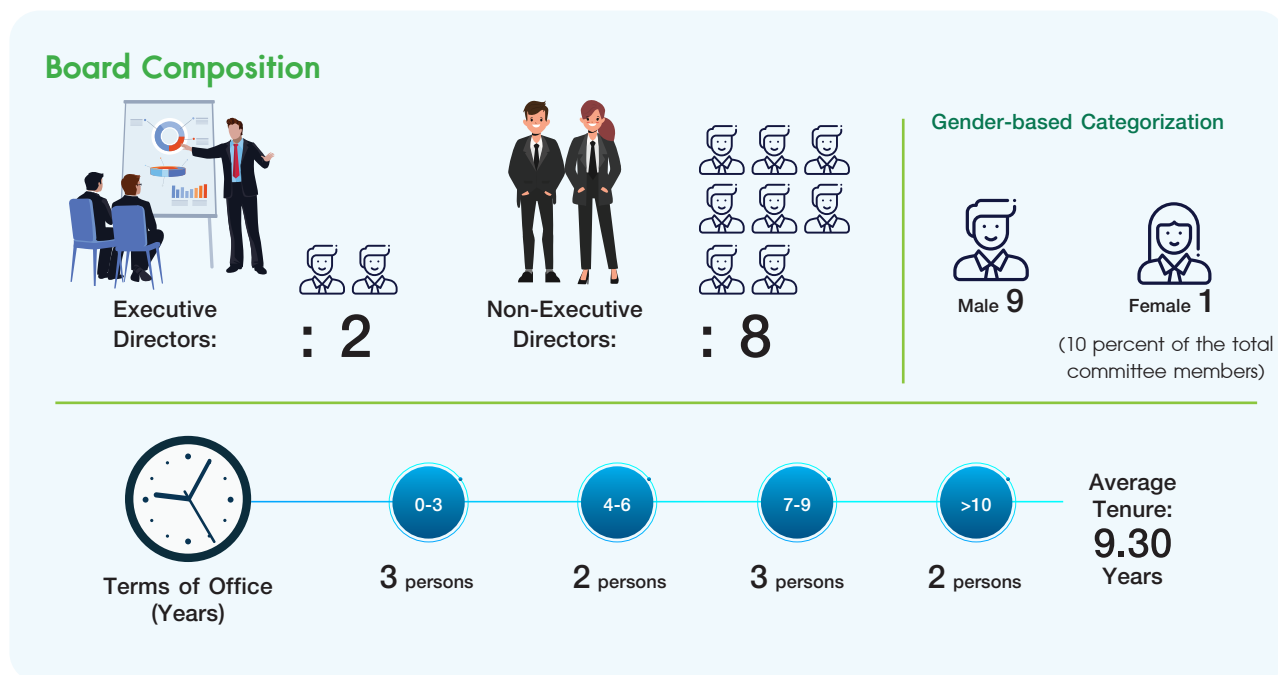


## The Board of Directors

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



## Board's 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 overall 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 comprises all required components.



## Nomination of Directors and Executives

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 equivalent positions by prioritizing board diversity, without limiting or discriminating against gender, age, race, nationality, religion, skin color, birthplace, or cultural background, as well as considering knowledge, experience and special expertise in the areas that benefit the Company. In addition, it shall also take into account their devotion of time and efforts to the performance of duties.
2. The Nomination and Remuneration Committee specifies methods for recruiting, selecting, and nominating individuals with qualifications that suit the requirements and are in compliance with applicable regulations and laws to hold either position of directors, sub-committee directors, the President and Chief Executive Officer, managing directors or any other equivalent positions. The method needs to be presented to the Board of Directors and/or the annual general meeting of shareholders, as the case may be, for further appointment.
3. The Nomination and Remuneration Committee considers all qualifications of independent directors based on 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 be properly qualified and must not possess 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, as well as professional skills, special expertise, and understanding of business nature according to the Board Skill Matrix, which consists of knowledge and skills in the area of business management, strategic planning, 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 devote full-time, have good physical and mental health, can manage to regularly attend Board of Director's meetings, and ensure that they get prepared in advance of the meetings. Moreover, the nominated persons shall express their creativity during the meetings, being straightforward,

confident in providing their opinions, and/or must be a renowned and widely acceptable businessperson with decent work experience and ethical backgrounds;

- (5) The nominated persons shall not be a person prohibited from holding a position of directors or sub-committee members based on the specifications stipulated by relevant government agencies, or shall not possess any characteristic that shows 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 position 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.

In 2022, the Nomination and Remuneration Committee has nominated a list of qualified persons to the position of the Chairman of the Board of Directors, taking into account the composition of the Board based on the Board Skill Matrix. Mr. Teeranun Srihong, who possesses competencies and experiences in the business that are beneficial to business directions and operational plans was thus selected as the Chairman.



## 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, missions, and values 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 performance to the Board of Directors' meeting on a regular basis. In this regard, the sub-committees are required to possess qualifications that conform to 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 every sub-committee. Roles and responsibilities of each can be summarized as follows:



Audit Committee	Corporate Governance Committee	Nomination and Remuneration Committee
<p>The Committee consists of at least 3 independent directors based on the regulations of the Stock Exchange of Thailand and is responsible for reviewing financial reports, suitability, and efficiency of the internal control system, as well as for the disclosure of connected transactions or transactions that may cause conflicts of interest, to ensure accuracy and completeness.</p>	<p>The Committee is responsible for rendering advice on establishing good corporate governance, anti-corruption, sustainability management, 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.</p>	<p>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.</p>



Risk Management Committee	Executive Committee
<p>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.</p>	<p>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 the set objectives and major goals.</p>



## 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 of 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 the 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 the compliance, and effective corrective actions against violations of business ethics and Company's codes of conduct.

In addition, the Board of Directors has reviewed and improved an Anti-Corruption Policy, No Gift Policy, or policies to not receive any kind of 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 for 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 complaint channels to stakeholders through its website and Intranet. All stakeholders can lodge complaints regarding violations against laws, regulations, or the Company's business ethics. The complaint handling process is as follows:

Procedures	Process
1. Complaint Lodgment	External stakeholders and employees
2. Mechanisms	Whistleblowing or Complaint Lodgment Channels Website: <a href="http://www.ptgenergy.co.th">www.ptgenergy.co.th</a> Email: <a href="mailto:whistleblower@pt.co.th">whistleblower@pt.co.th</a> Regular Mail Address: Secretary, Board of Directors, PTG Energy Public Co., Ltd., No. 90, CW Tower A, 33rd Floor, Ratchadaphisek, Huay Khwang, Huay Khwang, Bangkok, 10310
3. Actions taken under the Whistleblowing Policy	<ul style="list-style-type: none"> <li>The Secretary of the Board of Directors notifies the associated department to investigate facts or follow up on corrective measures of such complaints.</li> <li>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.</li> <li>The associated departments or examiners report complaint examination results to the Secretary of the Board of Directors.</li> </ul>
4. Reports	<ul style="list-style-type: none"> <li>Summarize and report corruption complaints to the Audit Committee on a quarterly basis.</li> <li>Summarize and report business ethics complaints to the Corporate Governance Committee on a quarterly basis.</li> </ul>





## Performance

Significant developments in the review of policies, practices, and corporate governance systems or charters of the Board of Directors during the past year

In 2022, the Board of Directors considered reviewing charters and policies related to good corporate governance on an annual basis to comply with applicable laws, Company Regulations, the principles of good corporate governance of the Stock Exchange of Thailand, Office of the Securities and Exchange Commission, rules, guidelines, and standards applied to leading domestic and international companies.

During the past year, policies were revised, among which include the Nomination and Remuneration Committee Charter, Human Rights Policy, and Privacy Policy.

In addition, the Board of Directors has approved the 8th revision of the Business Ethics and Code of Conduct Handbook on December 21, 2022, with a review and addition of important matters concerning data security and information systems. The Handbook is prepared for the compliance of directors, executives, and employees, encompassing information, security of information technology and its activities.


## Performance Evaluation of the Board of Directors

In order to ensure effectiveness of the Board of Directors' governance, each director should attend at least 75% of the total Board of Directors' meetings held during the year. Besides, the Board of Directors has created an evaluation form to evaluate its performance at least once a year to jointly consider works done and improvements achieved. 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)	8	12	12	4	4	5
Meeting attendance (%)	100	100	100	100	100	100
Group performance result (%)	96.19	98.90	100	100	100	99.38

PTG requires a performance evaluation of each position, namely senior executives and the Chief Executive Officer. The key performance indicators are divided into 4 parts: 1. corporate performance indicators; 2. Individual performance indicators; 3. Personnel development and work efficiency; and 4. Innovation projects. In addition, the Company's sustainability performance is also included as part of leaders' indicators (CEO or equivalent) or those of senior management, consisting of the assessment of sustainability performance, or THSI, by completing the sustainability assessment questionnaire prepared by the Stock Exchange of Thailand. PTG has set the above success indicators to achieve the following objectives:

1. To achieve financial success, such as net profit, income, etc.
2. To drive the direction and performance of the Company to achieve its vision and missions.
3. To enhance the potential of personnel and drive the business toward goals.
4. To create corporate innovations and drive it toward a new S-curve business.

Corporate Indicators	Chief Officers	Executives	Employees
Financial Performance			
Productivity			
Sustainability Development			



## 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 2022, the directors have attended various training programs as follows:

Program	Institute	Numbers of Directors Attending
Escalating Board Perspective for Optimum Business Expanding	Slingshot Group Co., Ltd.	10
National Defense Course (Class 65)	Thai National Defence College	1
Associate Judge, Central Intellectual Property and International Trade Court, Class 14	Central Intellectual Property and International Trade Court	1
Leader as Coach	AcComm Group	1

## 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 2022 are as follows:



The Company published a No Gift Policy during new year seasons and other occasions on [www.ptgenergy.co.th](http://www.ptgenergy.co.th) and also sent a President and CEO’s Letter to inform the same to business partners and suppliers, both internally and externally.

The Company provides an ESG and Sustainable Business training course, which encompasses business ethics and codes of conduct, conflicts of interest, prevention of conflicts of interest, insider protection, anti-corruption, human rights and labor, climate change, and corporate GHG reduction, for its employees at least once a year. The training was held at the head office with 38 staff participating. Moreover, 560 new hires were educated about the same and the contents were also communicated to 100% of the Board of Directors and 100% of senior executives.





The Company has prepared a Supplier Code of Conduct and communicated it to its partners through the Vendor Relationship Management System (VRM). This code of conduct is to be employed as a guideline for ethical business practices, which take into consideration human rights and ensure social and environmental responsibility, as well as compliance with the safety, occupational health, and environmental standards. Moreover, PTG encourages its suppliers to get certified as a member of the Collective Action Coalition Against Corruption (CAC) by sending an invitation letter and brochures to the suppliers for their acknowledgement and implementation.

CG News is communicated to employees and executives while employees are required to participate in an assessment of their awareness regarding corporate governance, business ethics, and codes of conduct, as well as understanding of sustainable business practices or ESG. The assessment score was 91%.

Encourage employees whose responsibilities involving corporate governance to participate in training courses as follows

- Road to Join CAC to prepare participating teams for the certification of CAC.
- CAC Certification Ceremony 2022 under the theme of “Stop Corruptions through Business Unity”.
- The event “CAC National Conference 2022: Unity against Corruption”.
- The announcement of the Corporate Governance Report of Thai Listed Companies (CGR) 2022.
- The announcement of the ASEAN CG Scorecard 2022.
- CGR Workshop to clarify criteria for the CGR survey 2023.
- Business of Human Rights course for listed companies and self-audit guidelines to ensure that the business is human rights-oriented in all aspects under the Business with Human Rights Project for the business sector in the Thai capital market.

## Corporate Governance Awards

As PTG is committed to continuously developing good corporate governance, the Company has been recognized and received awards for its efforts in 2022. For instance, it was recognized by the Corporate Governance Report of Thai Listed Companies 2021 at an “Excellent” level (90 - 100 points) for the sixth consecutive year and was ranked in the Top Quartile for companies with the market capital of >10,000 MB. Moreover, 2022 was the first year it received the ASEAN Corporate Governance Award in the category of ASEAN Asset Class Publicly Listed Companies. PTG is also awarded with “Sustainability Excellence” in the “Rising Star Sustainability” category for the first time and was included in the list of “Sustainable Stocks” or Thailand Sustainability Investment (THSI) for 2022, which is the fifth year in a row, from the SET AWARDS 2022, organized by the Stock Exchange of Thailand in conjunction with Money & Banking Magazine on October 28, 2022.







# Risk and Crisis Management

## Targets and Performance



### Indicators

Percentage of reduced enterprise risk level



Targets

20%



Performance

31%



### Indicators

The proportion of subsidiaries that have a business continuity management plan.



Targets

100%



Performance

100%

Note: Subsidiaries that require to have a business continuity management plan in place are those of which over 50% shares are held by PTG and over which PTG has a control.

## Challenges and Priority

At present, risk management is essential and should be prioritized and carried out in conjunction with business operations. Achieving success for a business is becoming more and more frustrating amidst the ever-changing changes caused by various factors, including economy, society, the environment, execution of laws and regulations, and disruptive technologies that may affect the Company's business. Currently, consumers tend to be more environment-oriented by targeting to achieve low-carbon society. At the same time, the government heightens its attention placed on environmental issues. According to the Conference of the Parties of UNFCCC (COP27) where the reduction of fossil fuel use, i.e., coal, oil, gas, is encouraged, energy-related businesses inevitably need to make adjustments to ensure that the business is in line with consumer behavior, which shifts toward clean and renewable energy. Furthermore, technology today plays a huge role in our lives, contributing to impacts on the consumption behavior while daily lifestyle of consumers has changed continuously and rapidly. Entrepreneurs need to produce products or services that are up to date, not time-consuming, and timelessly meet customer needs. These altogether result in emerging risks, which are considered huge challenges for the Company in growing its business in the current situation.





In addition to the challenges above, oil price volatility influenced by external factors, e.g., war between countries, conflicts among oil producing countries, is also another challenge. The global economy and that of Thailand itself are facing a recession, bringing about a tremendous volatility in oil prices. Meanwhile, the spread of COVID-19 in 2022 began to settle, people thus returned to their normal life while the tourism sector recovered, which may be a good opportunity for the Company to seize as consumers now shop and travel more. However, even though the COVID-19 pandemic has subsided, consumers still live with caution of the situation, hence leading the entire world to the Next Normal era where consumer behavior has again shifted. These factors affect the Company's core business and are considered another major challenge. The Company realizes the importance of risk management, considering that it is a crucial element that is connected to all levels of business operations, whether at the organizational, divisional, or process levels. Effective and efficient risk management therefore will increase opportunities and reduce overall performance uncertainty, creating added value for the organization and stakeholders for sustainable growth.

### Management Guidelines

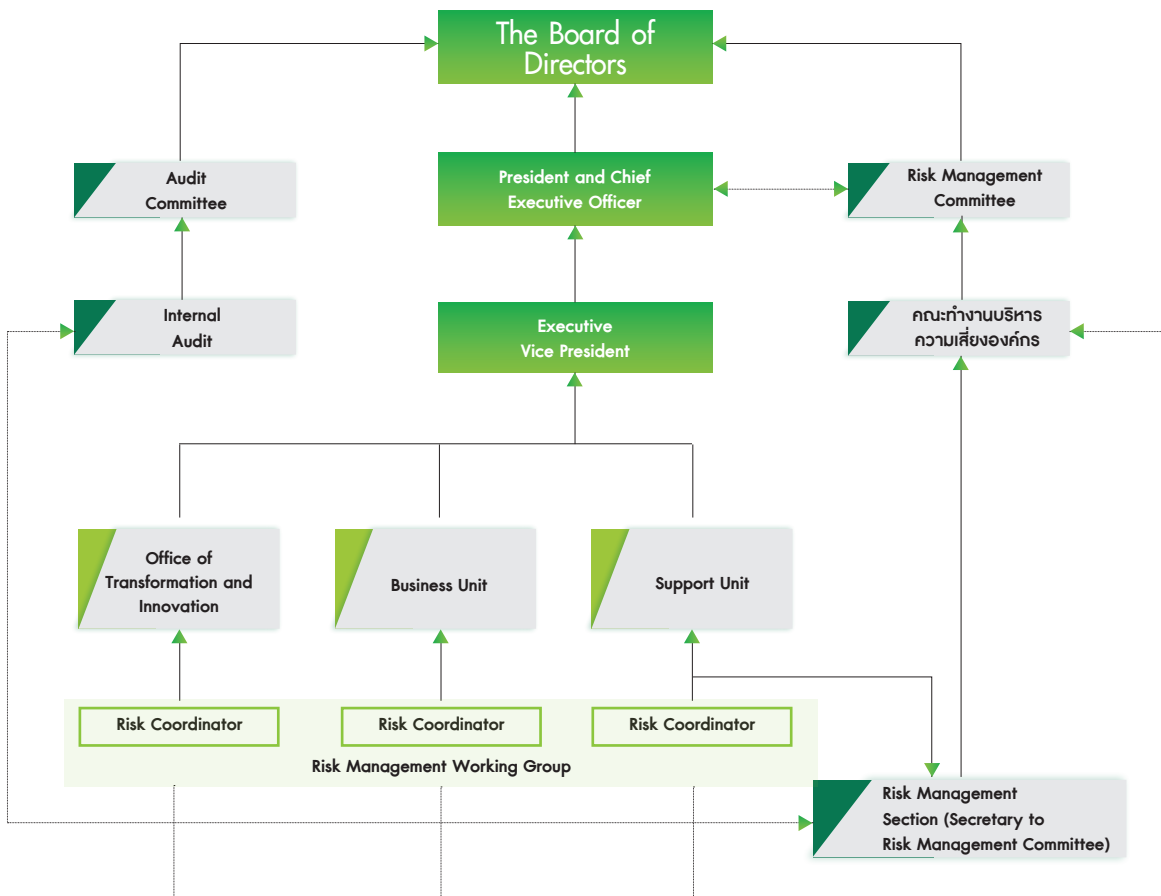
In operating the business, PTG has faced various risks, which may obstruct it from achieving the goals set. The Company thus attaches great importance to risk management and incorporates it as part of corporate culture to reduce the level of

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) requires enterprise risk management in accordance with the risk management framework COSO-ERM 2017 to 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 an enterprise risk management policy as a guideline for its directors, executives, and employees at all levels to comply and engage 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 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 changes that may occur, including monitoring and reporting on the results of enterprise 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.







Therefore, the financial KRIs are in line with financial incentives that drive everyone in the organization toward the focus on risk management and achieve the goals set. In this regard, for enterprise risk management, risk reduction targets will be set according to the metrics used to assess the risk level. The results of the risk management measures applied are monitored quarterly, or whenever there are significant changes to ensure that the risk management is effective and efficient, and in line with the organization’s strategies and goals, both financial and non-financial.

### Risk Management in Product Development and Approval Process

Whenever PTG has to consider investment in a project, risk management will always be included as one of the decision criteria by analyzing, identifying, assessing possible investment risks. There is also a risk management plan to govern projects to invest in, which details risk assessment procedures for acknowledgement and approval of the management team, the Corporate Investment Committee, and the Board of Directors. Thus, in developing a work process or launching a new product, the executives and relevant committee will always conduct a risk assessment for their consideration.

### Risk Management Indicators for the Management

To manage enterprise risk, PTG has established Key Risk Indicators (KRIs) to monitor and evaluate enterprise risk management results. The KRIs include both financial and non-financial indicators. In terms of financial KRIs, most of them are consistent with the indicators used to assess corporate performance, which will also be applied to the executives of all levels.



## Shaping risk management culture within the organization

PTG is committed to fostering and promoting a risk management culture; therefore, it has constantly provided knowledge and understanding of the risk management process and guideline to its directors, management, and employees. There are learning media about risk management and risk factors, which are communicated and disseminated to employees of all levels to learn. News releases are delivered to the executives for their acknowledgement of risk situations in different areas while training courses on risk management are organized for PTG's directors, executives, the Enterprise Risk Management Working Group, and employees in order to strengthen their understanding about risk management.

In addition, the Enterprise Risk Management Working Group, consisting of representatives from various departments, is responsible to coordinate with the Risk Management Department in order to implement risk management policies and procedures within different departments to ensure compliance at the process level throughout the organization. Moreover, each department will be monitored with respect to the risk management process by identifying, analyzing, evaluating and managing risks, including requiring a risk management report to ensure that all functions are aware of risks feasible in their operations and encourage them to adopt risk management practices in their daily work. This is to foster awareness of all-level personnel toward the importance of and responsibility for enterprise risk management and the culture that gives added value to the organization and its stakeholders.

Disseminate knowledge – educational media about risks




**Employee Training**

**Training Company Directors**



## Performance

PTG has reviewed, developed, and improved the enterprise 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. These all are to ensure that risk management will be efficient and optimized, and enable the Company to operate its business uninterrupted under potential changes. In this regard, the Company has identified enterprise risks, categorized by the aspect of sustainability, as follows:

Sustainability Aspect	Risks	Type
 <p><b>Economy</b></p>	<ul style="list-style-type: none"> <li>• Intense competition resulting in loss of competitiveness</li> <li>• Market and oil price volatility</li> <li>• Income from one business</li> <li>• Investment in new businesses that underperform</li> <li>• Data loss</li> <li>• Disruptive technology</li> <li>• Unprecedented situations that affect or halt the business</li> <li>• Cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic risk</li> <li>• Financial risk</li> <li>• Strategic risk</li> <li>• Financial risk</li> <li>• Operational risk</li> <li>• Strategic risk</li> <li>• Operational risk</li> <li>• Operational Risk</li> </ul>
 <p><b>Society</b></p>	<ul style="list-style-type: none"> <li>• Compliance with the Personal Data Protection Act (PDPA).</li> <li>• Changes in government policies, laws, rules, and regulations to be more stringent</li> <li>• Human resource management not being able to keep up with the growth of the organization</li> <li>• Business operations that may affect communities and society</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance risk</li> <li>• Compliance risk</li> <li>• Operational risk</li> <li>• Operational Risk</li> </ul>
 <p><b>Environment</b></p>	<ul style="list-style-type: none"> <li>• Business operations that may affect the environment</li> <li>• Climate change.</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental risk</li> <li>• Environmental risk</li> </ul>



## Emerging Risk

PTG is aware of risks that may affect its business operations, both the current ones and those to happen 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, the environment, law, technology and others for further analysis and identification of emerging risks, in order to seek out opportunities and minimize potential risks, which may affect the Company's business operations in the future. The details are as follows:

### 1. Risks of carbon tax laws in Thailand

<b>Type:</b>	Compliance Risk
<b>Duration:</b>	Medium-term risk, 3-5 years
<b>Details:</b>	<p>At present, the Ministry of Energy encourages Thailand to adopt clean energy and reduce carbon dioxide emissions to zero. According to the National Energy Plan on GHG reduction, a target series was set divided into 3 phases as follows:</p> <ol style="list-style-type: none"> <li>1) By 2030, GHG emissions will be reduced by 40%.</li> <li>2) By 2050, carbon neutrality will be achieved.</li> <li>3) By 2065, the net zero will be achieved.</li> </ol> <p>At present, many governments started to collect carbon taxes, among which include the United Kingdom, Japan, Singapore, etc. In detail, the energy sector is the industry that emits the largest amount of carbon dioxide and may probably be the first industry to charge the carbon tax. Therefore, measures to manage carbon emissions must be put in place. The government will determine the extent to which the emission is possible. If carbon dioxide is emitted in excess, the non-compliant establishment shall be liable for a carbon tax as determined by the government.</p>
<b>Impact:</b>	<p>If the Company contributes to a large amount of GHG emissions without proper management measures in place, it may affect corporate image and cause dissatisfaction among stakeholders. In addition, if the Company emits carbon dioxide in excess of the limit allowed by the government, it will be liable for a carbon tax, which will additionally pose an impact on its capital and administrative costs. It may also affect internal management to mitigate the impact.</p>
<b>Management Measures:</b>	<p>The Company is determined to reduce carbon dioxide emissions to delay climate change by defining a climate management strategy in response to the goals of the National Energy Plan which encourages Thailand toward using clean energy and reducing carbon dioxide emissions to net zero by 2065-2070. The Company also assesses climate change risks in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) and has risk management that is in line with the enterprise risk management. It prepares a report on climate-related risk and opportunity analysis in accordance with the principles of the Task Force on Climate-Related Financial Disclosures (TCFD) in order to broaden one's knowledge about risks and opportunities as well as potential impacts caused by climate change on the Company's business. It determines mitigation measures to cope with potential situations, looking for new business investment opportunities that help mitigate the impact of GHG emissions and implementing various projects to lessen the same, such as the solar rooftop project, EV Charger Installation Project in collaboration with the EGAT and the Palm Complex project, etc.</p>



## 2. Business adaptation to accommodate disruptive technology and cybersecurity

<b>Type:</b>	Strategic Risk
<b>Duration:</b>	Short-term risks, 1-3 years
<b>Details:</b>	At present, disruptive technology is becoming more influential, because every business employs new technologies to enhance efficiency and competitiveness of its operations. This may cause changes in marketing strategies, shifts in consumer behavior, products and services, as well as changes in the nature of business. However, such changes can be both a challenge and opportunity at the same time. In addition, cybersecurity threats are another factor that greatly affects the business. If a cyberthreat occurs with no measure in place, it may bring adverse effects to the organization.
<b>Impact:</b>	If disruptive technology is rapid in its pace, the Company may not be able to adjust its business strategy and get prepared to accommodate the development in time, and, also, cannot keep up with the changes in customer behavior in the digital era. This slower pace may cause loss of business opportunities and competitiveness, affecting the revenue and growth of the Company. In addition, if a cyberthreat occurs without a proper management measure in place, it may affect the Company's reputation and confidence of stakeholders, as well as bringing about financial loss, which will finally affect capital management of the Company.
<b>Management Measures:</b>	The Company implements risk management to mitigate the impact of disruptive technology by reviewing and monitoring the implementation of related strategies, including analyzing information about innovation changes and invariably keeping track of new technologies that can be used to develop the business. This is to adjust the business to conform with the changing situations and prepare it for the transformation into digital society where speed, convenience, modernity, and touchless features are key. As the Company aligns its adjustment with a corporate strategy that places an emphasis on non-oil business and greater connection to digital platforms, it developed an e-money service system and payment gateway, providing e-wallet through Max Me Application - an application that encompasses both Ecosystem & Communities, by connecting the service to Max Card, as a platform that connects online and offline (O2O) together. The feature supports consumer behavior that shifts toward digital transactions. PTG aims at being the leader in the e-money service system among energy companies to touch requirements of the digitized era. Furthermore, the Company has risk management to reduce the impact of cyberthreats and upgrade security checks of work systems, as well as raising awareness of cyberthreats among employees at all levels.

### Business Continuity Management

In 2022, even though the spread of COVID-19 becomes subsided, the Company still considers it important to issue sanitary and safety measures in response to the situation; and this is part of crisis management. It requires all business units to review strategies and operational plans to accommodate various scenarios that may occur in order to ensure that business can continue without interruption. In this regard, in 2022, a business continuity plan test was conducted 1 time, which also simulated the cybersecurity test incident.

Additionally, PTG also prepared a business continuity management plan for each of its subsidiaries, e.g., PPP Green Complex PCL, Siam Autobacs Co., Ltd., and Max Solution Service Co., Ltd., etc. to ensure that they have a plan in place to cope with potential incidents that can cause business interruption and that they can continue to operate in any circumstance.





# Cybersecurity

## Targets and Performance



### Indicators

Percentage of cyber attacks that significantly affect business operations



Targets

0%



Performance

0%

Remark : The percentage of cyber attacks that poses a significant impact on business operations, i.e., financial impact (profit) and non-financial impact (reputation) at a higher level, and is an attack that is unpreventable by the Company. The scope extends to only PTG, PTC, PTGLG of the oil business.



## Challenges and Priority

Development and adoption of technology in business across the world are different. It depends on contexts, preparedness, and other factors of each organization, which also include economic conditions, society, government policies. While technology is creatively leveraged and employed, there will always be someone who seeks benefits from fraud, phishing attack, reputation and credibility destruction, which eventually lead to ransomware attack. Not only financial damage do these attacks cause, but also loss of resources, both tangible and intangible, be they system damage, reconstruction of processes and systems, damage to long standing credibility, as well as declined trust of customers, etc.

The COVID-19 pandemic has brought about a great deal of changes, which can be considered an evolution that creates equal standards in all industries and countries throughout the globe. Originally, many enterprises focused on leveraging technology to create competitive advantages, decent customer experiences over competitors, branding awareness, and cost reduction in terms of manpower, time, and long-term cost incurred by the production and distribution process. However, the outbreaks of COVID-19 require us to adopt technology for the protection of employees' well-being and cope with the operations under severely difficult conditions. This is because personnel are a highly essential factor in the stability and sustainability of the Company, whether now or in the future. As a result, the more widespread the use of technology, the more the risk of cyber security attacks on the company inevitably increases. It is not different from the spread of the inevitable epidemic, including flexible work or flexible



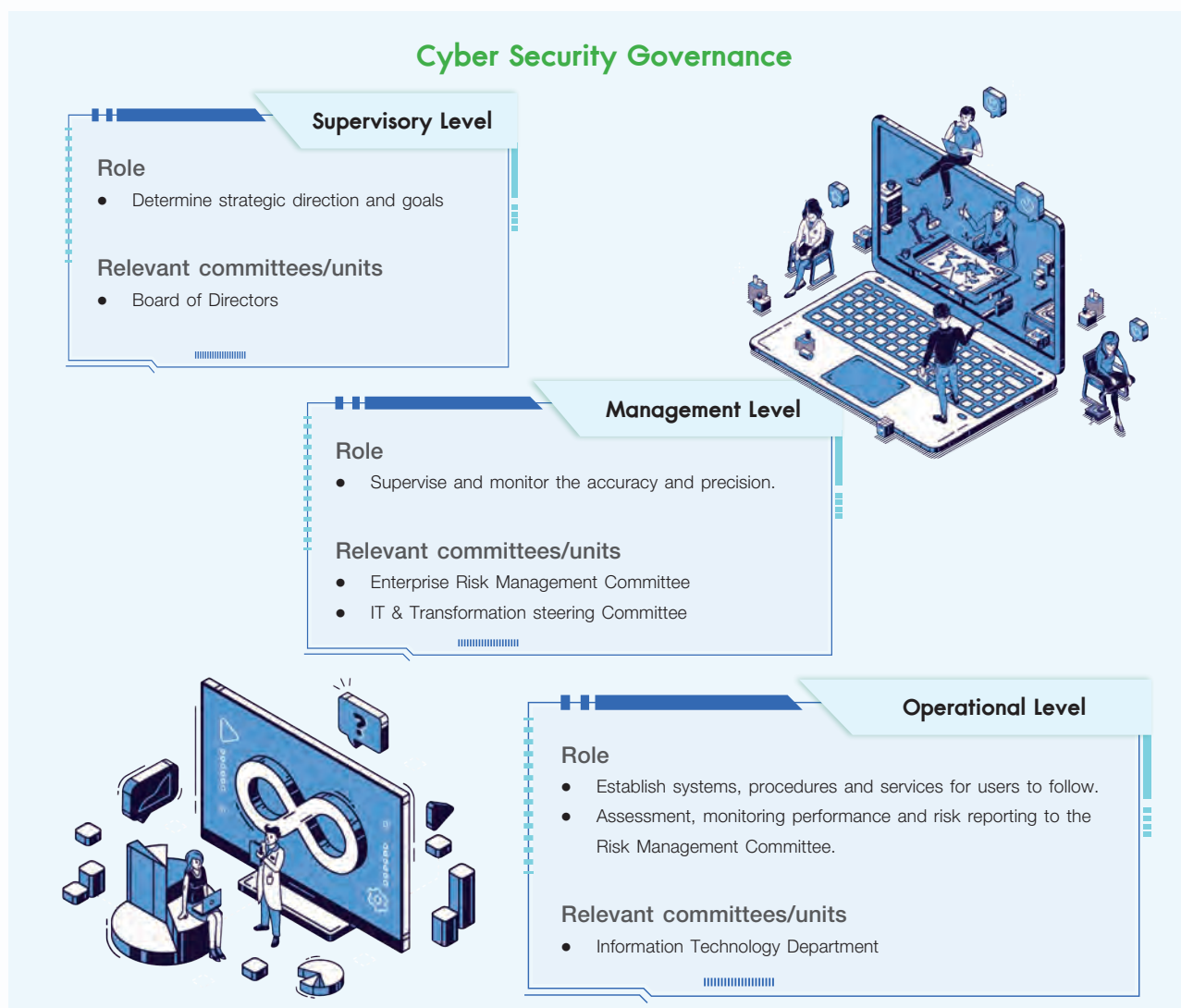


time in the organization to apply. At the same time, we must adapt quickly to keep up with the changes in the world and our competitors. In order for the business to achieve its goals, the organization not only educates employees about cyber security and data privacy but also trains employees to understand and be aware of cyber security.

Data security is thus considered the core of the Company’s cybersecurity. This personal data does not cover only that of general customers and members, but also includes financial transaction data, sales information, inventory management, partner information, as well as personal information of employees. As the data is stored and retained in the IT system, if it was made public, it would cause reputational damage to the organization. Moreover, there is also a possible case where someone uses the data to seek benefits in an unacceptable way, which affects the Company’s stakeholders such as shareholders, investors, directors, executives, business partners, etc.

## Management Guidelines

PTG has determined plans to develop cybersecurity competencies and capabilities for 2022. The plans bridge over goals, strategies, related projects, and operating procedures, which are consistent with Gartner Institute’s cybersecurity research article “Top Strategic Technology Trends for 2022 “. 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. IT security governance is classified into 3 levels: supervision level, management level, and operational level.



## Information and Cyber Process and Infrastructure

PTG's IT policy, which resonates with the regulations defined by the departments responsible for business governance, Thai laws, and international standards, namely ISO 27001:2013, has been constantly audited and verified by the Internal Audit Department and external auditors based on the international standards. Moreover, the Company has formulated IT security policies or guidelines, which are part of the IT policies so that its personnel and associated parties realize the importance of maintaining the security of information systems and become aware of their duties and responsibilities, as well as guidelines to limit risks that may occur.

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.

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 actual event takes place.



## Cybersecurity Measures and Responses to Cyber Threats

Apart from the measures mentioned above, Company's employees can inquire about or report abnormal activities and 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 protocol 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.

## Cyber Drills and Business Continuity Management

PTG requires a regular test interval of business continuity plans (BCP) in part of IT systems and cybersecurity, i.e., at least once a year. In 2022, the Company has extended the test requirement to relevant departments including Operations Department (10 areas), Sales Department, Accounting and Finance Department, and its subsidiaries.

From the test, it appears that the main server at the headquarters was attacked by an external cyberattack, causing the SAP system to not work. The cross-site data center to backup area will be carried out by the Information Technology Department, where the relevant departments operate according to the business continuity plan and the IT disaster recovery plan. From the test, it was found that the information technology department had already fixed the server that was attacked by cyberattacks. which can restore all data and check that the information in the system is correct and complete, all departments can return to work as usual.

As for the 2023 Business Continuity Plan (BCP) test, a test plan has been established to accommodate emergency attacks on business-critical systems in an actual IT environment. This is regarded as a preparation and ensures readiness of relevant department staff, support staff, and all IT staff in the event an actual incident occurs. Moreover, it was aimed to test the capabilities of IT tools used in the actual IT environment in recovering work systems and data.



## Performance

### Information Security/Cybersecurity Knowledge Development Project

The Company places importance on communicating policies, roles, duties, and responsibilities of all sectors involved in maintaining the IT security, starting from the executive level to general employees, be they new hires or the existing ones. The project is organized by the IT Department, with the Human Resource Management Department covering the parts of communications and public relations, to strengthen awareness of all employees, ensuring that they will surveil and know how to react when encountering cyber-risk incidents such as:

- **Phishing test**

To test on personnel’s IT security awareness within the Group. In 2022, the Company conducted 2 phishing tests in the head office, branch offices, and its subsidiaries.

- **Cyber security training for new hires**

At the first day of work, all new employees, regardless of their positions, will attend a training course to equip them with basic knowledge and understanding about the Company and its regulations, as well as providing knowledge and conducting tests related to cybersecurity including Physical Access Control, Information and Data Security, and Logical Security. Results of the training are as follows:

2022	2023 Action Plan
Cyber security training has been regularly organized, totaling 24 sessions, in a form of physical workshop, with 560 employees participating.	The Company requires training on an ongoing basis and will continue to develop course contents and outlines, or improve the existing ones, so that new employees can understand basic principles and learn from case studies, which can be practically applied to their job.

- **Training courses to build IT security awareness**

Formerly, cybersecurity training was provided to new employees and there were cybersecurity communications throughout the organization. Afterwards, the Company further built on the training by offering training courses to build IT security awareness within PTG Energy PCL and its subsidiaries. In 2022, the Company launched and continued 4 sessions of online IT security awareness training courses via Google Meet with 133 employees participating.

In 2023, the contents of the IT security training course encompass those suitable for employees, executives, and the IT Department. One of its strengths is that it customizes the training to suit the corporate work style and technology to immunize and build skills for employees to deal with cyber threats and enable the business to stably and comfortably thrive.





Knowledge development on the safe IT usage is as follows:



Cybersecurity training for new hires to ensure they have basic knowledge about the Company and its regulations, as well as cascading and providing tests on cybersecurity including Physical Access Control, Information and Data Security and Logical Security.

Infographics were sent and posted to deliver news and strengthen awareness of employees within the PTG Energy PCL and its subsidiaries via email, Line, and corporate web portal while employees' knowledge and understanding are also assessed through the use of phishing simulation.



Training courses are provided to raise awareness of IT security within the Group so that personnel can maintain and use information assets safely with caution and are able to prevent criminal threats, attacks, destruction, and errors that may occur.



Additionally, the Company has raised cybersecurity risks to the corporate risk level with Key Risk Indicators (KRIs) set to limit the duration during which the business-critical systems are attacked, with the target of 0 minutes. In 2022, it was found that there were no cyberattacks.

### Significant Data Leak Cases (Times)

Year Count(s)	2018	2019	2020	2021	2022
	0	0	0	0	0

### Number of information security/cybersecurity training for employees

Year	Number of employees trained
2021	252
2022	560







Customer satisfaction:  
DODO operators at  
**83%** and  
end-users at  
**92.87%**

Key  
Indicators



**15** million baht as  
a reduced expense  
contributed by the  
process optimization  
project.



**11**  
innovative products and  
services successfully  
invented and  
implemented.



**100%**  
of Critical Tier 1 suppliers  
acknowledged the Supplier  
Code of Conduct while 8 of  
them were audited and have  
already improved their  
ESG operations.



Inspire & 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.





# Business and Social Innovations

## Targets and Performance



### Indicators

Scaling up of income from innovative projects



### Targets

The business can generate more income to drive growth or has access to business opportunities.



### Performance

**41.1**  
million baht



### Indicators

Number of successful process innovations to enhance work efficiency.



### Targets

**191**  
projects



### Performance

**238**  
projects



### Indicators

Reduced expenses contributed by process innovations to enhance work efficiency.



### Targets

**20**  
million baht



### Performance

**15**  
million baht

## Challenges and Priority

With the post-COVID-19 era being a huge challenge for all businesses, the Company itself and all employees are required to adapt and keep updated about the ongoing situations and catch up with the ever changing business environment while also ensuring health protection measures for the sake of all customers. The outbreaks of COVID-19 have brought about changes to PTG's consumer behaviour and needs. At the same time, the development of customer-centric innovations - also considered a new business of the Company, which will be ready in the next normal, has led us to certain obstacles that require our prompt responses to address risks; for instance, adjusting management measures or discovering potential opportunities to deliver products and services being needed to ensure well-being and contentedness of PTG's customers. In this regard, all innovations or the new projects initiated will be a driver to steer the Company's major objectives, which also extend the scope of customer care and enhance the well-being of consumers. In addition, the changing market structure and competition have affected the ability to generate income, develop innovations, or deliver new versions of products and services that fulfill customer preference in order to bring up new opportunities and meet market demand, as well as the ability to shape business to accommodate the products and services launched.

\*Note: Process innovations are classified into two categories: 93 projects of productivity initiatives and 145 projects of KAIZEN activities.



## Management Guidelines

Every innovation has been developed under the same goal of achieving “Well-being and Contentedness” for all customers, partners, society, employees, and stakeholders. This vision is at the core of everything, starting from the beginning of an initiative, through to the approval process and resources provision. There are four strategic themes as follows:

## Strategy Theme

 <b>Connection</b>	 <b>Strengthen Wellness and Wellbeing</b>	 <b>Develop Opportunities</b>	 <b>Unmatched Convenient and Value-Added Customer Experience</b>
<p>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.</p>	<p>To create a new hub for health and well-being promotion, giving Thai people more access to health and wellness innovations or services, both for treatment and prevention.</p>	<p>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.</p>	<p>deliver a more comfortable and meaningful experience to customers through new versions of products, services and approaches</p>

Apart from focusing on fortifying the hybrid energy business to touch all convenient lifestyle needs, PTG’s objectives and missions have highlighted the promotion of innovations and technology that fulfill today’s requirements and are adaptable to the business flawlessly, while, at the same time, upgrading the quality of life of communities, society, and the environment under the notion of “Well-being and Contentedness”.

In addition, PTG established a Kaizen committee and working group to organize Kaizen activities on a yearly basis, led by the team of senior management, called “PT KAIZEN CHAMPIONS” to find the best team of the year.

Kaizen is an activity where employees of all levels can participate to improve their work performance in both top-down (the management group and the Kaizen committee working together) and bottom-up (middle- and lower-level supervisors) formats based on the following BEST approach, consisting of:

**B** Breakthrough the Limit  
**E** Embrace Empathy  
**S** Succeed Together  
**T** Cultivate Trust

The committee is determined to introduce Kaizen activities to all departments within the organization, whether oil or non-oil business. The activities are aimed at promoting customer-centric process improvement for the benefit of both existing and potential customers, starting from upstream to downstream (supply chain through the SCOR model) to ensure the highest satisfaction of all customers. The Company targets to increase the number of Kaizen projects from 120 projects in 2021 to 140 projects in 2022.



## PTG is committed to creating Kaizen leaders within the organization based on the following 4 Kaizen principles:

1. “Well-being and Contentedness” This is to promote PTG’s vision – Well-being and Contentedness, in order to sustainably streamline and adjust the work process, with a greater emphasis on knowledge and the process of Kaizen for Innovation.
2. Do Your Best This is to promote corporate culture in 4 facets in line with Kaizen activities by encouraging employees to adopt corporate culture as a guideline for their improvement.
3. Data-driven Organization This is to encourage process improvement by systematically collecting more data. The theme is divided into 2 parts, including Part 1: Kaizen work that focuses on data collection before and after improvement via the available IT system for further analysis; Part 2: working groups that conduct Kaizen activities throughout the organization via the use of information on the system for analysis, e.g., Kaizen System and KM Kaizen.
4. Supply Chain This is to improve internal supply chain and enhance its efficiency by focusing on collaboration of different functions based on the principles of the SCOR Model, considering the entire process, starting from upstream, midstream, to downstream through the performance of all 5 aspects under the SCOR model.

## Incubation Program

As time and technologies go by so rapidly, forcing organizations and large businesses to cope with unprecedented circumstances in order to not be interrupted by emerging technologies and solutions, PTG has established MAX Ventures in 2022, aiming it to be a corporate venture capital to strategically invest in potential startups, both in Thailand and overseas, to strengthen business alliances in different formats. Additionally, this approach is a core in creating innovation, or a New S-Curve business, and bolstering and expanding businesses within the network of PTG for the well-being of Thai people.

In this regard, MAX Ventures is responsible for generating new revenues and finding new solutions for all affiliates in 3 ways.

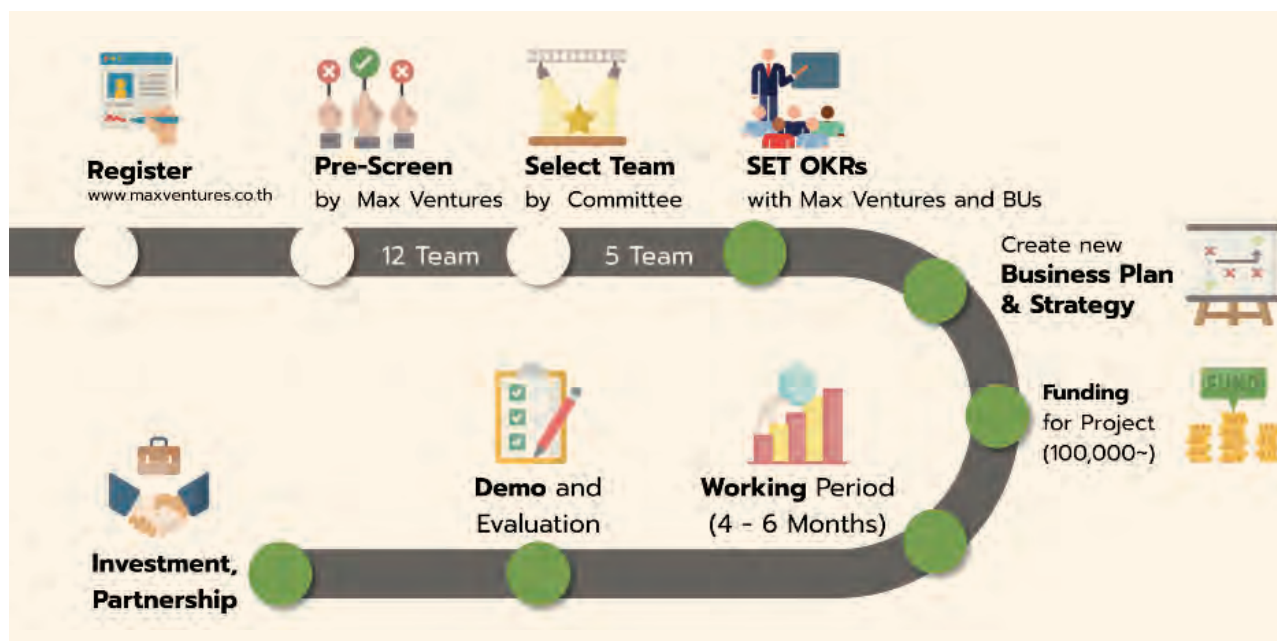


1. **Incubation:** Start a new business through brainstorming of new ideas and address development opportunities by testing the ideas with customers, as well as developing prototypes into a real product or service. This step is considered a new business creation and a new source of income for the Company.
2. **Investment:** Invest in businesses that reflect the Company’s strategies, shine with notable growth opportunities, and support the Company in achieving well-being of all Thais.
3. **Co-creation:** Create a business or product and service together with partners. PTG is open to all types of organizations to work together to generate income and achieve the well-being of Thai people.





At the beginning of the project, there will be team matching with PTG’s business units. Mutual goals are set to measure the success of a 6-month collaboration. Each team will create a business plan to guide their project, or conduct a real business, with an initial funding of 100,000 baht. Every step will be closely supervised by the MAX Ventures team and bring all the partnership and investment opportunities after the completion of the program.



## Performance

### Promoting Innovation Knowledge

In 2022, PTG promotes innovation knowledge among its personnel, both the management team and the employees. Even during the COVID-19 outbreak, the innovation knowledge has been continuously developed for employees within the Transformation Department and those outside the function regardless of their position. It was designed to be a human resource development project, both as classroom learning and hands-on practice through innovative initiatives assisted by experts and talents from startups and reputable institutes. In addition, the Company also arranged activities to broaden innovation knowledge. The details are as follows.

#### Productivity Initiative

##### Objectives

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 for the organization in the future.

##### Performance

129 projects were initiated to improve work efficiency, 93 projects of which were completed. The project generated a revenue of 134.03 million baht for the Company and could reduce the Company’s cost by 11.72 million baht, thus saving a total of 29.71 million baht.



## KAIZEN

### Objectives

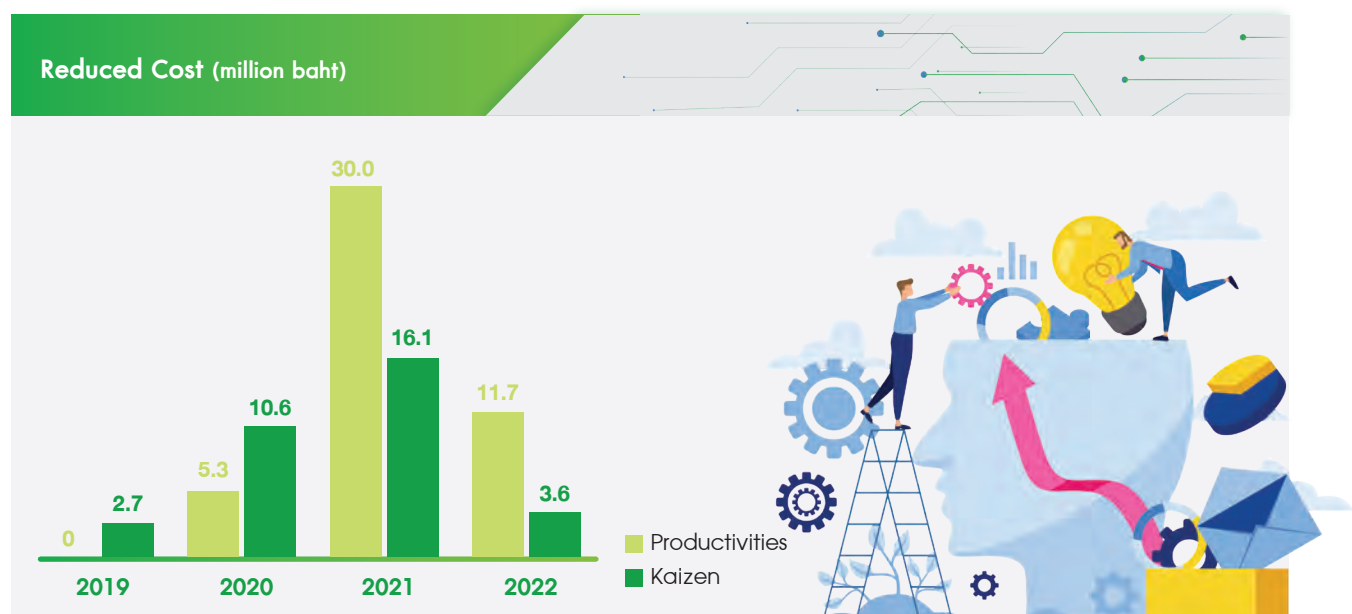
- To provide Kaizen basic and advanced training courses.
- To offer an opportunity to all departments to submit Kaizen innovations, which are divided into 6 categories:
  - 1) **Genba Kaizen:** An invention or process improvements that are fast and uncomplicated. In this regard, it must not be fully automated.
  - 2) **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.
  - 3) **Service Kaizen:** Improvement of a system or its processing approach with system analysis or configuration to achieve convenient, fast and accurate service results.
  - 4) **Kaizen for innovation:** Improvement of a system to create a disclosable innovation. It represents an invention or improvement that is progressive, innovative, and affects the business, industry, or society.
  - 5) **Kaizen suggestion System:** An invention or improvement of a process that is quick and easy. It must not be automated, or semi-automated, and must not be complicated.
  - 6) **Yokoten Kaizen:** Works that were formerly presented in the semi-final round of the Kaizen Champions competition in the previous years, whose ideas and concepts are further improved and developed to be concretely implemented in business parts that are productive.

### Performance

- There were a total of 145 projects, which can reduce Company's cost by 3.6 million baht in total.
- There were 834 employees participating.
- Established a knowledge management system where employees could study the results of innovations of the previous years through a system called KM Kaizen System.
- Provided 6 staff training sessions.
- 308 employees attended the training.
- Provided a Workflow Kaizen Suggestion source, launched in August, to record suggested works in the system.

## Economic benefits from the promotion of innovative knowledge

Reduced costs contributed by the promotion of innovative knowledge and work enhancement.





## Sustainability Innovations of 2022

Throughout 2022, PTG has promoted invention of innovations. The total investment in the project is 40,685,167 baht (only for product and business innovations) with the following key projects:

Project	Objectives	Indicators	Performance
<b>Process Innovation</b>			
<b>Max Enterprise Connect (Phase 2)</b>	<ul style="list-style-type: none"> <li>• Increase the opportunity to magnify sales growth by adjusting the existing procedures as follows:</li> <li>• Streamline the membership application process and shorten the delivery time for physical cards.</li> <li>• Develop a new system (Max Enterprise Connect) to obtain greater customer satisfaction and minimize operational problems at service stations.</li> </ul>	<ul style="list-style-type: none"> <li>• reduced working process time by 90% and increased the opportunity to generate sales of 67.24 million baht.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to increase sales by 67.24 million baht.</li> </ul>
<b>Construction of Fuel Station by the Engineering Team</b>	<ul style="list-style-type: none"> <li>• To develop the construction process where cost and period of the construction can be adequately controlled to support business expansion of PTG and its subsidiaries.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced construction costs by 5%, or about 2.04 million baht.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost control and sales increase of 28.53 million baht</li> </ul>
<b>Managing clear oil balances and shipments</b>	<ul style="list-style-type: none"> <li>• To enhance work efficiency, reduce work time to manage balances and accurate and rapid oil delivery that meets the required standards.</li> <li>• To enhance sales opportunities, reduce the problem of insufficient clear oil sold at stations.</li> <li>• To reduce the cost of clear oil stock management.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced planning time for clear oil order allocation.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced planning time for clear oil order allocation. That is, it previously took 5 hours and now reduces to 3.5 hours after the improvement, thus the allocation time can be reduced by 1.5 hours.</li> <li>• Reduced transportation costs incurred by oil transfer by 25,000 baht.</li> </ul>
<b>Product and Business Innovations</b>			
 <p><b>Nexx Pharma</b></p>	<ul style="list-style-type: none"> <li>• To expand access to more health services through both offline and online pharmacies with free pharmacist consultation, home delivery, and other health care services.</li> <li>• To penetrate new groups of customers, i.e., expanding from the existing businesses to non-oil businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Sales volume.</li> <li>• Number of cases served.</li> <li>• Number of visiting customers.</li> </ul>	<ul style="list-style-type: none"> <li>• A total revenue of 3.2 million baht.</li> </ul>





Project	Objectives	Indicators	Performance
<b>Niao Gai Station</b> 	<ul style="list-style-type: none"> <li>To add a food store business to the non-oil portfolio. The service is available both at the storefront and by delivery, either within or outside gas stations.</li> <li>To ensure convenience for customers in access food and beverage services at an affordable price.</li> </ul>	<ul style="list-style-type: none"> <li>Sales volume.</li> <li>Number of customers served.</li> <li>Service platforms.</li> </ul>	<ul style="list-style-type: none"> <li>A total revenue of 2.60 million baht.</li> </ul>
<b>PATOIS</b> 	<ul style="list-style-type: none"> <li>To explore delectable restaurants recommended by the locals. Patois has gathered all the information and serves as a platform for authentic reviews and experience sharing in order to enhance a decent food and travel experience.</li> <li>To create a unique selling point by offering the feature of Max Point Collection for further use within the PT ecosystem.</li> <li>To promote the expansion of non-oil business by generating revenue from sales of Company's products and services, advertising and restaurant coupons.</li> </ul>	<ul style="list-style-type: none"> <li>Number of registered users.</li> <li>Number of restaurant reviews and those searching for reviews within the platform.</li> <li>Sales volume of products and advertisements.</li> </ul>	<ul style="list-style-type: none"> <li>There are 15,321 active members, with 85,750 reviews, and can create up to 74,838 stores.</li> </ul>

## 5 Startups Participating in the Incubation Program 2022



Kollektive

**Kollektive One Co., Ltd.**  
A MarTech (Marketing Technology) Startup that is outstanding in influencer marketing or corporate marketing and branding.



Song sod

**Ying Charoen Freshmate Co., Ltd.**  
A trading and delivery platform which provides services to both household customers and large restaurants located in Bangkok and its vicinity.



Day work

**Daywork (Thailand) Co., Ltd.**  
A website where companies can find daily workers, either by posting job vacancies or contacting the Daywork Team for their recruitment.



Micro Vending Tech

**Micro Vending Tech Co., Ltd.**  
Village Payment Platform A platform that aims to be an intermediary for community and household shopping. It first started as a vending machine provider, selling petrol from vending machines to communities or villages distant from major gas stations at no minimums.



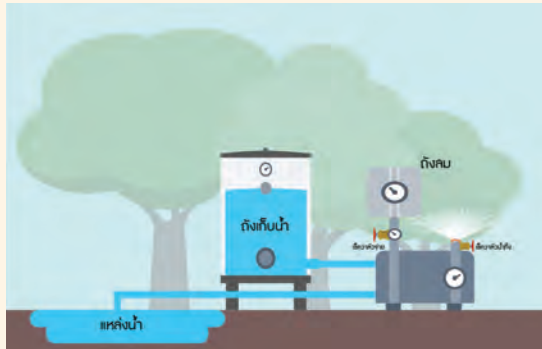
Everyday Doctor

**Everyday Doctor Co., Ltd.**  
A platform that helps clinics manage patient service usage data with a support system to facilitate appointments, contacting, communications with personal doctors through instant messages and video calls by digitizing all functions.



## Project Highlights

Water pumps using compressed air



### Objectives

In order to supply water at all times, even during the power outage, and to reduce electricity costs within gas stations, PTG has employed an invention called a hydraulic ram pump where air is compressed to supply water to restrooms. This is a self-operating water pump using natural water pressure that brings water from a lower level to a higher level.

### Approaches

As PTG gas stations are located nationwide and offer a 24-hour restroom service, which is subjected to large water consumption and pump usage to supply water, electricity is necessary. PTG thus invents a pump that does not require electricity. Its mechanism is simple, that is, when water flows from a higher level of the pipe and leaves at one end where a check valve is installed, if that check valve is turned off, it will immediately halt the flow of the water and redirect it to the other check valve where air is contained. When the air is compressed and confined by water, it will push the water flow into the distribution pipe. With the compressed air, the water can flow from the lower level to the higher level, or to the pipes installed within the service stations. Hence, it helps save electricity costs as the amount of electricity used for water pumps is reduced.

### Performance

This year is the fifth year of using the compressed air water pump at the Kumphawa branch of PT Gas Station in Udon Thani province. The cost of electricity is reduced by 4,248 baht per year as the electric water pump will be shut down for 5 hours/day, with an average electricity rate of 4.72 baht per year. Moreover, carbon dioxide emissions can be reduced by 353.7 kg carbon dioxide equivalent. It is however currently in the improvement process to make it more efficient and to introduce the invention to other service stations.





## Customer Relations and Responsibility Management

### Targets and Performance



#### Indicators

Satisfaction of DODOs



Target

>80%



Performance

83%



#### Indicators

Satisfaction of end users



Target

>90%



Performance

92.87%

### Challenges and Priority

The outbreaks of COVID-19 have brought digital transformation where everything shifts rapidly. Therefore, a wide assortment of new services should fulfill the ever-changing lifestyles of consumers while also forming connections within the business ecosystem in order to secure growth opportunities by diversely and thoroughly responding to the needs of customers and elevating customer satisfaction and engagement. These elements will truly enhance convenience for customers in the new normal era. In particular, in order to meet the dynamic needs, the Company recently introduced Max Me service that can be called a trusted friend for Thais, which ensures all-time convenience, promptness, and safety that fit cashless society. It is an application that comprehensively touches all lifestyle needs, be they dining, traveling, or shopping — all in one app. Moreover, the Company focuses on developing and improving service experiences using “Chat to Order” — a feature to place orders for products under the PT trademark, convenience goods from Max Mart, and beverages from PunThai Coffee. Furthermore, it also improves services catered through Max Service, which are continuously in increasing demand.





Maintaining the satisfaction level of current customers is an important facet of the Company's focus. Addressing customer needs and enhancing their convenience will encourage their repeat purchases and make them prefer to communicate about their impression to other potential customers. PTG also leverages this information as a planning guideline to accommodate changes and effectively expand customer groups. Moreover, the Company strengthens customer relations through listening to their voices, be they opinions, suggestions for improvement to meet their expectations, or complaints lodged through a variety of channels. The Company has taken customers' opinions as a guideline for continuous improvement and been proactive in obtaining customer feedback through its follow-up channels. PTG also analyzes data fed through various social media to ensure that it can respond to the needs of customers efficiently and in a timely manner.

TG aims at seamlessly connecting the experiences of online and offline platforms together (O2O solution) so that marketing planning can most effectively meet the needs of customers while also expanding PT Max Card's member base and developing products and services to touch their preferences.



## Management Guidelines

### Responsibility to Products and Safety of Products and Services



PTG is committed to operating a fuel business that meets safety standards and quality by centering its attention on oil quality control, starting from the process of obtaining it from the refinery through to delivering it to the hands of consumers. It aligns its process of receiving, storing, and distributing fuel products at all 9 fuel depots across the country with the ISO 9001:2015 quality management of the ISO Certification Institute (MASCI). In part of quality assurance, the Company has been certified based on ISO/IEC 17025:2017 by the Thai Industrial Standards Institute (TISI) and participated in the Thai Petroleum Laboratories Correlation Program, which builds consumer confidence toward national product inspection and testing results. In addition, the Company has a policy to manage quality, security, safety, occupational health, and the environment to comply with applicable laws, as well as regulations that regulate and control the operational process, service improvements and productivity enhancement in a constant manner. This strengthens awareness of all workers in the quality, security, safety, health, and environmental (QSSHE) risks and opportunities, which are essential elements of business operations to ensure that the Company has a strong operational and organizational management system and prepare a clearer operational framework.

### Communication Policy regarding Product or Service Impacts

TG focuses on customer satisfaction by delivering quality products based on customer requirements and fully discloses information about products and services. It implements the marketing strategies responsibly and never misrepresents facts to customers. Moreover, PTG is committed to providing knowledge and information about products and services that are useful for consumer decision-making through various marketing and communications, thus formulating the Ethical Marketing, Advertising, and Sales Policy. If any customer is affected by any product or service, they can lodge a complaint via PT Call Center 1614, or calling 02-030-1446, or Facebook: PT Station, and the Company's website <https://www.ptgenergy.co.th/> under the topic of Whistleblowing Guidelines/Corruption Complaints.



## Policies and Measures for Customer Security and Privacy



As the Personal Data Protection Act, B.E. 2562 (A.D. 2019), was officially announced on June 1, 2022, PTG values and respects customer privacy, and is also aware of the protection of personal information and the importance of security measures. Therefore, Personal Data Protection Policy, Privacy Notice, Guidelines in case of data leakage and forms to exercise the rights of the data subject are set in place. The objective is to maintain the security of personal information of customers, business partners, contractual parties, employees, and other persons related to the group of companies to ensure that personal information the company collects, uses, discloses or transfers to third parties and/or

abroad shall be protected and comply with the Personal Data Protection Act, B.E. 2562 (A.D. 2019). The Company has regularly trained staff to ensure that they realize and understand the importance of personal information. In addition, marketing information, customer orders and customer services will be kept confidential and any access to the information will be possible only by authorized persons so as to not violate legal rights. In every case, the consent of the data subject must be obtained in advance.

## Performance

### Development of systems and technologies to support customer relations

PTG has developed a mobile application called Max Me, which is a super application to enhance the convenience of customers in updating about corporate marketing campaigns, using e-wallet payment and order placement for PTG products, e.g., gas, coffee, etc., as well as enjoying partners' products and services. The application enables the Company to be aware of consumer behavior, which can be used for marketing analysis to accurately respond to the needs of individual groups of consumers. In addition, the Company also analyzes consumer usage data divided by customer segments to design marketing campaigns that meet the needs of each customer group in a semi-automatic format to minimize human tasks. It has developed a program through digital channels to facilitate customers engagement in marketing activities or allow them to check their own information via, e.g., LINE, website, mobile application, which focus on enriching customer experience and concretely shape a strong engagement in the future.



### Relationship management strategies to retain existing customers and expand customer base



- The launch of the Max Me application aims to fulfil the needs of Max Card members in the digital era, gathering entertainment, dining, travel, and shopping experiences all in one place, as well as creating a business ecosystem that groups over 10,000 partners together on the same platform where customers can pay using Max Me Wallet.
- Focus on expanding a merchant base that accepts Max Me Wallet payment.
- Encourage point redemption for discounts on services, e.g., delivery, online shopping, etc.
- Arrange sales promotions with the Department of Internal Trade and business partners to reward Max Card members.
- Sell e-vouchers for co-created campaigns with partners, or sell them to partners that have a strong relationship to boost sales for affiliated businesses.
- Launch new products, e.g., car title loan, online insurance, purchase of travel packages, car rentals, and online horoscope under "Max Mu".

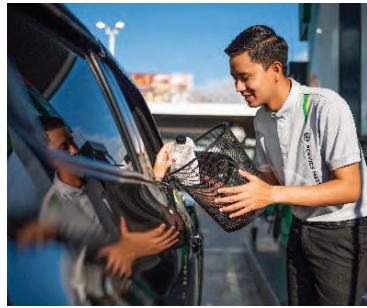




## Customer service standards within service stations

PTG has in place 5 service control standards as follows:

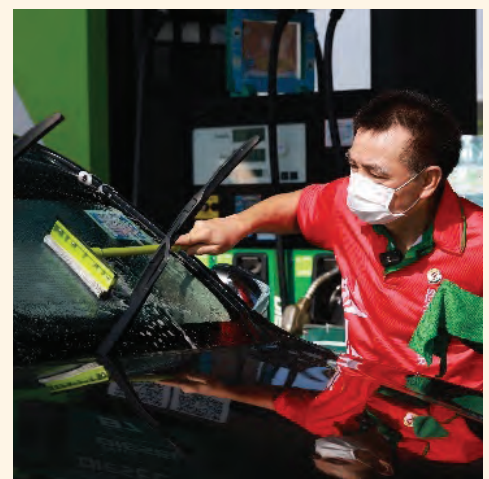
- 1) Internal Standard Control conducted by station managers, area managers and regional managers, including Walk the Store, Shift Changes Book, Stop and Watch.
- 2) Customer feedback via Call Center 1614.
- 3) Best employee rewards such as Best of Customer Voices activity.
- 4) Max Service - an emergency refueling service for customers.
- 5) Know your customer, where service station teams are focusing on maintaining good relationships with key accounts, making visits to key customers, and communicating with Top-20 customers.



### PT Service Volunteer Program

In 2022, PTG has organized “PT Service Volunteer ” in hopes for Thai people to achieve “well-being and contentedness” by encouraging employees to join as volunteers and provide services in 185 participating gas and LPG stations within Bangkok and its vicinity (Nonthaburi, Pathum Thani, and Samut Prakan) on Saturdays from 8:00 a.m. - 12:00 p.m. This is to enhance service mind of every employee from all levels and give them opportunities to really serve customers and learn how to work at gas and LPG stations, as well as to impress and satisfy visiting customers.

The PT Service Volunteer activity for the “well-being and contentedness” has the following key objectives: 1. To reward customers; 2. To unlock opportunities for support staff to engage in customer-facing tasks and have a first-hand experience at service stations; 3. To promote the BEST corporate value; and 4. To emphasize corporate vision “well-being and contentedness”. In this regard, participating volunteers will provide services, introduce products and promotions, as well as giving premium gifts as a reward to all visiting Max Card holders, and also listen to their opinions for further improvement. Many of the management team also joined the activity whereby each of them was assigned to different branch to meet customers, providing them with services and ensure their satisfaction and greatest impression.







### PT Service Master Project

PTG always places importance on good customer service, thus launching PT Service Master that aims to ensure professionalism of all service station staff when serving customers. By being called a 'Service Master,' this group of staff is responsible to provide customers with assistance, recommend them products, coordinate and solve any problem they may face, and also ensure end-to-end services. These staff will focus on the greatest benefits, value needs of all customers while also delivering decent customer service and developing service channels for gas stations to enhance customer satisfaction and further service improvement.

### Assessment of Customer Satisfaction

PTG has established a working group to assess satisfaction in all customer-facing business. There is a satisfaction survey conducted once a year at the point of service using an electronic questionnaire. Customer satisfaction is thus evaluated by dividing into 2 parts as follows.

1. **End user survey:** The survey will be conducted at the point of service. That is, when a customer visits the service site and completes point collection, there will be a questionnaire sent to them.
2. **DODO (Dealer Owned Dealer Operate) survey:** This survey specifically evaluates the satisfaction of DODOs or service station operators. The survey will ask about services provided by different departments including oil transportation service, services provided at oil depots, accounting services, etc.

After obtaining the result of the surveys, the Company will process them and forward the result to related parties for further service improvement. The survey results are then developed into campaigns and improved services that meet customer needs. For example, new service formats within service stations and new campaigns, e.g., point-based campaigns or e-stamp redemption for special gifts. Moreover, the results are also used for the development of advertising and media strategies, both inside and outside of service stations, etc.

Customer Satisfaction	Performance			Target of 2022
	2020	2021	2022	
Satisfaction of end users*	90.60	90.00	92.87	85.00
Percentage of end users completing the survey	8.36	8.26	27.61	30.00
Satisfaction of DODOs*	81.85	85.00	83.00	80.00
Percentage of DODOs completing the survey	67.00	55.00	92.03	90.00

\*Remark : End user refers to a consumer who purchases or uses a product or service under the PT trademark, e.g., PT service stations, LPG service stations, PunThai Coffee, PT gas shops. DODO refers to a franchisee of a dealer owned dealer operated station to whom the Company is responsible to render advice regarding management and supplying fuel.



## Statistics of customer security and privacy complaints

TG accepts complaints through different channels such as Contact Center 1614 or email customer\_service@maxcard.co.th, Facebook: PT Station and Mobile application PT Max reward (Max Me Application). In 2022, customer complaints can be summarized as follows:

Issue	Complainant	2020 (Cases)	2021 (Cases)	2022 (Cases)
Number of significant complaints regarding breaches of customer privacy and loss of customer data.	Third party, verified by the organization.	0	0	0
	Regulators *	0	0	0
The number of leakages, theft, and loss of customer data incidents.		0	0	0

\* Remark: Regulators are government bodies or independent bodies established by law.





# Supply Chain Management

## Targets and Performance



### Indicators

The percentage of critical tier 1 suppliers that acknowledge the Supplier Code of Conduct.



Targets

**100%**



Performance

**100%**



### Indicators

Tier 1 high-risk suppliers undergoing environmental, social, and corporate governance (ESG) audits



Targets

**8**

suppliers



Performance

**8**

suppliers



### Indicators

Number of suppliers that have corrective plans after an Environmental, Social and Governance (ESG) audit.



Targets

**8**

suppliers



Performance

**6**

suppliers

## Challenges and Priority

Sustainable and responsible supply chain management is an important factor that enables seamless delivery of goods from the production site to the hands of consumers at high efficiency and reduces possible risks, e.g., risks related to costs, raw materials, inventory shortage, or delivery delay, business interruptions, etc., which shall directly affect the business and reputation of the Company. Besides, supply chain management does not only mitigate risks possibly caused by suppliers, but also enhances operational efficiency, transparency, and fairness in the procurement process, while alleviating adverse impacts on stakeholders throughout the supply chain. As a result, organizations are currently focusing on supply chain management to ensure efficiency, as well as integrating sustainable development practices into business operations throughout the supply chain. The Company therefore supports operations and promotes the potential of all groups of partners to grow together, taking into account social, environmental, and governance issues throughout the supply chain to heighten opportunities, reduce risks, and enhance the competitiveness of the business, as well as making changes and sustainably strengthening business partners and alliances.





## Management Guidelines

### Sustainable Supply Chain Management Strategies

In 2022, PTG established a sustainable supply chain management strategy with a focus placed on comprehensive supply chain management, covering the selection of potential business partners and ethical business conduct. With the strategy, the Company will be able to adapt to changes that affect sustainability and empower business partners to sustainably conduct their business and grow together in the long run. There are five strategies to be implemented as follows:



### Integrating ESG goals with supply chain management strategies

Strategies	Objectives	Implementation
Build relationships with suppliers	To fuel growth and identify business expansion opportunities, both in terms of creating innovation and developing sustainability competencies, together with suppliers.	<ul style="list-style-type: none"> <li>Organize training courses on environmental management, good labor practices, occupational health, and safety, and conduct business based on the principles of corporate governance for suppliers, especially SMEs, at least once a year.</li> <li>Organize business reviews with suppliers on a quarterly basis.</li> </ul>
Responsible supplier procurement and selection	Raise awareness about ESG factors to reduce business risks.	<ul style="list-style-type: none"> <li>Consider sustainability issues in the recruitment and selection of new suppliers, as well as retaining current business partners.</li> </ul>
Sustainability risk management of suppliers	To reduce risks of business interruption and encourage suppliers to be aware of sustainability in business operations.	<ul style="list-style-type: none"> <li>Assess suppliers' risks and audit suppliers with high sustainability risks while also requiring suppliers to develop a clear corrective action plan and monitoring plans.</li> </ul>



## Environmentally friendly procurement

PTG has established guidelines for the procurement of environmentally friendly products or services to encourage employees to use products and services that help protect the environment during the production process. This encourages the use of fewer wasteful resources and reduces pollution that may occur from the production of goods and services. In addition, it also encourages all employees to be aware of energy and environmental conservation by participating in the selection of environmentally friendly products and services; details are as follows:

### Purchasing environmentally friendly products

In choosing environmentally friendly products, shoppers must consider environmentally friendly product certifications such as green label certified products, energy saving label No. 5, high efficiency label, carbon footprint label, etc. to ensure that the selected products and services will not cause pollution that affects the environment. If those purchasing products are unable to choose certified environmentally friendly products, they can consider selecting products and services from the following criteria by comparing the products or services that will be re-selected with the products or services that have been used previously using the following criteria:

- 1.1.1 Materials with low environmental impact, such as non-toxic materials, renewable materials, recyclable materials, and low-energy materials, are used in the procurement.
- 1.1.2 Use fewer materials, such as light weight, small size, and fewer material types.
- 1.1.3 Have the most efficient production technology, such as using clean energy to reduce waste from the production process and reduce the steps of the production process.
- 1.1.4 Have the most efficient transportation and distribution system possible; for example, reduce the use of extravagant packaging, use packaging made from reusable or renewable materials, and choose the most energy-efficient transport routes.
- 1.1.5 Reduce the impact on the environment during use, such as through low energy consumption. It has low emissions during operation, reducing the consumption of consumables and the use of unnecessary parts.
- 1.1.6 It is worthwhile for a lifetime of use because it is durable, easy to repair and maintain, and can be improved without frequent replacement.
- 1.1.7 There is a highly effective end-of-life management system, such as a design that allows products or parts to be easily reused or recirculated, or energy can be recovered if disposed of.

### Environmentally friendly outsourcing

In the event that the company has hired an outside person or department to operate within the company, the appropriate person or department should be selected; that is, it must have a specific quality operating standard in environmental management that has the following features:

1. Accredited with national or international environmental management standards
2. Availability of various pollution prevention measures that occur during work, such as air pollution and noise pollution
3. Availability of protection against hazards arising from construction or operations
4. Use environmentally friendly products.
5. Employees of the department receive training in the use of resources and energy efficient environmental management



## 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, taking into account human rights, responsibility towards society, community, and the environment, and 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 business partners for their acknowledgement and ethical compliance.

PTG has improved the overall process to make sure that all new suppliers are aware of Supplier Code of Conduct, starting from the registration of suppliers, and also provides an ESG self-evaluation form and procurement assessment. Moreover, the existing suppliers shall be evaluated within a specified period, from 2023 onwards.

## 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. Significance of products/services in business operations
3. Level of dependence on the supplier; or substitution of products

## Supply Chain Risk Analysis Process

### 1. Supplier Group Classification

- Volumes of purchase
- Significance of products/services in business operations
- Level of dependence on the supplier; or substitution of products

### 2. Risk Assessment

- Assess sustainability risks of suppliers using the ESG criteria by classifying risks based on likelihood and impacts, i.e., very high, high, medium, low, and very low.

### 3. Risk Management

- Site visit
- ESG audit
- Corrective plan and improvement

As for the performance of 2022, the Company has also taken into consideration data of 2021, e.g., cost data, supplier classification based on types of business, and risk management, etc., for further analysis. Therefore, the data also reflects that of 2021. The risk assessment will be based on the sustainability risk assessment criteria in the dimensions of both likelihood and ESG risk impacts, which cover economic, societal, and environmental issues. For instance, risks caused by delayed delivery of goods/services, business risks that affect health and safety of stakeholders, and risks from suppliers' business operations that may affect the environment, etc.

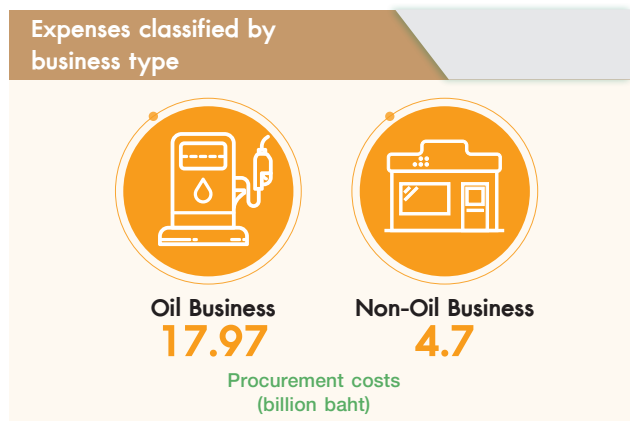
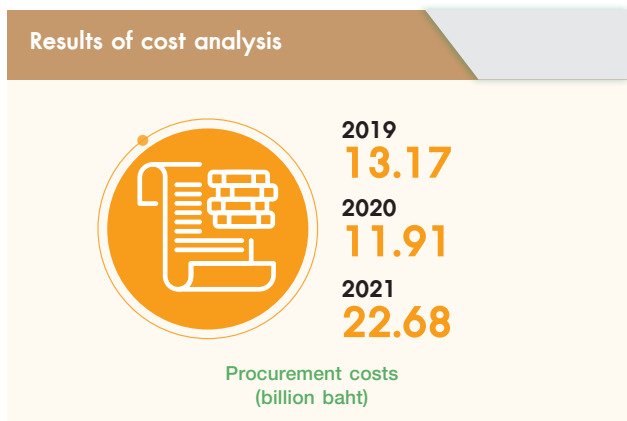
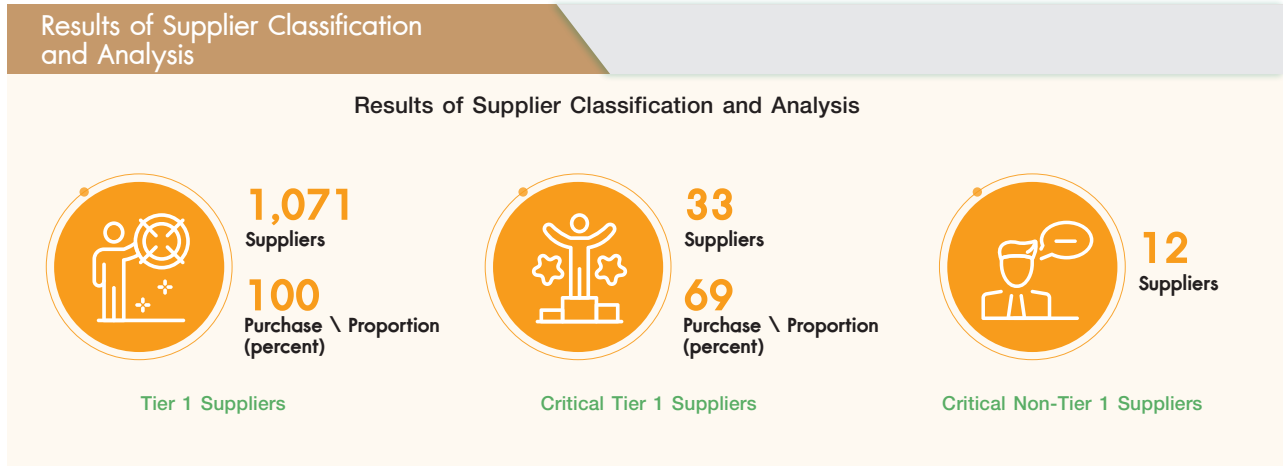
When becoming aware of the high-risk and very high-risk groups of suppliers, the Company shall conduct an environmental, social, and corporate governance audit (ESG Audit) to ensure that the risks encountered are properly managed. It is a performance assessment based on the Supplier Code of Conduct stipulated 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.





In 2022, the Company has established additional supplier sustainability scoring criteria. If it is found that a supplier does not meet at least 70 percent of the specified criteria, a corrective action plan must be prepared and submitted to the Company for further monitoring and improvement within a specified timeframe. In addition, PTG has reviewed the sustainability risk assessment process of suppliers against international standards of the Sustainability Index (DJSI). It requires a sustainability risk assessment of suppliers every 3 years and the new process will be effective from 2023 onwards.

## Performance



## Suppliers' ESG Assessment Results

The Company conducted an ESG e-Audit, or ESG remote audit, on 8 partners from the targeted number of 8, by doing site visits to the establishments of Critical Tier 1 Suppliers and suppliers with high sustainable risks. From the site visits, sustainability risks were found, among which included operations that may affect the environment, compliance with labor laws, as well as safety and occupational health, etc., since most of PTG's suppliers are small companies and there are operations that need to involve people in the community and the environment.

During the ESG supplier audit, the Company has rendered advice and recommendations to develop ESG operational processes in order to strengthen sustainability competencies of suppliers and be used as guidelines for sustainable operations. However, in whichever case, the Company never ceases working with suppliers that are prone to high risks.



## Examples of findings from ESG audits

Risk Issues		Risk Management Measures
<b>Environmental: E</b>	Occupational safety and environment	<ul style="list-style-type: none"> <li>Formulate safety policies and communicate them to employees.</li> <li>Prepare a risk inspection form before starting work.</li> <li>Prepare legal registration related to business operations.</li> <li>Prepare accident reporting procedures and announce them for employees' acknowledgement.</li> </ul>
<b>Social: S</b>	Human rights and labor	<ul style="list-style-type: none"> <li>Prepare an annual training plan and arrange employee training based on the plan.</li> </ul>
<b>Governance: G</b>	Business ethics	<ul style="list-style-type: none"> <li>Prepare a Code of Conduct Handbook in writing and announce it to employees for their acknowledgement and compliance.</li> </ul>

## Risk Management for Impact Mitigation

Partner Risk Management	Unit	Performance
Suppliers are prone to high risks that are required to develop a corrective action plan.	Suppliers	8
Suppliers prone to high risks that have prepared corrective action plans.	Suppliers	6
	Percent	75
Suppliers prone to high risks that can complete the corrective action plan within 1 year.	Suppliers	1



# PTG Knowledge Sharing: ESG for Sustainability through the Supply Chain

ปีที่ 2

วันที่ 5 พฤษภาคม 2565



## Supplier Relationship Development

PTG aims at promoting and constantly building 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 partners.

- Jointly update information about domestic and overseas oil situations (Market Outlook) with key partners at least once a month.
- Engage in knowledge sharing and adhere to the practices of the Group by organizing an online activity under the topic of PTG Knowledge Sharing: ESG for Sustainability through the Supply Chain for the second year with 15 suppliers of all business units through Video Conference to share operating experiences and jointly develop ESG operations with suppliers to ensure sustainable business operations.
- Prepare a manual and communicate safety regulations to contractors so that the contractors can observe them as a safety and environmental guideline and are able to adequately and precisely comply as required by law. The scope covers the contractors who perform construction work in LPG gas stations, Max Mart convenience stores, PunThai Coffee, Coffee World, Autobacs, Max Camp Service Points, and oil and liquefied petroleum gas transportation companies.







To Help and Co-Create

# Opportunities for Communities

Everywhere in the

New Normal Era 









Achieved  
**70%**  
employee  
engagement.

Key  
Indicators



**100%**  
of business activities  
throughout the value  
chain were assessed for  
human right risks.



TRIR of HQ Employees = 0.71 ;  
LTIFR of Employees = 0.69 ;  
LTIFR of Contractors = 0.80 ;  
OIFR of Employees = 0



**238**  
process innovation  
projects completed to  
enhance work  
efficiency.



Transform the  
organization toward  
excellence

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





# Human Resources Management

## Targets and Performance



### Indicators

Employee engagement survey



Targets

78%



Performance

70%



### 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

59.50%

## Challenges and Priority

Human resources management challenges subsequent to the hit of COVID-19 began to unravel and they will be even greater from now on as the Company will prioritize human capital. The key mission of the human resources management is to turn employees into a business partner in order to build and promote the business after the crisis that brought about a great shift to the world, whether in part of economy, society, or, importantly, technology. Thus, the Company continues to implement a policy that enhances work flexibility of all employees, whereby they can decide whether to work from home or onsite. Moreover, it takes into account the development and increase of employee competency at both operational and executive levels, providing them with new skills, especially future skills to heighten their capabilities and ensure that they are ready for business competition.

In addition, the Company also set out strategies for human resource, organizational, personnel, operational and process management, and the building of corporate culture. It has in place short-term and long-term optimum workforce plans, developing good and great people, as well as preparing successors (Succession Planning and Talent Management).





PTG's vision is to connect everyone to a complete "well-being" life. Human resources management of the Company hence centers at personnel as a valuable resource of the organization. It encourages its employees to acquire knowledge and capabilities in operating and driving the business to an extent that they can contribute to sales volume and profits that meet the plan laid out by the department or their functions. This is because the Company adheres to the principle of well-being, contentedness, and understands the diversity and equity of employees, thus it implemented a flexi-hour policy and takes into account the performance of employees (Productivity/Outcomes). Moreover, employees can make their own choice whether to work from home/anywhere or work onsite with the embrace of a quality and safe environment that prioritizes employees' quality of life.

The Company has also launched a flexi-benefit program as it understands individual work lifestyle. Employees can redeem collected points for preferred benefits that suit and respond to their needs; for instance, beverages, product discounts, or electric appliances, etc. The fundamental principle is that a good environment can promote individual work style. Once employees feel happy at work, they will deliver great service, value, and experience to all customers and society where the Company is present.

## Management Guidelines

### 1. Recruitment and Manpower Planning

- 1.1 With respect to the recruitment and selection of suitable personnel to serve in positions and perform tasks within the Group, the Nomination Committee shall be responsible for the recruitment and selection of such personnel for each position, nominating and screening qualified persons based on duties and responsibilities of each position specified. Summaries are as follows:
  - 1.1.1 Consider qualifications, expertise, and, if it is a management position or higher, consider the leadership and professionalism. For the latter, it needs to ensure that they are a person with far-sighted vision, morality, and ethics, as well as having a transparent work record and the ability to express opinions that are beneficial to the organization.
  - 1.1.2 Consider the core competency, managerial competency, and functional competency defined in each position together with taking into account the suitability in terms of skills, experiences and specific qualifications in various fields that are essential to the business without limiting or discriminating against gender and race or any differences in order to obtain the most complete and beneficial employees.
- 1.2 Improve work processes related to personal data of employees and related persons in order to comply with the Personal Data Protection Act, B.E. 2562 (A.D. 2019).
- 1.3 Improve work efficiency using information technology to support and promote work processes in response to the ongoing situations. Enhance HR work process by adopting the process transformation and developing internal work procedures through the development of innovations and technologies, which are aimed at optimizing work process while increasing the productivity of work and reducing costs incurred in some parts.
- 1.4 There is communication with stakeholders in terms of human resource management using social media platforms for management and operation.
- 1.5 Implement a partnership strategy to produce human resources based on business needs by working proactively with educational institutions that are sources of quality manpower and meet the requirements of the Company. This led to the signing of Memorandum of Understanding (MoU) to promote academics and offer careers with educational institutions, whereby the Company shall accept students for vocational training. The accepted students will be able to work and enjoy first-hand experiences in their field of study and will also receive allowances and scholarship grants throughout the course of training.
  - 1.5.1 The Company has worked in collaboration with colleges regulated by the Office of the Vocational Education Commission, Ministry of Education, which are educational institutions that attract a large number of applicants. It sent job vacancies and description to the college department responsible for employment of the final-year students at different institutes to communicate about the organization to broaden background knowledge of the students and the characteristics of opening positions to strengthen corporate credibility. Hence, it is a project that promotes and builds a stable career opportunity for new graduates.



- 1.5.2 Form a good relationship with government bodies by engaging in partnership with provincial employment offices across the country to facilitate public access to career announcements through each provincial employment office, resulting in fewer numbers of the unemployed in each province.
- 1.6 Continue to promote the Flexible Workplace program in order to cater a modern corporate culture and respond to the digital era in the future.
- 1.7 A succession plan and recruitment process for critical management positions has been prepared to ensure that the operations will be continuously carried out and achieve the vision of the organization.
- 1.8 There is a performance management system for employees and executives of all levels, the evaluation of which is carried out using the indicators set out by the organization.

## 1.2 Manpower Planning

PTG works on the manpower planning on a yearly basis by entrusting HR Business Partner to work with executives of all departments to determine headcounts required in each team that will be beneficial to the business direction.

In part of the succession plan, 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 of command to create understanding and strengthen awareness of the importance of succession plans and process.
2. Specify critical positions, taking into account the criteria set forth by the Company.
3. Nominate candidates based on potential, readiness, and competency suitable for each key position with bias to insource.
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 toward the direction and with strategies already set.

## 2. Employee Development

### Employees' 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 Department to be responsible for developing staff skills and improving training curriculum to reflect the needs and changes of today's business operations. In this regard, the policy framework covers the following:

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, etc., to heighten preferred 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.

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

### 1) The management (Divisional manager and up the chain of command)

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.

### Potential Development Guide for the Management

Program	Objectives	Description	Expected Outcomes
Leadership Development Program	To develop and create internal coaches, building coaching culture in the organization and developing coaching skills for executives.	Development of coaching skills for the executives of levels 9-14 to ensure a systematic pattern and coaching tools, which are easily understandable. This is to make sure that the executives can coach their subordinates and employees of other departments. The program is provided in workshop sessions, 15 hours in total.	To form a coaching culture in the organization. The executives possess coaching skills and can provide internal coaching. In this regard, coaching is recognized as a tool that lifts the potential of employees for favorable contributions to the Company.
Transformational Leadership Series	To invite knowledgeable and acceptable experts to pass on their experience, technological updates, business flows, or global innovation knowledge to the executives of level 9 and higher.	Classified into 4 categories: <ul style="list-style-type: none"> <li>• Technology/financial innovations in the digital age.</li> <li>• Leader in the evolving world and GIG Workforce management.</li> <li>• Business strategy (Grow Business)</li> <li>• Digital marketing and trends in 2023</li> </ul>	To strengthen knowledge to ensure awareness of the evolvement of the world and financial, marketing, management, human resource innovations, with executives being ready to the shifting trends.

### 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 workshop, 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 five areas: critical thinking, interpersonal communications, technological proficiency, leadership, adaptability and change acceptability.

### Potential Development Guide for General Personnels

Program	Development Approaches	Business Benefits
<b>Corporate Development</b>		
In-House Training	To provide training based on the courses chosen by the employees, which also need to match their responsibilities.	Develop potential and enhance skills and in-depth knowledge for employees. Every employee will acquire the same set of knowledge and skills at the same time upon the same standard. If there is any issue or conflict, a conclusion will be reached together and time can be allocated to reduce workloads.
Public Training	On-site training by experts from other agencies to build knowledge and develop employees to ensure that they are able to work efficiently.	Employees receive specialized knowledge and have the opportunity to exchange experiences, broaden their perspectives by attending training provided by other organizations.
<b>Front-liner Development</b>		
Service Station Assistant Manager Basics	<ol style="list-style-type: none"> <li>1. Training to equip gas station assistant managers with necessary knowledge for station management. For instance: <ul style="list-style-type: none"> <li>• System usage</li> <li>• Service standards</li> <li>• Product presentation</li> <li>• Knowledge of personnel management</li> <li>• Corporate Values</li> </ul> </li> <li>2. On-site practice with a mentor to learn about their responsibilities in a real situation under close supervision of the mentor.</li> </ol>	Assistant managers have prepared new employees to ensure that they can work well based on procedures and service standards, being able to share knowledge and skills with employees of the branch they are responsible for.



Program	Development Approaches	Business Benefits
LPG Station Assistant Manager Basics	A training course to equip assistant managers of LPG gas stations with a body of knowledge in work management at the station, such as use of various systems, service standards, product presentation, customer and complaint management, time management, including the process of loading oil and gas, as well as related safety courses such correct and safe operations for workers at gas and LPG stations, training courses on sales service standards to develop working skills for cashier staff and on-site staff who shine with potential and are selected for job promotion.	<ul style="list-style-type: none"> <li>• Reduce risks of oil misloading (where the service station offers both oil and gas).</li> <li>• Participants become aware of service standards and are educated to provide complete and correct services to customers.</li> </ul>
Basic knowledge for assistant managers of cooking gas shops	Provide a training course to prepare assistant managers of cooking gas shops to create a body of knowledge in managing various tasks; provide courses where they can learn about sales strategies, service standards, delivery, and installation of cooking gas to develop their skills and promote their personality, which is important in customer-facing tasks such as selling and communicating. There are also courses for shop operators and liquefied petroleum gas storage plants, safe driving for correct and safe operation, including training courses on basic knowledge for sales and delivery staff to develop their work skills to ensure that they can work properly, safely and meet the required service standards to impress customers.	<ul style="list-style-type: none"> <li>• Reduce risks of storage safety and cooking gas transportation.</li> <li>• Participants have knowledge and understanding about service and delivery standards for correct and safe work.</li> <li>• Ensure that staff are ready to provide services to customers based on service standards and create customer satisfaction.</li> </ul>
Knowledge and potential development of convenience store staff	Organize an onboarding program for assistant managers and branch managers, as well as cashier staff, to educate about rules, uniform, equipment and tools, Max Mart Management, use of sales tools, arrangement of products and related systems, etc.	<ul style="list-style-type: none"> <li>• Employees have the ability to correctly perform tasks of assistant managers, store managers, and cashiers.</li> <li>• Manage sales and employees within the store efficiently.</li> </ul>
Knowledge and potential development of PunThai Coffee's and Coffee World's staff	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 each branch as well as developing their service skills.	<ul style="list-style-type: none"> <li>• Ensure that they are skillful and able to brew coffee correctly based on the relevant standards.</li> <li>• Reduce risks of food and beverage complaints.</li> <li>• Efficiently manage sales volumes and onsite staff.</li> </ul>



## Business benefits derived from employee training

Course	Business Benefits	Quantitative Benefits to Business	Proportion of Trained Employees to Total Employees (FTE)
<b>Kaizen Training Course (KAIZEN)</b> <ul style="list-style-type: none"> <li>Provide Kaizen basic training courses and advanced courses. Employees from all departments access the opportunity to submit their Kaizen innovations, by which they can invent or improve processes, systems, or services to achieve efficient and faster work.</li> </ul>	Create innovations to promote services and more efficient and connected work processes. As a result, the Company can reduce costs and expenses.	Able to reduce the cost of the Company in a total of 16.10	5.00
<b>Productivities initiative training courses</b> <ul style="list-style-type: none"> <li>Enhance employee skills and improvements through tools and hands-on practice with executives and the Process Transformation Department serving as mentors to give advice and techniques, monitor progress, check and report results periodically so that employees can learn together during the project.</li> </ul>	Be able to apply and develop innovations that can be used to reduce costs, solve problems, create value, and add value to the organization in the future.	Able to generate income for the company at 12.48 million baht and reduce the cost of 29.93 million baht. In addition, the Company's expenses can be saved in a total of 12.17 million baht.	1.00

### 3. Employee Retention

#### 3.1 Annual Performance

PTG has an annual performance appraisal in place to concretely monitor personnel's performance via the feedback process and through rendering advice, assisting, solving problems, improving, and developing the performance constantly (Coaching and Improvement). Moreover, it evaluates the performance of executives and employees based on the goals set. The Company has established comprehensive performance evaluation criteria that are in line with the strategy and direction of the organization, containing both short-term and long-term indicators, encompassing, e.g., financial, non-financial, and sustainability development indicators. It implements the indicators from the corporate level through to the division level and relevant individual level. In addition, there is also behavioral indicators based on corporate values (Do Your BEST).

For executives (Levels 9 - 14), the Company provides a multidimensional assessment, which is a tool used to assess behavior and potential of individuals. This tool is both self- and peer assessments. As for the peer assessment, a person will be evaluated by his/her supervisors, colleagues, and subordinates, so that the Company can get informed about his/her behavior from different points of view and accurately identify rooms for improvement of the person.

#### 3.2 Incentive and Welfare

PTG recognizes the importance of a policy to compensate employees at an appropriate rate and that inconsistent with the Company's performance, be it short-term or long-term, as follows:

#### Short-term incentive

A policy adhered by the Company is to pay compensation based on the performance accomplished (Pay for Performance), which is a crucial strategy in compensation management today. This is aimed at motivating employees in the organization for their contributions with clear targets and indicators, thus the human resource management is more efficient. In this regard, the Company has paid short-term incentives in various forms to suit the nature of work that the employees are responsible for as follows:





- 1) Annual Bonus: The bonus is defined to be a form of variable pay, which is first based on the performance of the Company so that employees have a shared goal in driving the organization to achieve its target. As for the bonus payment, the Company shall also take into account individual performance.
- 2) Sales Incentive or Commission Plan: The Company pays incentives to its staff at service stations, cafés, or convenient stores, and commissions to the sales team, which is considered highly important in contributing to the revenue of the organization. The payment model is based on an individual's ability to generate revenue for the organization, which is on a monthly, quarterly, and one-time basis according to the short-term target achieved at that specific time.
- 3) Oil Loss Control Incentive: The Company has a reward system for employees for their contributions to limiting oil loss, starting from receiving, storing, and distributing process, which is to strengthen confidence towards the process efficiency.
- 4) Service Standard Incentive: The Company has a policy to cater decent services to customers by having stores inspected randomly by mystery shoppers to measure service standards, which are the main goal to achieve for the maximum customer satisfaction. Therefore, there are incentives for employees who take good care of customers in place.
- 5) Apart from ensuring suitable benefits and welfare for employees of each position, the Company also considers strengthening family institutions and children's rights. Therefore, it offers additional welfare to female employees who are pregnant to take maternity leave in a duration of not over 98 consecutive days, inclusive of weekends, with wages equivalent to those received on a normal working day throughout the leave period, but not exceeding 45 days, and compensations from the Social Security for the other 45 days. Full-time employees with over 1-year employment shall be entitled to non-paid leave for not exceeding 3 days per year, inclusive of holidays between the non-paid leave period.

### Long-term incentive

The Company has a policy to motivate employees for long-term achievements through the stock option, whereby the higher profits the Company generates, the more value Company's shares become and that shall benefit those employees who hold the Company's shares in terms of the stock value and profits per share, as well as increasing dividends on a yearly basis, which reflect the Company's performance.

- 1) Provide basic welfare and benefits as required by applicable laws, including social security, provident fund by continuously communicating about the benefits to the employees.
- 2) The Company participates in the salary benchmarking with external agencies on a continuous basis, and provides a salary structure for its employees in order to build confidence towards fair compensation and welfare management, both internally and externally. Moreover, such fair salary and benefits encourage efficient work and performance.
- 3) The company has a policy to ensure that all employees shall have good health, whether in part of health insurance, life insurance, which offer a higher coverage than the medical benefits required by laws. In addition, it dedicates places for exercise, well-equipped with exercise equipment, to guarantee good health of all employees and their readiness to efficiently perform their assigned duties. Furthermore, the Company formed a welfare committee in the workplace to encourage association or discussion with the Company, and employees' cooperation in thinking about and suggesting good welfare for their fellow employees. The Company also encourages its employees to participate in various activities, both internal and external, as well as those held by communities surrounding Company's premises.

### Compensation ratio between female to male

With respect to employment, the Company has treated all employees equally without discriminating against their gender, except for any nature or work condition where it is not possible to treat them equally; for example, oil truck drivers may not be a position that is suitable for females due to long distance travel and night transportation, etc. The Company also ensures equality in employment and equal remuneration rates for both males and females. The employment of the Company shall be solely based on the competency of employees and positions for which they are accepted.



Employee Level	2022		
	Average Women Salary	Average Men Salary	Ratio (Average Female Salary / Average Male Salary)
Executive level (Base salary only)	3,353,825	3,184,572	1.05
Executive level (Base salary and other cash incentives)	3,971,835	3,580,638	1.11
Management level (Base salary only)	1,394,785	1,340,969	1.04
Management level (Base salary and other cash incentives)	1,535,223	1,501,393	1.02
Non-management level	218,095	295,557	0.74

### Numbers of disabled or disadvantaged employees or staff

As in the past, society often regarded the elderly and the disabled as a burden for both caregivers and society. Thus, the Company realizes the importance of providing careers so that they can earn for their living without being a burden to others. During the previous year, the Company employed 128 elderly persons, with an employment value of THB 15,162,347 and 25 disabled persons to work in its establishments, with an employment value of THB 2,952,488. Moreover, it also cooperated with 2 organizations, namely the Eastern Disabled Association and the Social Innovation Foundation through various projects as follows:



#### 1. Employment of disabled persons in establishments in pursuance of Section 33

The Company has employed the disabled to work in its establishments in pursuance of Section 33 under the "Massage Service by the Disabled Project." It hires the disabled to provide free massage to customers who visit Max Camp on-site. In this regard, in order to promote employment of people with disabilities and build career opportunities as well as incomes so that they can take care of themselves and their family.

#### 2. Employment in pursuance of Section 35, in collaboration with the Eastern Disabled Association

In 2022, the Company has employed people with disabilities in pursuance of Section 35 in collaboration with the Eastern Disabled Association through the Bakery Maker Program, Wheelchair Repair Centers, and Agency Support Services. There are 105 people with disabilities participating in the projects at the employment value of THB 11,995,725, with details as follows:

Program	Description	Location
Bakery Maker	Practice theoretical knowledge and practical skills in baking, which can be further developed into their career and generate income to ensure they can take care of themselves.	Vocational Training Center for the Disabled, Ang Thong Province
		Vocational Training Center for the Disabled, Prachin Buri Province
Wheelchair Maintenance Centers	Promote career opportunities for the disabled by launching a wheelchair repair shop from which they can generate income.	Wheelchair Maintenance Center, Nakhon Nayok Province
		Wheelchair Maintenance Center, Chonburi Province
Institution Support Services	Promote career opportunities for the disabled by coordinating with local officials that regulate the locality to contribute to public benefit.	Chonburi Province



Bakery Maker Program at Ang Thong Province



Bakery Maker Program at Prachin Buri Province



Wheelchair Maintenance Center at Nakhon Nayok and Chonburi Province



Institution Support Services



In addition, PTG has also ordered vests for service station staff from the Eastern Handicapped Association, members of which have taken 609 hours of tailoring training course. Some disabled people have taken the knowledge gained to run their own businesses and some have joined together to form groups with the Eastern Handicapped Association being the advisor. In 2022, the Company supported the handicapped group by ordering 1,098 service station staff vests, totaling 197,640 baht, and 450 staff maternity clothes, totaling 157,500 baht, to create opportunities and alternative careers while also generating income for people with disabilities.





### 3. Employment Section 35 with the Social Innovation Foundation

In addition, the Company has also hired people with disabilities under Section 35 in collaboration with the Social Innovation Foundation through the career or contracting promotion for people with disabilities program, assigning them to coordinate with regulating government officials or local agencies for public benefits. The performance assessment will be assessed by the head of the regulating department. There are 37 people with disabilities participating in the project, with an employment value of 4,227,065 baht as follows:

Program	Description	Location
OUTSOURCING SERVICES: DATA ENTRY CLERK AND GENERAL COORDINATOR	To record patients' treatment information to create a treatment history file.	Subdistrict Health Promoting Hospital Khon Kaen, Surin, Lampang, and Nan Province
SERVICE CONTRACTING: COORDINATOR	Coordinate with officials in part of data records, deliver documents within agencies, and participate in activities to educate local people.	Subdistrict Administrative Organization Lampang, Nan, Khon Kaen, Nakhon Ratchasima, and Surin Province
OUTSOURCING SERVICES: TEACHING COORDINATOR	Coordinate and help prepare teaching materials for students in schools and assist teachers in checking homework for students.	Schools and Centers for the Development of Persons with Disabilities, Khon Kaen Province
HIRING SERVICE: CLEANING STAFF	Clean assigned areas, wash patient gowns, have bed linen washed and dried, and organize medical equipment.	Subdistrict Health Promoting Hospital Khon Kaen, Surin, Lampang, and Nan Province

#### The Benefit of Flexibility

PTG ensures work flexibility to touch the benefit and welfare needs that are diverse and varied with respect to, e.g., age, gender and status, etc. The Company has therefore improved the welfare system by providing flexible welfare as follows:

- Provide point collection benefits for employees who have participated in Company's activities so that they can enjoy point redemption for discounts as given by the Company such as discounts on phone charges, and Internet charges, etc.
- Provide a vacation or welfare redemption benefit so that employees can redeem their points for a variety of various rewards that meet their needs.
- Ensure work flexibility, whether in terms of flexible workplace or flexible work time, so that employees can work anywhere, anytime without the need to record their work duration.



### Improving work processes through Digital Platform

The Company provides improvements to work processes through various projects such as the Initiative Project and the Kaizen Project, encouraging and promoting employee creativity to improve existing workflows. In the part of human resource management, PTG has participated in improving work processes through digital platforms project for employees to access information more easily and conveniently as follows:

- Data Verification via Line Chat Bot This project is to verify various information via Line Chat Bot. It will answer various questions related to personnel management via Bot, making it convenient and fast for employees to access information.
- E-Slip delivery project and withholding tax certificate (Section 50 Bis) via employee’s personal email This project allows employees to receive documents quickly and conveniently for further use and can still retrieve historical data without requesting a new one.



### Employee Scholarship Project



PTG equips operational employees with professional skills through work. The Company believes that education is important as it is a permit that will lead to a better life for employees, enabling them to improve their own quality of life and raise the quality of society as well. As the Company understands that every life does not have to have only one choice, non-formal education (NFE), which offers flexibility

to Thai people who require educational qualifications, becomes another choice of study to allow people of all genders and ages to have access to education thoroughly and equally. The Company has thus organized the Max Scholarship Program to grant scholarships in the category of Non-formal education (NFE) at all levels, from elementary school to high school, vocational certificate, diploma, bachelor’s degree for employees. In 2022, there were 32 scholarships applied for in total. The applications were received from employees of Petroleum Thai Corporation Co., Ltd., PunThai Coffee Co., Ltd., and Olympus Oil Co., Ltd.



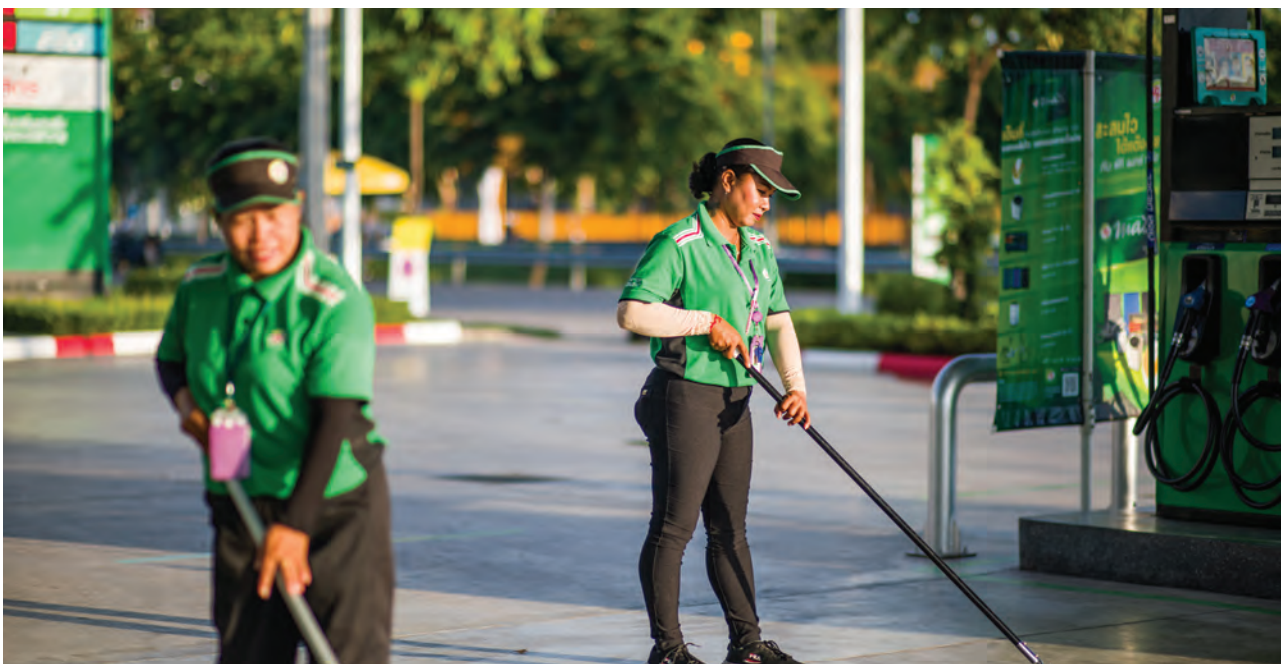
### 3.3 Employee Engagement Assessment

PTG pays attention to building employee engagement with the organization so that the Company can understand the needs of employees and use it to develop projects and activities to continuously increase their engagement. The Company requires that employee engagement and satisfaction with the organization be assessed every year by assigning the People & Organization Transformation Department to be responsible for conducting an annual employee engagement assessment. The technology has been applied to conduct online questionnaires through various channels that are convenient and easy for employees to access, such as through employee e-mail and scanning QR-Code on computers and smartphone devices. The assessment is divided into 3 main categories: 1. Satisfaction with the organization, which is a behavioral question. If the organization achieves a high percentage of engaged employees, it will have a positive impact on business outcomes in terms of talent retention; 2. organizational efficiency; and 3. customer satisfaction and revenue of the organization.

Corporate Value Assessment and factors affecting satisfaction. This is an evaluation of the experience that employees have encountered in the organization. Employees can choose to respond to six levels of satisfaction or engagement based on issues such as corporate reputation, opportunity to develop potential, work safety, relationship with supervisors, infrastructure and resources, etc.

### Improving and developing employee engagement results

In 2022, the Company has used the assessment results from the past year to analyze and plan to improve. According to the results of the satisfaction survey in 2022, PTG's organizational commitment level was 73 percent, and, when categorizing employee satisfaction according to the survey data, it was found that each group of employees had different satisfaction. In developing employee engagement, the Company needs to plan improvements in accordance with the needs of each group of employees, especially the employees who are important to the Company by considering the improvement of the factors selected by them or the factors that obtained lowest satisfaction scores. There are three factors that should be focused on: the appropriate compensation factor, recognition factor, and employee journey. The Company has assigned the People and Organization Transformation Department to be responsible for the preparation of action plans or projects to meet and increase the satisfaction rate of all 12 projects based on factors such as communicating about employee compensation and benefits to executives by integrating technology in communications to enable employees to access the information; welfare announcements via PTG's intranet system and @LINE application under the name PT News Daily. There is also a Chat BOT system to act as an assistant to answer questions for employees.





There was a Buddy Program for new executives to mentor them during the early stage of work, which successfully helped create a collaborative working atmosphere in the Company. Onboarding programs for new employees were improved so that the newcomers can be informed of and understand PTG’s vision, business direction, and values. These all have created decent experiences and paved a good career path for employees while also ensuring work balance. Other initiatives to succeed the latter include effective meeting programs or no meeting days, which enable employees to plan their work well, leading to better work efficiency.

As for the employee appreciation factor, PTG has organized the Do-Good Deeds Program and the PTG Best Awards Contest to promote outstanding employees and good behavior in line with the corporate culture. There are also other projects to strengthen employee engagement as follows:

### Employee Engagement Program

Approaches	Objectives	Key Activities
Health and Well-being	The company pays attention to the health of employees, both physical and mental health, believing that effective delivery of work must come from employees having good physical and mental health, ready for challenges and obstacles in operation.	<ul style="list-style-type: none"> <li>• <b>Stay Firm during Work from Home</b> : This activity encourages employees to exercise at home by providing trainers for Zumba, Aerobic Dance via Zoom. The activities are held 2 days a week (Tuesday and Thursday) for 1 hour per day (6:00 PM - 7:00 PM) and accessible nationwide.</li> </ul>
Mental Well-being		<ul style="list-style-type: none"> <li>• <b>Spotting the Workplace Silent Killer</b> : Mental Health The Company has been in collaboration with Good Doctor Technology (Thailand) to jointly find the silent killer in the organization, which is the mental health problem, a problem that many organizations are facing. At the event, major problems were shared, including stress, anxiety, depression, and loneliness, all of which cause psychological disease and eventually affect work performance. During the activity, employees can learn how to deal with stress quickly and easily and can apply it to their daily life.</li> <li>• <b>PT Happy Soul</b> : On January 15, 2022, the Company, together with The Thai Health Promotion Foundation (ThaiHealth), persuaded 25 staff members to participate in a learning seminar and leverage consciousness to create life balance. As the outbreaks of COVID-19 continuously affect the lives of employees and the WFH policy is still active, employees can feel stressful as some of them cannot manage the balance between personal life and work, thus lacking interaction with colleagues, working beyond normal hours, and being behind work schedules. These lead to anxiety and cumulative stress depression that affect relationships. Hence, if proper psychological well-being is not restored, it may cause long-term health problems.</li> </ul>



Approaches	Objectives	Key Activities
		<ul style="list-style-type: none"> <li>• <b>Do-Good Deeds Program</b> : The Company has started the project since April 2022 to encourage employees to praise their fellow employees for their good deeds. At present, there are more than 129 people participating in the event because nowadays we tend to neglect to praise other colleagues, perhaps out of familiarity, or don't realize the importance of encouraging other people. The organization therefore creates a platform where employees can praise, encourage, and pass on their morale to work to create success together. Those who send compliments to the project will receive 50 points and those who receive the compliments will receive 100 points and a monthly reward.</li> </ul>
Financial Well-being	The Company aims for employees to have good financial immunity by which they can live happily without financial burden, but instead with good financial planning and management, both in part of their family and at work, so that a "Happy Retirement Organization" can be formed.	<ul style="list-style-type: none"> <li>• <b>"Financial Discipline Building Campaign 2022"</b> : Seminar On August 25 - 26, 2022, the Company participated in a campaign to shape financial discipline by assigning 3 employee representatives to attend a seminar. Learning the basics of financial knowledge will lead to a change in spending behavior in the right way, regular saving to achieve goals in life, and being equipped with skills that are transferable to a wide range of employees to build an organization of good financial health in the future.</li> </ul>
Employee Engagement	Promote organizational engagement through internal relations activities for employees to participate in driving the organization and create a relationship and good understanding between employees and the organization.	<ul style="list-style-type: none"> <li>• <b>Best Award</b> : It is an award for employees, employee groups, including projects that demonstrate employee behavior in line with corporate values. This will lead to the creation of outstanding performance results to create pride and higher employee engagement levels. The Company started the project on March 3, 2022 and announced the results on December 2, 2022.</li> <li>• <b>Internal sports activities in order to encourage employees to have unity among the group and encourage collaboration with others</b> : On September 3 - 10, 2022, the Company organized an internal sports competition for employees to spend time doing activities together. After going through the COVID-19 outbreaks, which caused employees to distance themselves from each other and new/old employees to lack relationships on a personal level, thus forming gaps in the operations, the Company has organized sports competitions to shape close relationships such as badminton competitions, internal futsal competition. As the activity mainly focuses on team sports, team members must be of different departments, for example.</li> </ul>



Approaches	Objectives	Key Activities
		<ul style="list-style-type: none"> <li>• <b>ER On Tour</b> : The Company recognizes the importance of having the opportunity to engage in joint activities that gather employees at both central and provincial offices by organizing activities academically that focus on providing knowledge and understanding of labor laws and human rights principles and recreationally, which involve activities to build relationships within the team. In 2022, activities were organized in 7 regions, 1-3 training centers in each region, taking a total of 100 hours of training, with branch managers from 998 branches joining.</li> </ul> <p>During the event in each region, event hosts, which comprise the Employee Relations and Internal Communications Section and the Compensation and Welfare Management Division, will meet employees in-person, check their employment conditions in nearby branches and be informed of their status/suggestions, opinions/needs directly.</p> <ul style="list-style-type: none"> <li>• <b>Say Hello to the New Year</b> : On December 23, 2022, the Company organized recreational activities and made merit together with both executives and employees to create a bond within the organization after the COVID-19 outbreaks had eased. At the event, gifts from executives were given to employees. All activities within the event were held for enjoyment of all and to relieve the tension that has been accumulated for a long time with more than 300 people participating.</li> </ul>
<p><b>Promotion of Employee Performance</b></p>	<p>Encourage employees to work or do a project cross-functionally to enhance their work competency and critical thinking based on specific knowledge and expertise of each employee in various fields.</p>	<ul style="list-style-type: none"> <li>• <b>Kaizen Award</b> : Encourage employees to collaborate on projects in order to enhance work efficiency, reduce unproductive work time, cut costs or increase profits. With this activity, employees in different departments/divisions are encouraged to brainstorm ideas to improve their work and present their contest entries that focus on creativity at work.</li> </ul>

#### 4. Organizational culture building

Creating a corporate culture that can promote employee behaviors and ways of working that support long-term goals of the organization to create a working atmosphere that promotes the overall picture is the goal of PTG. Therefore, communication and activities to emphasize the expression of behavior according to the organizational culture must be done continuously and consistently and can be adjusted to suit the target group of the entire organization and attract people who are interested in the company to work together in the future toward “Connecting everyone to have the opportunity to access a life of “well-being, contentedness” in all aspects of life” according to the organization’s vision in 2022.





PTG places importance on adding knowledge and skills about applying corporate culture to work operations and conveyed effectively and to promote, motivate, and encourage awareness among employees. People & Organization Transformation Department has created and promoted the work values at PTG, i.e. we are committed to delivering excellent services to meet the highest customer satisfaction, develop, advance and improve work systems or work processes to suit the context of the organization continuously through "BEST".

**B** Breakthrough the Limit  
**E** Embrace Empathy  
**S** Succeed Together  
**T** Cultivate Trust

From above, People & Organization Transformation has provided training workshop for all executives of level 9 and above so that they can understand values and demonstrate good behavior to employees, serving as a role model for their subordinates and other employees

The preparation of BEST Podcast is about broadcasting and sharing work styles of various departments that are good examples for other employees on the basis of BEST, resulting in outstanding performance. The BEST Podcast has been prepared in 2 formats: a discussion and recording of a short video and storing knowledge, which is a form of knowledge

management for the organization that employees can view through PTG's intranet.

For the last important part of creating a culture that is in line with the results of the corporate engagement survey, PTG has organized the BEST Awards 2022 for employees who demonstrate outstanding corporate value behavior and have excellent performance to be a good role model for employees in the organization. This is because, at PTG, we believe that if everyone in the organization adheres to the same direction of action, it will lead to the goals that the organization expects. These all can shape success and sustainable growth.



## Performance

### Recruitment (ER)

Recruitment Goal 2022 (PTG)	Number of recruited employees (PTG)	Proportion of employee growth (compared to 2022)
18,307	20,630	16.91 %

### Employee Development

Item	2561	2562	2563	2564	2565
Number of training hours for all employees	4,120	102,671	69,863	137,926	386,241
Average hours/person/year	18.72	28.56	4.04	8.24	19.88

### Assessment of performance for 2022

Type of Evaluation	Employees receiving the evaluation	Proportion of employees receiving the evaluation (to all employees eligible for the evaluation)
Key Performance Indicator	Executives	1.58 %
	Employees	91.88%
Multidimensional performance appraisal (e.g. 360-degree feedback)	Executives	1.58%

### Employee Engagement

Employee Engagement	Unit	2018	2019	2020	2021	2022	Goal of 2022
Employment engagement survey results	Proportion of participating employees	68%	70%	77%	73%	70%	78%
The coverage of employees completing the survey	Proportion of all employees	78%	73%	91%	75%	91%	80%





# Occupational Safety and Work Environment



## Targets and Performance



### Indicators

Total Recordable Incident Rate (TRIR)



Target

**0.84**



Performance

**0.71**



### Indicators

Contractor Lost Time Injury Frequency Rate (LTIFR)



Target

**0.00**



Performance

**0.80**



### Indicators

Work-related fatality rate of employees/contractors



Target

**0.00**



Performance

**1.00**



### Indicators

Employee Occupational Illness Frequency Rate (OIFR)



Target

**0.00**



Performance

**0.00**



### Indicators

Employee Lost Time Injury Frequency Rate (LTIFR)



Target

**0.84**



Performance

**0.69**





## Challenges and Priority

The pandemic situation of the emerging disease contributed to a direct impact on the management of security, safety, occupational health, and the environment. The Company has set up a surveillance center responsible for assisting domestic employees affected by COVID-19. Based on the management perspective, the outbreaks of COVID-19 within the country affected the management of security, safety, occupational health, and the environment. The Company thus put in place screening measures that are applied to all entering and leaving establishments, whether at the headquarters or work premises. This is to ensure that these areas will not be exposed to the contagious disease. The Company has encouraged employees to receive COVID-19 vaccination in order to build herd immunity within the Company. It also provides knowledge regarding disease prevention to employees as well as formulating a business continuity management plan to ensure that it will be able to continue its business.

As is highlighted in the Company’s vision and missions — “Well-being and Contentedness” of all Thai, stability, safety, occupational health, and the environment are the priority that employees and contractors, as well as visiting customers, should be entitled to. Hence, the Company realizes the importance and is extremely aware of the issues of security, safety, occupational health, and the environment. PTG has reviewed its safety, occupational health, and the environment policy to catch up with the Company’s business direction, governmental policies, and newly executed laws related to security, safety, occupational health, and the environment. In this regard, the Company has prepared security, safety, occupational health, and environment management standards (PTG SSHEMS), which are to be used as a basis for the management of security, safety, occupational health, and the environment of the Group in order to shape a decent safety culture. As a result, PTG has created a safety culture that integrates the BEST notion as follows:



- B : Build up The SSHE Culture to All business unit without Limit  
 การสร้างวัฒนธรรมความปลอดภัยให้ครอบคลุมทุกการดำเนินงานธุรกิจ } B
- E : Engagement All Parties to responsible in SSHE management  
 ส่งเสริมให้ทุกคนมีส่วนร่วมรับผิดชอบในการบริหารจัดการทางด้านความมั่นคงปลอดภัยอาชีวอนามัยและสภาพแวดล้อมในการทำงาน } S
- S : Stop if Unsafe  
 หยุดปฏิบัติงานทันทีถ้าพบว่าไม่มีความปลอดภัย } E
- A : Aware of SSHE always think before act  
 ตระหนักถึงความมั่นคงปลอดภัย อาชีวอนามัยและสิ่งแวดลุ่ม คิดก่อนลงมือทำเสมอ } E
- F : Full compliance with Legal and regulations  
 ปฏิบัติตามกฎหมายและข้อกำหนดที่เกี่ยวข้องไม่มีข้อยกเว้น } E
- E : Ensure Continuous Improvement  
 สร้างความมั่นใจที่จะพัฒนาระบบบริหารจัดการความมั่นคงปลอดภัยอาชีวอนามัยและสิ่งแวดลุ่มอย่างต่อเนื่อง } T



# Management Guidelines

## 1. Security Management System for Occupational Health and Organizational Environment

PTG establishes an industrial product standard system, which will integrate three systems together (Integrated Management System), referred to as "management system" according to TIS 9001-2559, ISO 9001: 2015 Quality Management Systems Requirement TIS 14001-2515, ISO 14001: 2015: Environmental Management System Requirements, and TIS 45001-2518, ISO 45001: 2018 Occupational Health and Safety Management System.

In managing occupational health and safety within the organization, the Company has established the Quality, Security, Occupational Health and Safety, Environmental Policy (QSSHE) to oversee and control the operational processes, continuous productivity improvement to make operators aware of operations to address risks and opportunities in QSSHE of the organization and all groups of stakeholders.

In addition to using international standards in the management of security, safety, occupational health, and the environment to ensure that all business units will adopt security, safety, occupational health and the environment standards as part of business operations, the Company has established a system of standards for security, safety, occupational health and the environment of PTG Group (PTG SSHEMS) with the

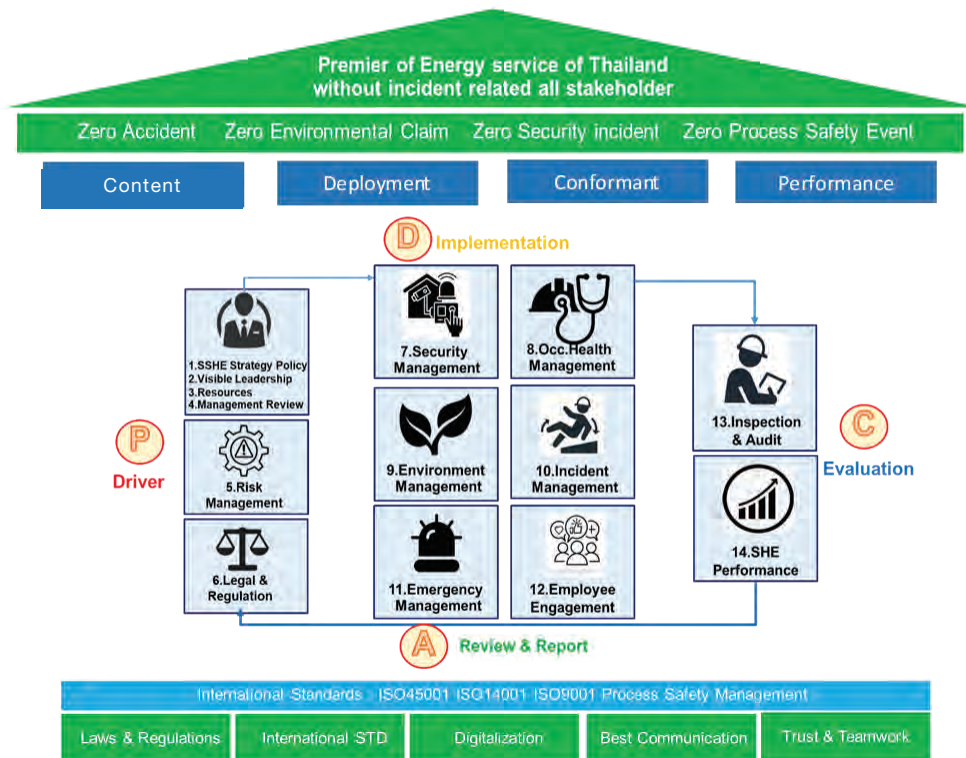
objective of overseeing management standards for security, safety, occupational health and the environment to ensure consistency throughout the organization. The goal of the PTG SSHEMS system aims to achieve

- Zero Accident
- Zero Environmental Claim
- Zero Security Incident
- Zero Process Safety Event

The system has been implemented through the wheel of PDCA, consisting of 14 requirements, each of which consists of 4 dimensions:

- **Content** : Establish written operating procedures.
- **Deployment** : Effectively communicate operational procedures to operators.
- **Conformant** : Follow the manual and procedures correctly.
- **Performance** : The effectiveness of the operation.

The Company has developed and communicated the standards to relevant workers, as well as providing training and workshop sessions to make the management system continuously developed. The Company has organized an annual assessment and compare the evaluation results with the standards of the Group to generate continuous development.





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

PTG establishes a committee to oversee security, safety, occupational health and environment policies to determine and align the direction of security, safety, occupational health and environment management within the Group. This committee consists of Chief Executive Officer and President being the Chairman. There are managing directors from subsidiaries serving as committee members and has the Safety and Environment Department as the secretary of the operation.

PTG established the Department of Safety and Environment to take care of the management of work safety in the workplace and develop the performance of occupational health and environment in accordance with the law and international standards to reduce potential impacts on stakeholders due to business operations in the development of safety, occupational health and environment systems. The Company complies with and obtains certification according to international standards ISO14001: 2015 & ISO45001 : 2018 in the scope of processing, receiving, storing and distributing fuel products within the oil terminal in order to be a model for improving the management system and developing personnel at the same time. In the near future, the scope will be expanded to cover all processes and oil terminals.

The Department of Safety and Environment strives to enhance the organization's potential in terms of safety in all business

activities throughout the supply chain by initiating and improving work processes to ensure continued efficiency and safety in order to transform PTG into an organization of excellence as follows:

- **Management of Security, Safety, Occupational Health and Environment at Oil Depots**

The Department of Safety and Environment focuses on developing security, safety, occupational health and environment management systems to comply with laws and international standards. The oil depots have developed the security, safety, occupational health and environment management systems of PTG Group (PTG SSHEMS) according to international standards (ISO 45001: 2018), which are used as a guideline and framework for project implementation within oil depots.

PTG opens up opportunities for employees to be part of building up safety promotion activities within oil depots. For example, a project to improve work area with ergonomic assessment (Mae Klong Oil Depot), a warehouse improvement project using 5S principles (Khon Kaen Oil Depot), both of which received a national Kaizen Award. Moreover, at every oil depot, there will be safety officers assigned to monitor work area. The qualifications of this position as required by law are: 1) Safety officers of the executive level (all executives); 2) Safety officers of the supervisory level (all supervisors); 3) Professional safety officers at oil depots. Every depot has an Occupational Safety Committee that represents employees to manage security, safety, occupational health and environment in the area, as well as planning activities to promote safety within oil depots under PTG SSHEMS.

Every depot has plans in place to respond to emergencies and crises to ensure that the situation can be addressed accurately and in a rapid manner in order to reduce potential loss caused to the depot, the community and the surrounding environment. For every plan, there will be at least one rehearsal per year and it will be improved and developed to be in line with changes occurring, both inside and outside the oil depots.





- **Safety inspection and training in service stations**

Department of Safety and Environment is aware of the safety of all visiting customers at PT service stations, thus conducting internal safety audits that cover all businesses in service stations to identify risks and potential causes of various dangers, which will cause an impact on safety and occupational health of employees and visiting customers, or may cause damage to the property of the company and that of customers. Incidents can happen at every part of the service station, be it at the dispensing yard or fuel dispenser. The Department of Safety and Environment shall work further on the obtained hazard information for correction, improvement and identification of preventive measures before an accident or incident occurs in the service station, as well as reporting to the Safety and Environment Committee and follow up on corrective actions until they are completed. In this regard, high and very high risk issues shall be reported to the management for acknowledgment and urgent action taken under the Enterprise Risk Management Committee.

In the preparation of audit reports and the monitoring of safety and environmental issues in service stations, the Department of Safety and Environment has employed Power BI to provide in-depth analysis of business data. The data can be managed through the dashboard in real time, with the system being able to work flexibly with the Safety PT Service. It can also reduce work time of employees, including use of paper by 100 percent, and being able to set access rights for users, making it highly secure in data usage.

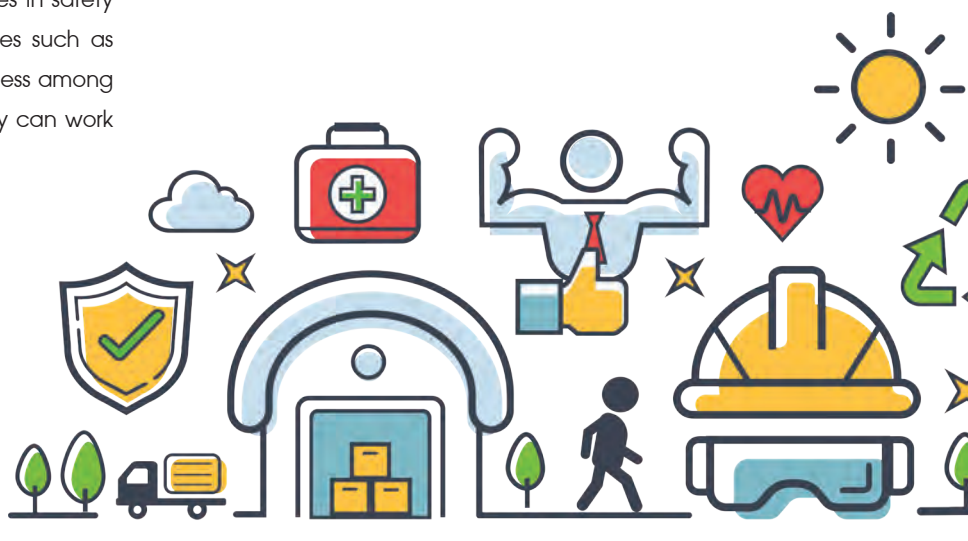
In addition, the Department of Safety and Environment has raised awareness and participation of employees in safety management through safety promotion activities such as Safety Clinic that will educate and raise awareness among employees of service stations to ensure that they can work with well-being and contentedness.

- **Management of security, safety, occupational health and environment, transportation, safety inspection and training for oil transporting drivers**

The Department of Safety and Environment realized how important transporting PT gasoline fresh daily is, thus it assigned safety officers to work in the transportation business, planning and developing a SSHEMS plan to be applied to the transportation of the Company's products under the management framework of the PTG SSHEMS.

PTG has directed its subsidiary PTG Logistics Co., Ltd. to carry out activities related to security, safety, occupational health, and environment management in consistent with the Group's requirements. It formulated a SSHEMS policy and established a safety committee to work in each specific area to shape and plan the SSHEMS to ensure that accidents arising from product transportation can be prevented.

PTG has set up a safety driving training center for delivery drivers to ensure that the number of accidents and impacts on stakeholders as a whole can be limited to zero under a project called "PTG Gentleman: Disciplined, Generous, Unselfish," which aims to raise awareness of safe driving among driver employees. In addition, PTG has used an AI system to detect driver abnormalities, which helps to make sure that the drivers are ready to work, along with random screening for drugs and alcohol. There is a policy to prevent the use of drugs and marijuana within the Company by considering the suitability and safety of drivers based on criteria specified in government policies.



- Promotion of safety for contractors
- **Communication of safety requirements in the selection of commercial service station contractors (Model A).**

The Department of Safety and Environment set up a unit that supervises the security, safety, occupational health and environment of contractors. In the process of controlling and supervising contractors' safety, the following actions must be taken:

- **Selection** : PTG selects contractors that apply SSHEMS within their enterprise by specifying safety requirements in the Term of Reference (TOR) and clarify them to all contractors prior to each bidding.
- **Governance** : PTG has organized training on security, safety, occupational health and environment for contractors and subcontractors that are successful bidders, the contents of which are in accordance with applicable laws. In addition, during the operation, PTG shall request permit to work and ask the contractors to attach a safety and environmental risk assessment (JSEA) report to ensure that their performance at every step is controlled and supervised under the risk management plan. Moreover, work of contractors shall be randomly inspected on a regular basis to ensure that measures to control and reduce risks at work are implemented.

- **Preparing and communicating safety regulations to contractors**

The Department of Safety and Environment has developed a work safety manual to control operations at risks for all construction contractors. The manual is used as a guideline for operations concerning safety and working environment, which can be correctly and completely implemented as required by law, including contractor accident reporting. This manual is applied to all construction contractors at LPG gas stations, Max Mart convenience stores, PunThai coffee, Coffee World, Autobac, PTG Logistics Co., Ltd., Max Camp service points, and oil and liquefied petroleum gas transportation companies.

- **Prevention of business impacts and hazards on communities**

The Department of Safety and Occupational Health always hold a public hearing to open for opinions of stakeholders, which include communities located close to new service stations and LPG stations to be launched. Steps can be as follows:

- Prepare information and control the construction to ensure safety during the construction. A clear demarcation of the construction area and personal protective equipment (PPE) shall be ensured with safety officers to work onsite. Work safety of the contractors shall be inspected. In the event that a contractor is required to work in high risk, a contingency plan must be submitted and fire extinguishers must be prepared at different points within the work area where there might be materials that can cause sparks to preliminarily cease the incident.
- Listening to opinions of communities. In 2022, the Company organized a public hearing at communities located close to 22 gas stations with a total of 1,390 participants.



### 3. Promoting safety culture and encouraging employee participation in the development of occupational health and safety management systems

Project	Objectives/ Operation guidelines วัตถุประสงค์/ แนวทางการดำเนินงาน
1. Safety So Easy	To develop an enterprise-wide standard for security, safety, occupational health and the environment (PTG SSHEMS)/to prepare an SSHE standard and announce the commitments of senior, middle-ranking executives, and supervisors.
2. Lubricant storage area improvement (Mae Klong Oil Depot)	To enhance work areas based on ergonomics to prevent lower back pain from office syndrome.
3. Warehouse space improvement based on 5S (Khon Kaen Oil Depot)	To raise the safety of work areas based on the 5S principles, ensuring that the number of accidents at work can be limited to zero.
4. Safety Clinic	To facilitate participation of service station staff in discussion and render advice on safety.
5. Enterprise safety culture assessment	To show the attitude and the level of safety awareness among employees and executives.

### 4. Safety, occupational health and environment risk assessment

PTG identified hazard indicators, addressing environmental risks, assessing ESG risks and opportunities related to its operations, the production of products and services, and taking into account life cycle, changes or modifications to activities in normal and abnormal conditions, including emergencies, as follows:

- **Hazard identification**

The Company has in place a process to identify hazards in the management system. In this process, the Company considered work instructions, social factors, negative factors from being a consultant, leadership and corporate culture, routine or non-routine activities and situations, including dangers arising from infrastructure, materials, equipment, etc. The Department of Safety and Environment has applied the hazard identification results and improve management of safety and occupational health. In the process of risk assessment, there is an assessment covering security, safety, occupational health and environment in every process of the operation.

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

PTG laid out a system for reporting security, safety, occupational health and environmental issues, which is divided into the following types.

1. **Work accident and incident report:** When an accident occurs, employees must immediately report to their supervisors and safety officers working in the area through the specified channels. Then, it must enter the process of investigating the root cause based on the Company's process through a meeting of the Safety Committee in order to prevent and correct and ensure that it shall not recur.
2. **Unsafe act and working environment Report:** When employees encounter unsafe working conditions, they can report through Safety PT Service for further analysis and corrective action, and follow-up through the meeting of the Area Safety Committee.





3. Non-compliance report from internal audit: PTG has arranged an internal audit on the SSHE based on its safety, occupational health, and environmental management system and international standards. System assessment is conducted at least once a year and there is also a monitoring and correcting process by issuing a non-conformity report.

PTG formulated a policy to provide employees with the right to stop working when they find out that the work area is not safe (Stop Work Authority). This policy is part of the safety culture "Stop if Unsafe," which has been promoted within oil and gas depot operations and transportation. The culture is shaped up as the executives place importance on and are committed to complying with the Stop Work Authority policy by acting as a role model in accordance with the "Visible Leadership" requirement. As for part of employees and contractors, they need to stop working immediately and raise their concern to their supervisor when they feel unsafe. In this regard, the Company also provides rewards for employees who perform admirably (Safety Bonus) and penalties are imposed for those who violate the safety rules.

PTG has established a process for reporting and investigating the causes of accidents and incidents in operation. According to the requirements of ISO 45001:2018, the investigation process is conducted by a committee with specific expertise using international interrogation tools that allow to find the true cause of the incident. This is conducted with a focus on systematic solutions. After the investigation ends, a professional safety officer in charge will be responsible for following up on remedial issues from the investigation and review the risk assessment results in all aspects to prevent the incident from occurring at other areas.

- **Company Safety and Environment Committee**

- 1) **Group level:** PTG has established a committee to oversee security, safety, occupational health and environmental policies. The Chief Executive Officer and the President act as the chairman, with the managing director from its subsidiaries serving as committee members. The Department of Safety and Environment shall act as the secretary to perform duties and responsibilities to determine the direction of security, safety, occupational health and environment management within the Group. A meeting is held once a quarter to report project performance on security, safety, occupational health and environment to the executives, as well as to approve projects at the group level.
- 2) **Business group level:** PTG has included security, safety, occupational health and environment agendas as part of its monthly operations meeting so that the relevant middle management team can participate in the safety work promotion activities and be a leader in activities that promote safety in the area.
- 3) **Operational area level:** PTG has arranged for every operating area to have a safety committee of its own to be in accordance with applicable laws. The committee is responsible for managing security, safety, occupational health and environment in the area. A meeting is held once a month to follow up on suggestions from employees as well as the progress of safety issues. The committee is also responsible for planning and leading safety promotion activities.



**5. Determine safety issues as an indicator or evaluation of the department**

PTG determined indicators for security, safety, occupational health and the environment by setting objectives and goals. It is a framework for managing security, safety, occupational health and the environment. The Department of Safety and Environment has set the Total Recordable Incident Rate (TRIR) as the main KPI used to measure the effectiveness of the implementation of the quality standard system and also set objectives, goals, and plans for safety, safety, occupational health and the environment as follows:

Objectives	Target	Performance
Total Recordable Incident Rate: TRIR (persons per two hundred thousand safety hours)	<0.110 (-20% of 2021)	0.00
Total Recordable Occupational Health illness Rate: TORIR (persons per two hundred thousand safety hours)	0.0	0.0
Major Truck Accident Rate: MTAR	<0.039	0.069
Number of security incidents (times)	0.0	0.0
Number of fire incidents that required a fire extinguisher	0.0	0.0
Number of security incidents in the production process (Tier 1, Tier 2) (Number of incidents)	0.00	0.00

Remark: Information of specific operating areas for oil depots and transportation



## Performance

The performance of training on safety, occupational health and working environment 2022

Course	No. of Batches	No. of Participants	Participant Satisfaction
<b>Fire Prevention and Suppression Course</b>			
Basic fire suppression	8	517	96.98%
Advanced fire suppression	1	32	94.39%
Use of fire extinguishers and emergency responses in LPG service stations.	-	-	-
Fire drills and evacuation (gas filling plant)	-	-	-
Emergency Response Full Scale Exercise	6	213	96.8%
<b>Safety, Occupational Health, and Environment Course</b>			
Safety, occupational health, and working environment	52	1,666	92.33%
Safety Supervisors	2	47	96.6%
Executive level safety officers	4	183	92.9%
Safety, occupational health, and environment committee	1	34	97%
<b>Fuel Control Operator Course</b>			
Service station operators	23	1,817	96.07%
Oil tank operator, types of tank trailers	5	115	96.85%
LPG store and storage plant operators	4	155	92.04%
LPG filling station operators	5	322	92.52%
<b>Total</b>	<b>111</b>	<b>5,101</b>	<b>95%</b>







# Human Rights

## Targets and Performance



### Indicators

Number of training sessions for employees on human rights and labor (Target groups are all branch managers, new employees every month, and existing managers who work at the branch)



Target

18

times



Performance

38

times



### Indicators

Statistics of cases where the Company is complained or prosecuted for human rights violations



Target

0

case



Performance

0

case

## Challenges and Priority

Amidst the changes in the policy on human rights issues in Thailand, the first phase of the National Action Plan on Business and Human Rights (2019-2022) was promulgated and it is now in the second phase of drafting a new revision (2023-2027). The Company needs to take part in and respond to the aforementioned national policies and challenges from COVID-19 outbreaks and impacts after the ease of the situation, especially in the risk context which may bring about human rights violations in many dimensions and at all levels of business activities. For example, labor practices, migrant workers and force labor. Living with the community during the COVID-19 crisis (Community Rights), including caring for security and employees' feelings, is an important thing that PTG must take into account (Employee Engagement / Equality). Thus, protection of human rights and risk management within the supply chain are major challenges for PTG. It also recognizes the importance of managing human rights in business operations in a systematic manner for everyone to have access to well-being and contentedness by doing business on the basis of respect for the rights of stakeholders. This also includes LGBTQ+ and the acceptance of differences in ideas, as well as other social equality such as religion, color, race, to be adapted for business operations. PTG is committed to preventing risks and impacts that may arise from human rights violations of stakeholders to build confidence in business operations that respect human rights. Thus, it has [the human rights](#) policy in place and strictly adhering to the principles of international organizations on human rights. This includes the United Nations Global Compact (UNGC), the Universal Declaration of Human Rights (UDHR), and the United Nations Guiding Principles on Business and Human Rights.



## Management Approaches

### 1. Formulation of human rights policy and a policy against harassment and non-discrimination in the workplace

PTG has established a human rights policy by adhering to and complying with the human rights policy in conducting business in accordance with labor laws and related laws. The principles of the United Nations Universal Declaration of Human Rights (UDHR), the United Nation Global Compact (UNGC), and the United Nations Guiding Principles on Business and Human Rights (UNGP) have been adapted to suit the business context, which has specified guidelines for employees to promote a culture of respect for human rights both inside and outside the organization. This covers employees' rights, suppliers' rights, customers' rights, and community and environment rights. It is expected that subsidiaries, associated companies and joint ventures and business partners shall comply with the Company's human rights policy.

### 2. 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:

 <p><b>Declaration of commitment</b></p>	<p>Require formulation of a Human Rights Policy and reviews on a yearly basis to express its intent and commitment towards respect for human rights.</p>
 <p><b>Determination of Scope and Identification of Human Rights Risk Assessment</b></p>	<p>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.</p>
 <p><b>Human Right Risk Assessment</b></p>	<p>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.</p>
 <p><b>Specification of Impact Mitigation Measures</b></p>	<p>Define mitigation measures for human rights issues, especially those of high risks, in order to lessen impacts on stakeholders.</p>
 <p><b>Reivew and Communication</b></p>	<p>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.</p>
 <p><b>Remedy</b></p>	<p>In preparation for cases where there is human right violation or damage arising, 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.</p>



**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.

**3. Communications and human rights support activities**

- **Training on labor laws and human rights for new employees.**

The Company has established a department responsible for training and educating new supervisors about labor law, compliance with principles of good labor relations and human rights principles directly by staff from the Employee Relations and Internal Communications Division who have expertise in such matters. This is to ensure that all new supervisors can perform their duties and supervise their subordinates correctly, appropriately and fairly without violating the rights of employees. It is also an awareness of their rights as an employee of the organization. There will be training in the form of Online, Onsite, and Hybrid, taking into account the suitability and safety of all new supervisors, especially during the outbreak of the Covid-19 virus. There are 19 batches being trained, with 706 new supervisors attending the training.

- **Review knowledge and understanding on Labor Law, Labor Relations Operations and Labor Rights (ER On Tour)**

The Company has realized the importance of reviewing knowledge and understanding and communicating information about good labor relations practices and compliance with human rights principles to always be up-to-date. Therefore, workshop has been organized for supervisors working in the actual area regularly to ensure that supervisors will treat subordinates properly. Therefore, training to refresh knowledge and understanding in the ER On Tour activity has been organized throughout the country with supervisors at the level of branch managers, area managers, and regional managers attending. It is divided into 7 regions, each region has 1 - 3 training centers, which take a total of 100 hours of training, with branch managers from 998 branches participating and a cognitive assessment test being held after the training. It appears the score that achieved the evaluation criteria was 85.26% and employee satisfaction is 95.62%.



- **Production of media on human rights (employment / child labor / pregnant women)**

**ER Good-to-know Activities**

Communicating knowledge of labor law and human rights through a variety of communication channels such as email / Line Open chat / Intranet / public relations boards, allowing employees to gain knowledge, review, and understand more accurately and clearly on their own. A total of 16 topics were communicated 24 times throughout the year.





### ER Questionnaires

An online quiz activity to encourage employees to review their own performance. The questions are about operations for employees to improve their skills and there are rewards as incentives for participating in quizzes.

- **Site visits to branch visits regarding the Company's compliance with human rights regulations**

The Company values all customer-facing employees working in different regions. Thus, it has made site visits from time to time to get informed of their living and work conditions. At every visit, there will be an officer responsible for labor relations and staff in charge of employee welfare to collect employee feedback, as well as inspecting employment conditions, whether they meet the requirements, or there is a violation of employee rights or not. The major target groups of each visit are the pregnant, those aged between 15-18 years to ensure that they meet the requirements, and the vulnerable, e.g., employees with disabilities and elderly employees, etc. There will be an inspection over the area with gifts being given. Employees will be provided with initial assistance and enjoy welfare and benefit recommendations. This initiative has received positive feedback from employees in all areas.

- **Environmental, social and corporate governance audits of suppliers (ESG Audit)**

The Company has established a Supplier Code of Conduct as a guideline for their business operations, compliance with legal requirements and the Company's code of conduct as well as good practices. This will help drive the business partners to conduct business with ethics, considering human rights, being responsible for society, community, including complying with safety, occupational health, and environment standards. The department has assigned staff with expertise in labor law to participate in the assessment and render advice on practices that still have rooms to improve

### 4. Freedom of Association Election of the welfare committee in the workplace

The Company intends to establish a welfare committee in the workplace to reduce conflicts that lead to labor disputes using the principles of labor relations to carry out bilateral activities to allow employees to give their opinions to the employer, appropriate welfare arrangements that meet the needs of employees, reduce conflicts and boost a good relationship between employers and employees as a platform that conveys employees' needs to the employer. Board members holding their current term were elected online to reduce the risk of spreading and receiving Covid-19. For the structure of administration, there is a chairman of the welfare committee serving as core to coordinate with other functions, with a secretary to record meetings and collect documents, and there are committees who represent employees in each sector, bringing comments and needs of employees to the meeting as scheduled to discuss and clearly follow the results of the meeting. There are performance trackers, communications to employees, reviewing of benefits to be offered to the employer, reviewing of the possibilities, employer's payment power, and economic conditions.



## Performance

### 1. Communications and activities to support human rights

Activities / Training Courses	Number of employees participating in the activity/training	The proportion of employees who have attended training compared to the total number of employees (%)
Training on labor law and human rights for new assistant managers	706	3.84
Review cognitive on labor law and labor relation operations and Labor Rights (ER On Tour)	865	4.71
Good-to-know ER Activity	2711	14.75
ER Questionnaires	683	3.72

### 2. Human Rights Risk Assessment

#### 2022 Human Rights Risk Assessment

In 2022, 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:

Employee Rights	Community and Environmental Rights	Supplier and Contractor Rights	Customer Rights
<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• Health and Safety</li> <li>• Data Privacy</li> <li>• Working Condition</li> <li>• Freedom of Association and Collective Bargaining</li> <li>• Illegal form of Labor (child labor, forced labor, and migrant labor)</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Safety</li> <li>• Community Standard of Living</li> <li>• Community Access to water and sanitation</li> <li>• Land Acquisition</li> </ul>	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• Health and Safety</li> <li>• Data Privacy</li> </ul>



The results of PTG’s Human Rights Risk Assessment of 2022 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 Division. Also, measures were stipulated to jointly mitigate impacts with the associated departments.

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

**Business scope of human rights risk assessment**

- 1. Oil Business**
  - PTG Energy Pcl.
  - Petroleum Thai Corporation Co., Ltd.
  - PTG Logistics Co., Ltd.
  - BPTG Co., Ltd.
- 2. Non-oil Business**
  - Atlas Energy Pcl.
  - Olympus Oil Co., Ltd.
  - Punthai Coffee Co., Ltd.
  - GFA Corporation (Thailand) Co., Ltd.
  - Siam Autobags Co., Ltd.
  - Max Card Co., Ltd.
  - Max Solution Service Co., Ltd.

**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	100.00	18.75	100.00
Joint venture	100.00	0.00	100.00*

Remark: The Company has measures 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.	73.68
Percentage of business activities found to be at high risk for human rights.	31.58
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 as follows:





## Employee Rights

Risks	Actions to prevent and mitigate human rights impacts
<ol style="list-style-type: none"> <li>1. Health and Safety</li> <li>2. Working Condition, Freedom of Association and Collective Bargaining</li> <li>3. Illegal form of Labor</li> <li>4. Data Privacy</li> <li>5. Discrimination</li> </ol>	<ul style="list-style-type: none"> <li>• 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 to prevent accidents potentially caused by performance of the operations.</li> <li>• Determine compensation and benefit policies as well as establishing a Welfare Committee in the establishment to monitor, supervise, render and listen to opinions, and suggest guidelines in order to offer benefits that are beneficial to employees.</li> <li>• Monitor hiring of workers aged under 18 years through the Human Resource Management System and provide training about labor laws to relevant functions for their acknowledgement.</li> <li>• Prepare a corporate personal data protection policy and notify employees in writing and there is a system to limit access rights to employee information and approve the use of information before use.</li> <li>• Enforce harassment and non-discrimination policies in the workplace, as well as providing training to educate employees on human rights and channels for employees to lodge complaints and consult via Line, email, and telephone or via whistleblowing mechanisms.</li> </ul>

## Rights of Community and the Environment

Risks	Actions to prevent and mitigate human rights impacts
<ol style="list-style-type: none"> <li>1. Health and safety</li> <li>2. Community standard of living and access to water and sanitation</li> <li>3. Land acquisition</li> </ol>	<ul style="list-style-type: none"> <li>• Prepare an operating manual, employee training on safety, including participating in safety drills with the community with punishment in place in case of non-compliance.</li> <li>• Comply with ISO 45001 (safety) and 14001 (environmental) standards and assure quality of equipment on a regular basis.</li> <li>• 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.</li> </ul>

## Supplier and Contractor Rights

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



## Rights of Customers

Risks	Actions to prevent and mitigate human rights impacts
<ol style="list-style-type: none"> <li>1. Discrimination</li> <li>2. Health and safety</li> <li>3. Data privacy</li> </ol>	<ul style="list-style-type: none"> <li>• Provide training for sales staff on human rights issues, including training on etiquette, verbal communications, and customer responses.</li> <li>• 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.</li> <li>• 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.</li> </ul>

## Good Labor Practices (Equality and Diversity)

PTG respects the diversity of employees and aims to treat all employees equally based on basic human rights and labor laws and relevant 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 the 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. The company promotes equality between female and male employees to have equal opportunities for career advancement. It also provides opportunities to hold senior management positions as well as listen to different views of gender diversity in helping drive the organization towards sustainable growth.



**Gender equality**  
**63.59** Percent  
Female employees to all employees



**0.32** Percent  
All female executives



**39.85** Percent  
All female junior management



**22.22** Percent  
All female top management



**29.17** Percent  
Female executives in revenue-generating departments



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






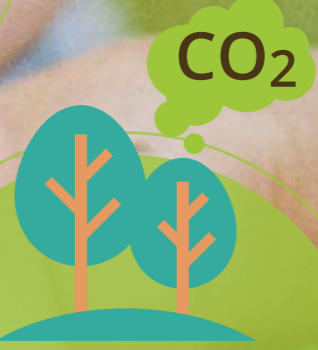


Achieved  
**94.63%**  
 community satisfaction  
 toward CSR  
 activities.


Key  
 Indicators




Average electricity consumption  
 per capita (kWh/person) of the  
 head office decreased by  
**18.73%**  
 from the  
 base year.



Reduced greenhouse  
 gas emitted by business  
 activities at a total of  
**4,459.63**  
 metric tons of carbon  
 dioxide equivalent.



Proportion of water used to oil  
 sold through oil depots  
 (cubic meter/liter) decreased by  
**45.02%**  
 from the base year.  
 (cubic meter/liter)



**0**  
 Time of significant oil and  
 chemical spill (more  
 than 100 barrels/time)



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  
 mitigating impacts on the environment.





# Social and Community Responsibility

## Targets and Performance



### Indicators

Number of CSR projects and activities



Target

5



Performance

4



### Indicators

Number of employees attending CSR activities



Target

200



Performance

311



### Indicators

Community satisfaction on CSR activities



Target

90%



Performance

94.63%

## Challenges and Priority

Even though the COVID-19 situation begins to subside, the consequences remain a constant challenge for many countries around the world, whether in terms of economic or sanitary problems, e.g., the lack of access to medical equipment or basic medical care. These all directly affect the people. Thus, supporting people of all groups to have equal access to products and services from the public and private sectors is extremely important to reduce inequality, generate income, create jobs for the community and connect everyone to “well-being” in all aspects of life. The Company therefore focuses on supporting the well-being of the community, along with business operations, promoting occupations and incomes for communities, farmers and vulnerable groups, including promoting entrepreneurs to be strong with various knowledge. In addition, it also aims to reduce the impact of business operations of the organization that may affect the community to reduce conflicts between the two and to ensure that we can live together and create opportunities to grow together for contentedness and quality of life for everyone.

**Remark:** The number of social and community activities (CSR) in 2021 includes the activities of the operations department and the social activities section. In 2022, it represents only the number of employees participating in the activity of ‘We care, leave no one behind’.



## Management Guidelines





### 1. PTG's 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 [the Corporate 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, respond 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 aging society, and creating an environmentally-sound lifestyle.
4. Encourage participation of key stakeholders such as communities, government agencies, customers, business partners, and employees.

#### ● PTG's CSR Project Framework

Issue	Quality of Life	Aging Society	Environment
SDG 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 aging 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 knowledge to the community by aiming to be a center that shares, maintains, and develops skills, expertise, experience and local wisdom to create added value to the products and services of the company and the community.	PTG aims to be a new destination for access to innovative health and wellness (Wellness & Wellbeing) in both treatment and prevention to enhance the well-being of Thai society.	PTG aims to reduce the environmental impact of business operations throughout the value chain and promote awareness of environmental conservation among stakeholders to maintain biodiversity and abundance of natural resources.
Key projects/activities	<ul style="list-style-type: none"> <li>• Supporting scholarships for youths.</li> <li>• Initiation of shared value creation projects to improve community and local income.</li> </ul>	<ul style="list-style-type: none"> <li>• Health check-up activities and “Eye Examination for the Elderly” under the PT Volunteer Camp project.</li> <li>• Employment of the elderly in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>• Reforestation activity under the PT Volunteer Camp project.</li> </ul>
Business indicators	<ul style="list-style-type: none"> <li>• Number of employees participating in the event.</li> <li>• Community Satisfaction Assessment Results.</li> <li>• Number of significant complaints from the community.</li> <li>• Increased income of the company.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees participating in the event.</li> <li>• Community Satisfaction Assessment Results.</li> <li>• Number of elderly people who are employed.</li> <li>• Number of significant complaints from the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of employees participating in the event</li> <li>• Community Satisfaction Assessment Results.</li> <li>• Number of significant complaints from the community.</li> </ul>



## Performance

### 1. Social Investment Proportion

Type of Investment	Investment Value	Proportion
Charitable Donations	140,087,663.12 Baht	61.82%
Relationship and Corporate Image (Community Investment)	5,832,350.00 Baht	2.57%
Commercial initiatives for business returns	80,699,347.00 Baht	35.61%

### 2. Promotion of Labor and Local Ingredients

Type	Value
Promotion of local raw materials and agricultural produce	71,778,237 baht

#### ● PunThai Products

PTG has integrated the concept of creating shared values through promoting the use of local raw materials to develop beverage products under the PunThai Coffee brand by selecting quality seasonal raw materials and creating new beverages from them, which generate income for the community and create added value and variety of products for customers to choose from. Examples include drinks using a mixture of strawberry 80 from the Mae Ngon River Basin Development Project, Chiang Mai Province, golden lime from Chanthaburi Province, coconut sugar from Samut Songkhram province, palm sugar syrup from Songkhla Province, authentic angel hair from Phra Nakhon Si Ayutthaya Province, pandan rice noodles produced by students of Rajamangala University of Technology Lanna, Chiang Mai Province, green tea leaves from Mae Chan farmer's plantations, Mae Fah Luang and Doi Wawee, arabica coffee beans from Doi Saket, Chiang Mai Province, tangerines from Sukhothai Province and premium cocoa beans from Chiang Rai to be combined with coffee and tea, etc. In 2022, the Company purchased local raw materials and coffee beans for a total value of 57,819,091 baht and received income from the sale of beverages made from community raw materials and coffee beans totalling 23 million baht (excluding VAT).





- **Purchase of agricultural produce for sale in PT service stations through cooperation with the Department of Internal Trade, Ministry of Commerce**

As Thailand has faced various challenges such as the spread of COVID-19 and flooding problems which cause obstacles to farmers in all regions of the country, the Company has alleviated the impact and fought alongside all farmers by being a platform that obtains and distributes the produce of farmers who have suffered from the challenges. Details are as follows.

- PTG subsidizes more than 200 tons of mangoes for distribution to customers to help farmers, alleviating oversupply and low-price crises. The mangoes were given to customers who refuelled at PT gas stations along with mango preserves (Som Lim) as a gift for customers.
- PT organizes a refuelling promotion, giving away free onions-shallots-garlic which were bought from farmers in the northern area at competitive prices, totalling 90 tons, while also alleviating the suffering of Thai farmers and ensuring that they could sell their products at fair and stable prices throughout the season.
- Any member of "PT Max Card" who refuels LPG for at least 100 baht can get free mangosteen or Phu Lae pineapple. PTG has subsidized 243 tons of mangosteens from farmers in the eastern region and bought 132 tons of pineapples from pineapple farmers in the northern region to further distribute them outside the source of production. This helps lessen the problem of oversupply and low prices and allows the farmers to sell their produce at a fair price.
- PTG helps farmers with a promotion of refuelling 200 baht to get free longan. The Company has subsidized 110 tons of unpeeled dried longan and given them away as a reward to PT Max Card members to alleviate the suffering of longan farmers in the North and return benefits to PT Max Card members.

- **Important social projects categorized by social contributions**

The Company has operated social and community responsibility projects, which are divided into 2 types: (1) social responsibility projects for community development and long-term corporate image, and (2) social investment projects for business benefits. Details are as follows:

Project/Activity	Scope	Objective	Actions Taken in 2022
<b>Investment in communities to foster relationships and corporate image</b>			
Improvement of waste sorting plant	Environment	<ul style="list-style-type: none"> <li>• Encourage waste segregation and foster the awareness of global warming.</li> </ul>	The Logistics Department and Saraburi Oil Depot have improved the waste sorting plant for Nong Khae Kindergarten (Wat Yai Wannanetsawat Upatham)
Improvement of landscape around the Highway Patrol Service Unit	Society, Quality of life	<ul style="list-style-type: none"> <li>• Promote decrease in road accidents.</li> <li>• Support business operations/ brand promotion/ build corporate reputation.</li> </ul>	The Logistics Department improved the landscape around the Wang Nam Khiao Highway Police Service Unit.
Collaboration between the establishment and the Ministry of Education, Department of Vocational Education, Uthai Thani Technical College (Bilateral)	Society, Quality of life, Education	<ul style="list-style-type: none"> <li>• Promote knowledge and skills in working for students.</li> <li>• Encourage students to have jobs and earn extra income while studying.</li> </ul>	The Company signed a memorandum of understanding (MoU) to collaborate in an internship project with the Ministry of Education, Department of Vocational Education, Uthai Thani Technical College (Bilateral).



Project/Activity	Scope	Objective	Actions Taken in 2022
PT Volunteer Camp	Quality of life, Aging society, Environment	Promote good quality of life for society and community by providing educational opportunities. Promote access to health check-ups, ophthalmology measurement, quality education, and create an environmentally-friendly way of life.	The Company has organized activities under the PT Volunteer Camp project in the area of Surin Oil Depot, Mueang Surin District, Khon Kaen Oil Depot, Nam Phong District, Mae Klong Oil Depot, Samut Songkhram Province, and Lampang Oil Depot, Lampang Province, with more than 3,000 eyeglasses distributed and a total of 4,500 trees planted.
PT for Youths	Quality of life	<ul style="list-style-type: none"> <li>Organize public activities</li> <li>Promote learning outside classrooms.</li> <li>Build a better quality of life in society.</li> <li>Support lunch cooking supplies for children and youths.</li> <li>Support the development of educational quality.</li> </ul>	The activity was held at Wat Somburanaram School (Temmarat Anusorn), Samnak Thon Sub-district, Ban Chang District, Rayong Province in the area nearby Ban Chang PT LPG Filling Plant, by helping and supporting funds for teachers at Wat Somburanaram School, teaching equipment, sports equipment, including sports shirts for sports activities within school, and medical supplies with necessary first aid equipment. In addition, 300 catfish breeding and vegetable plots were also donated along with Meesuk oil and 25 cylinders of 15 kg PT cooking gas for lunch cooking throughout the academic year of 2023.



Project/Activity	Scope	Objective	Actions Taken in 2022
<b>Social investment with business development goals</b>			
Career promotion for the elderly	Quality of life, Aging society	<ul style="list-style-type: none"> <li>Promote and support the elderly to have careers suitable for their age and experience and help them generate stable income.</li> </ul>	Employed 128 elderlies in the workplace, worth 15,162,347 baht.
25-baht food	Quality of life	<ul style="list-style-type: none"> <li>Collaborate with the Thai Restaurant Association to help reduce the cost of selling food to restaurants which people can have good quality food at a price of 25 baht per meal.</li> </ul>	The company has joined the project with the Thai Restaurant Association by supporting a free cylinder of PT cooking gas to restaurants in the project and giving a 20-baht discount on the second cylinder onwards throughout the project period and also sponsored rent areas for Khao Kang Kamlung Jai Restaurants for 6 months at gas and LPG stations. There were totally 17 Khao Kang Kamlung Jai Restaurants open in 2022.
Get Restarted Project	Quality of life	<ul style="list-style-type: none"> <li>Give the prison accused an opportunity to have a job so that they can return to society and live their life without making another mistake.</li> </ul>	Give opportunities to the accused through cooperation with "Rang Akkarin Puri" or "Rang Phra Nakhon" to ensure that they are able to work and obtain decent welfare. PTG provided them with accommodation and food, etc. These accused will be accepted to work in Storing Plant, starting from February 2022 onwards. In 2022, a total of 5 employees were recruited from this project.
PT Taxi Transform	Quality of life	<ul style="list-style-type: none"> <li>To help alleviate taxi costs that are still affected by the impact of the COVID-19 crisis by supporting the cost of replacing LPG fuel equipment, replacing NGV gas equipment and LPG gas discounts, helping to reduce the cost of gas fuel.</li> </ul>	Installation of new fuel equipment for taxi drivers, shifting from NGV to LPG. The transformation was made by standardized and quality garages accurately certified by the Department of Land Transport and offered discounts on LPG gas. There were totally 7,379 members participating since the beginning of the project on May, 2021 until the end of 2022.
PT Auto Transform	Quality of life	<ul style="list-style-type: none"> <li>A further development on the PT Taxi Transform by extending the project to cover general people that were affected by the COVID-19 crisis. This project thus helps reduce fuel costs as they shift from using NGV or gasoline.</li> </ul>	Private cars were equipped with LPG fuel system with complete equipment from partner garages certified by the Department of Land Transport and offered discounts on LPG gas at PT gas stations to totally 3,535 members participating in the project at the end of 2022





Improvement of Waste Sorting Plant



Improvement of Landscape around the Highway Patrol Service Unit



Collaboration between the Establishment and Uthai Thani Technical College (Bilateral)



PT for Youths



25-baht Food



Get Restarted Project



## Highlight Projects

### PT Volunteer Camp “We care, leave no one behind”



**Framework:** Development of the quality of life/aging society/the environment

#### Objectives

In 2022, PTG aims 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 3 major activities as follows:

1. 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.
2. Reforestation for Communities To expand green spaces in the community and instill awareness of environmental conservation through tree planting.
3. 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 third year in a row. It took part in upgrading the quality of life of over 1,000 people in the community. In 2022, the Company has implemented 4 projects in the area of Surin Oil Depot, Mueang Surin District, Khon Kaen Oil Depot, Nam Phong District, Mae Klong Oil Depot, Samut Songkram Province, and Lampang Oil Depot, Lampang Province. There were 311 employees participating, with more than 3,000 eyeglasses distributed. A total of 4,500 trees were planted and average satisfaction survey results were obtained at 94.63 percent. Most of the community’s opinions indicates that they would like to continue the activities like these in the future.

#### Awards of Recognition

The PT Volunteer Camp project won the “Thailand Top Company Awards 2022” as excellence in the category of CSR OF THE YEAR, which is an award for organizations that recognize the importance of participating in environmental conservation and constantly helping society. The awards ceremony was organized by Business+ magazine, affiliated to ARIP Public Company Limited, in collaboration with the University of the Thai Chamber of Commerce. This award is a driving force for the Company to strive to carry out social responsibility projects to improve the quality of life of Thai people for their well-being and contentedness.





## Senior Employment Program



### Framework: Aging society

#### Objectives

Thailand is in the transition to an aging society. The report of the situation of Thailand's senior citizens in 2022 of the Office of Registration Administration, the Department of Provincial Administration, stated that the number of senior citizens in 2022 reached 12,116,199, representing 18.3% of the total population, an increase of 0.5% from the previous year. The Company has continued to implement the 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.

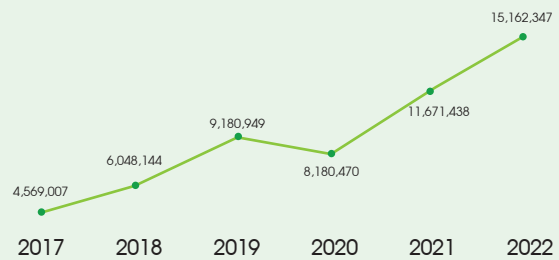
#### Approaches

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

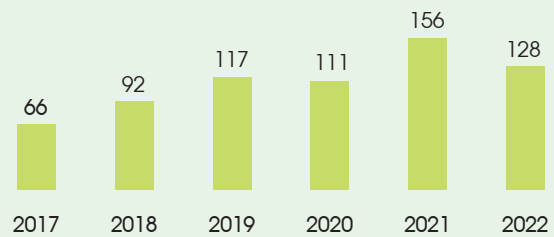
#### Performance

PTG has offered career opportunities to older adults since 2017. There were 128 older adults employed in 2022, with a total employment value of THB 15,162,347.

#### Employment Value (Baht)



#### Number of employed older adults (Person)



## PT Taxi Transform



### Framework: Quality of Life

#### Objectives

During the past year, Thailand and the world continued to be affected by 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 had continued 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.

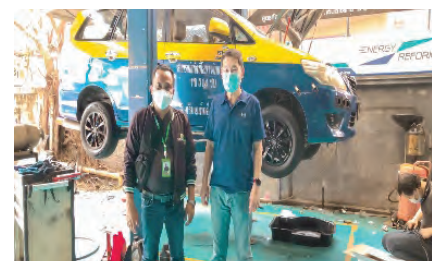
#### Approaches

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 THB 20,000, installed in exchange for an application fee of only THB 3,000 to join the program.
- "Value for all" with discounts offered on every purchase of LPG throughout the year, totalling up to THB 4,200.

#### Performance

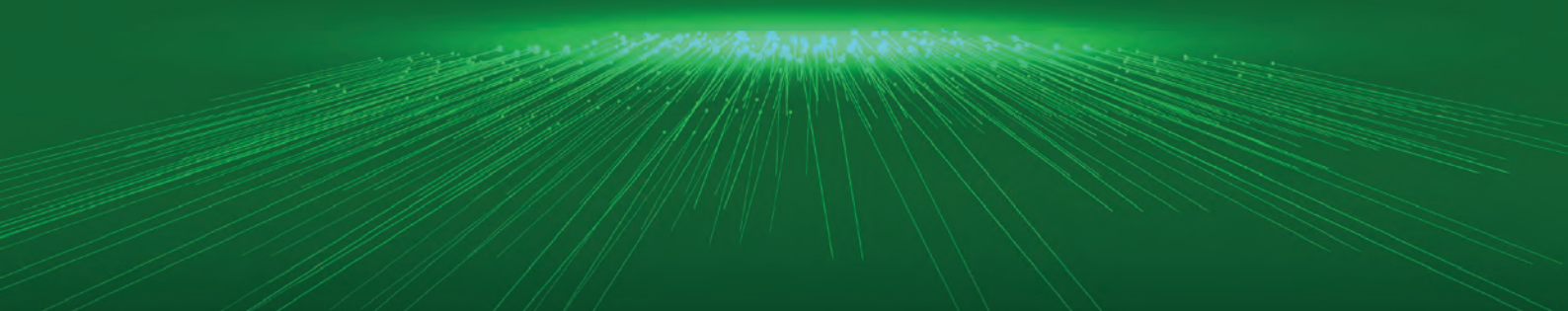
The Company had installed new fuel equipment for totally 7,379 members participating since the beginning of the project on May, 2021 until the end of 2022.







To Enhance  
the Quality of Life  
of Our Customers







# Climate Change Management

## Target and Performance



### Indicators

Ability to determine corporate targets for the reduction of GHG emissions.



#### Short-term Target

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



#### Long-term Target

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



#### Performance

Collected data of GHG emissions in Scopes 1-3 at the head office, oil depots, fleet offices, and gas stations.



### Indicators

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



#### Short-term Target

Reduce GHG emissions by **970** metric tons of carbon dioxide equivalent per year.



#### Long-term Target

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



#### Performance

Managed to reduce GHG emissions through the solar rooftop projects rolled out at service stations by **1,740** tons of carbon dioxide equivalent up to 2022.

## Challenges and Priority

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 toward 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 minimize the dependence on fossil fuels by encouraging more use of electric vehicles, delaying the growth of oil business to be lower than 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 to reduce GHG emissions. 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 to provide risk and opportunity data. There may also be potential climate impacts on the Company's business, thus requiring PTG to set out mitigation measures to cope with possible circumstances in the future. The measures are combined with the corporate risk assessment and area aimed at lessening climate impacts on the business. The Company is determined to alleviate climate-related problems by formulating climate change management strategies to respond to the targets under the National Energy Plan, which fortifies Thai people toward clean energy and the net zero goal within 2065-2070. The Company is committed to taking part in reducing GHG emissions through the collection of emission data and calculation of business emissions, evaluation of climate-related risks and opportunities, and promotion of environmental-oriented activities and carbon dioxide absorption sites. 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 Analysis

#### 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 toward 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.

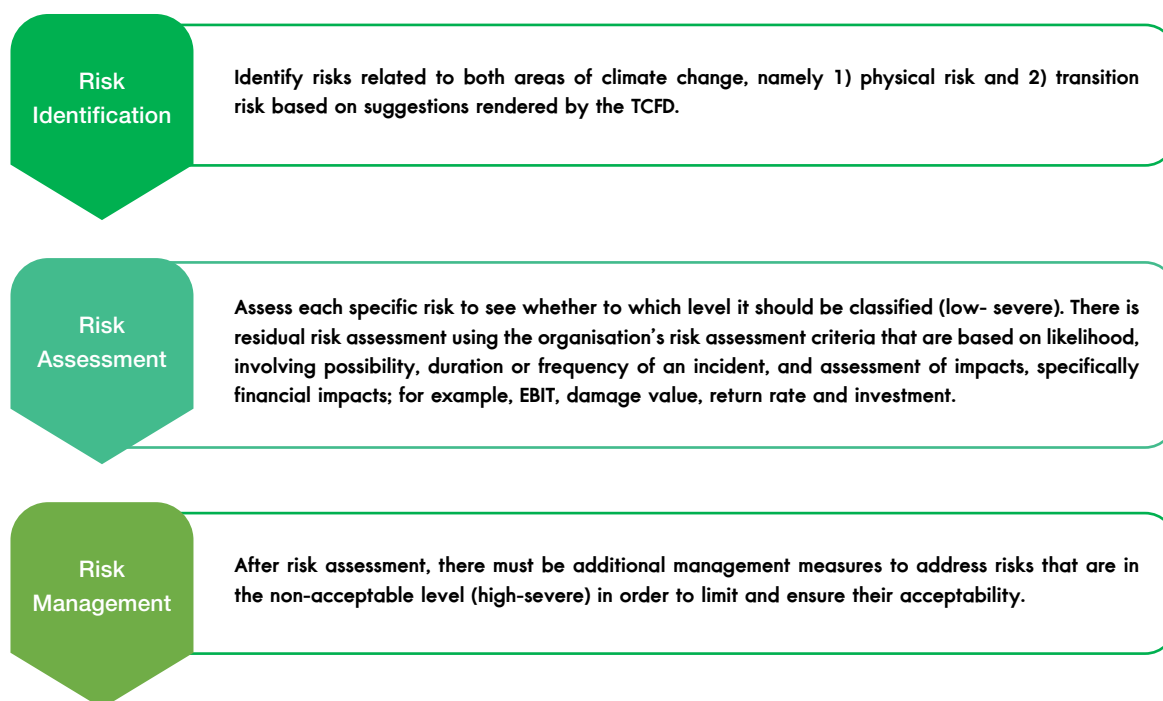
#### Guidelines for climate-related risk and opportunity assessments

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 and Opportunity Analysis Report.





## Climate Change Risk Management Process



## Performance

### Greenhouse Gas Management

In 2022, PTG has 2022 greenhouse gas emissions data collected from the head office, oil depots, fleet offices and gas stations to cover all scopes of operations, certified by Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), which was consulted by the Research Unit of Environmental Management and Sustainable Industry, Faculty of Engineering, Chulalongkorn University. The amounts of greenhouse gas emissions are as follows:

Amount of GHG Emissions	2020	2021	2022	Total
Direct GHG Emissions (Scope 1)	1.398	1.582	55.771	58.751
Indirect GHG Emissions (Scope 2)	0.887	1.064	31.806	33.757
Other indirect GHG Emissions (Scope 3)	1,681.211	13,799.057	20,289.891	35,770.159
<b>Total</b>	<b>1,683.496</b>	<b>13,801.703</b>	<b>20,377.468</b>	<b>35,862.667</b>

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 amount of greenhouse gas emissions in 2022 covers that emitted at the head office, oil depots, fleet offices, and gas stations.  
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 2022, the data of which were planned to be certified by Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) by May 2023, it was found that the Company had a total greenhouse gas emission of 20,377.468 thousand metric tons of carbon dioxide equivalent, which increased from 2021 by 6,575.765 thousand metric tons of carbon dioxide equivalent. Since the company has increased the scope from 2021, in 2022 it has increased the scope of gas stations for calculating greenhouse gas emissions to cover the all scopes of operations.



## 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, totaling 29 stations, which were launched in 2022. With all 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 actively operated at 29 PT service stations.

In 2022, the Company installed solar rooftops at 33 stations, and, with respect to the performance of the solar rooftop gas station project in 2022, it was able to save 2,383,604 baht in electricity costs with a total power of 645.403 megawatt hours generated and could reduce GHG emissions by 43.89 tons of carbon dioxide equivalent. Additionally, considering the performance since the launch of the project up until 2022, the total power generated is 2.104 GWh, achieving total cost savings of 7.15 million baht, reducing greenhouse gas emissions by 1,740 tons of carbon dioxide equivalent and the average power received per day is 900 kWh.

### Reduced Expenses after the Change of B10 to B7 Diesel for Transportation Trucks

Fuel cost reduction project for transportation vehicles. In 2022, the Company has a policy to use B7 oil during the period when oil prices decrease for 502 trucks of its semi-trailers and ten-wheelers used to transport fuel. This approach has reduced costs by 57,049,987 baht, saving 11% of costs while the oil used in transportation vehicles in 2022 totaled 18,338,933 liters. In addition to saving costs, it also helps reduce environmental impacts. In comparison, if the Company uses regular diesel for transportation, it will emit 50,259.68 tons of carbon dioxide equivalent per liter. However, when switching to biodiesel (B7), there will be a greenhouse gas emission of 46,741.50 tons of carbon dioxide equivalent per liter. This can reduce greenhouse gas emissions in Scope 1 by 3,518.18 tons of carbon dioxide equivalent per liter.

Remark: The amount of greenhouse gas emissions was calculated from GHG-causing activities multiplied by the GHG emission coefficient according to the Thailand Greenhouse Gas Management Organization (TGO).



### Backhaul B100 for Better Logistics

The Backhaul B100 transport project simplifies logistics from delivering oil from Thairoil Sriracha Refinery to Chumphon Oil Depot and assigning a truck to pick up B100 products from PPP Green Complex Public Company Limited back to the specified destination to combining both transportations in one trip. Thus, it delivers oil from Thairoil Refinery to Chumphon Depot, and then, on the way back, arranges a trip to pick up B100 products at PPP Green Complex Public Company Limited to deliver it to the specified destination. This reduces fuel consumption by 352,046 liters, amounting to 9,505,243 baht and contributes to the reduction of GHG emission by up to 897.28 tons carbon dioxide equivalent per liter.

Remark: The amount of greenhouse gas emissions was calculated from GHG-causing activities multiplied by the GHG emission coefficient according to the Thailand Greenhouse Gas Management Organization (TGO).









# Environmental Management

## Targets and Performance



### Indicators

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



Annual Target

0

Time



Performance

0

Time



### Indicators

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



Annual Target

100%



Performance

100%



### Indicators

Ensure reduction of non- and hazardous waste compared to the base year of 2021 (oil depots)



Annual Target

-5%



Performance

-22.37%



### Indicators

Number of significant complaints on effluent quality



Annual Target

0



Performance

5\*



### Indicators

Number of significant complaints on air pollution



Annual Target

0



Performance

0

Remarks:

\*Already improved by the Company.







### Indicators

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



Annual Target

**-10%**



Performance

**-18.73%**



### Indicators

Decreased ratio of water supply used to oil sold through oil depots (m3/l) compared to the base year (2020)



Annual Target

**-5%**



Performance

**-45.02%**



### Indicators

Decreased ratio of electricity used to oil sold through COCO service stations (kwh/l) compared to the base year (2018)



Annual Target

**-5%**



Performance

**-65.96%**



### Indicators

Decreased ratio of water supply used to oil sold through service stations (m3/l) compared to the base year (2021)



Annual Target

**-5%**



Performance

**16.01%\*\***



### Indicators

The reduced proportion of electricity used to oil sold through oil depots (kwh/l) compared to the base year of (2564)



Annual Target

**-5%**



Performance

**-26.21%**



Remarks:

\*\*As there were more service stations launched in 2022 and due to relaxation of measures for prevention and control of COVID-19 causing the number of travelers to increase, the volume of water usage increased.





## Challenges and Priority

The COVID-19 pandemic took place in 2020 and has continued until 2022 and began to ease afterwards thanks to the quality vaccine coverage throughout the globe that results in herd immunity. The pandemic has affected the lives of mankind, thus transforming the entire world into the new normal era. This situation requires energy operators around the world to adapt to the arising challenges and place emphasis on business operations and sustainable development that cover the balance of 3 aspects: the environment, society, and good governance, or ESG. As for 2022, based on the government's policy, it focuses on holistically developing a green economy (BCG Model), consisting of bio economy, which aims at increasing the value of biological resources, in connection with circular economy, taking into account the most cost-effective and long-lasting use of resources, and green economy, which is an economic development that prioritizes the sustainability of resources and the environment.

In addition, PTG also attaches great importance to raising awareness and solving global climate problems in a concrete way after the 26th meeting of the Parties to the United Nations Framework Convention on Climate Change, or COP 26, in Glasgow, Scotland, and the 27th meeting of United Nations Framework Convention on Climate Change, or COP 27, in Sharm El Sheikh, Egypt, between November 6-18, 2022, to discuss ways to call for global cooperation to rigorously reduce the carbon dioxide emissions. This meeting focused on the agreement on the establishment of a compensation fund "Loss and Damage" for those affected by global warming and disasters caused by the intensifying climate change.

PTG has set a policy on the environment at the group level, which is committed to achieving carbon neutrality goals by 2050 according to the relevant government policies and accelerating the creation of environmentally friendly activities to help reduce global climate change by joining hands with communities in reforestation in the area around PT's oil depots and waste segregation for recycling project according to the 3R policy, etc.

According to PTG's vision, which aims at achieving "well-being and contentedness" of Thai people, PTG places importance on systematic environmental management to reduce impacts on stakeholders by adopting international standards for environmental management (ISO14001:2015) as a framework within the Company, which later extends to all oil depots. However, PTG has set out a Security, Safety, Occupational Health and Environmental Management Standard (PTG SSHEMS) and applied it to all business units under the operation of the PTG Group. The policy under the management framework above is applicable to executives, who have mutually signed a cooperation agreement to ensure the management of security, safety, occupational health, and the environment in accordance with the Company's SSHE strategic plan.

PTG pays attention to climate change policy by raising awareness among employees and contractors on the importance of waste segregation, promoting environmentally-friendly campaign activities, as well as monitoring all suppliers to ensure that they comply with the ESG policy.



## Management Guidelines

### Environmental Management Policy

#### 1. Quality, Security, Safety, Occupational Health and Environment Management Policy

PTG has reviewed the Quality, Security, Safety, Occupational Health and Environment Management Policy, considering internal and external factors that result in significant changes, e.g., the Company's sustainability strategic plan, Government's climate change policy, management risks in security, safety, occupational health, and the environment, as well as other issues in accordance with the quality, security, safety, occupational health and environment management system (ISO9001, ISO14001, ISO45001). The new policy will underline the strong commitments of the Company to addressing air pollution problems, climate change, biodiversity, and ambitious targets to reduce greenhouse gas emissions.

PTG recognizes the importance of encouraging employees to have knowledge, understanding and awareness of the environment. Therefore, knowledge of the environment has been provided within the safety occupational health and environment, such as gas station operators, safety at the head office (Basic Safety), etc. and in 2022, an environmental training course has been organized, "Green Office" by Department of Environmental Quality Promotion, there were 74 participants in the training.

#### 2. Environmental actions integrated with ISO standards

PTG has implemented an environmental management standard system (ISO14001:2015) within the Group by integrating all facets of the management system together, whether quality management system (ISO9001:2015) and Occupational Health and Safety Management System (ISO45001:2015) to ensure effective operations within the organization, promoting energy conservation, reduction of resource consumption, and mitigation of emissions caused by operations in all aspects, be they air pollution, water pollution, noise pollution, or hazardous waste to have a proper management system in place according to the type of pollution.

In 2022, PTG was certified for environmental management standards (ISO14001:2015) under the scope of receiving, storing, and distributing fuel products within Mae Klong Oil Depot and Khon Kaen Oil Depot. It plans to extend the scope of certification to all oil depots by 2025 in response to the policies that focus on environmental management, climate change management, reducing potentially high-risk impacts on biodiversity, circular economy which is consistent with the national economic and social development plan and the 20-Year National Strategic Plan No. 13 (2018-2037), and according to the declaration of intent at the COP26-27 leadership meeting. In addition, the MaeKlong Oil Depot has also been certified for Green Industry Level 3 (Green System) thanks to its systematic environmental management, the follow-up process and reviews for continuous improvement carried out by the Department of Industrial Works.



Green Industry Certification Level 3 (Green System)  
Systematic environmental management with follow-up  
process and reviews for continuous improvement



Accredited with environmental management standard  
system (ISO14001:2015) under the scope of receiving,  
storing, and distributing fuel products within  
Mae Klong Oil Depot.



## Operations to Improve Eco-efficiency

### Water Management

Water is an important resource for doing business, industrial and human activities. However, the risks and impacts of water-related problems such as water scarcity and water quality have intensified in Thailand. Therefore, water management is important in order to maximize water use and sustainably use water without affecting the environment.

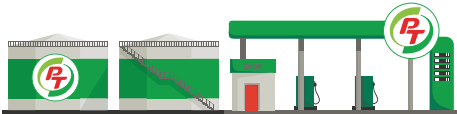
PTG recognizes the importance of efficient use of water resources, as well as being aware of the risks and impacts associated with the use of water from water sources in the Company's activities and production processes and discharge of wastewater that may affect the environment, society, and the Company. Therefore, PTG has analyzed the water quality before releasing it into the environment to ensure that there will be no impact on the environment and nearby communities.

### The Company's Water Management Goals in the Next 3-5 Years

Reduce the amount of water used within oil depots by at least 3% per year.

#### Performance

##### ● Inspection of wastewater quality at oil depots



Item	Performance
1. Acidity and alkalinity (PH)	5.5 - 9.0
2. Temperature (°C)	Not exceeding 40
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
6. BOD (mg/l)	Not exceeding 20

##### ● Inspection of wastewater quality at service stations

Item	Performance
1. Acidity and alkalinity (PH), e.g., construction of a new grease trap (cement hydration reaction)	5.5-9.0
2. Temperature (°C)	Not exceeding 40
3. COD (mg/l), e.g., leakage of toilet drain pipes	Not exceeding 200
4. Suspended solids (mg/l) such as leaf sediment, dust	Not exceeding 60
5. Oil and grease (mg/l) such as oil spills around the supply area or greasy food scraps	Not exceeding 15

##### ● Water-saving measures and guidelines

PTG determined water-saving measures and guidelines, among which is to adjust the water flow rate to a proper level, repair equipment to avoid water leakage, replace sanitary ware to reduce water usage within service stations, record daily water usage for further water control, and define indicators to limit water bill amounts within service stations. All actions taken are to guide and optimize water usage while also reducing wasting of water.

##### ● Activities to reduce the contamination value of effluent discharged by service stations

No waste and food scraps shall be directly discharged into drain pipes and cleaning of grease traps and drain pipes shall be carried out weekly.





- **Activities to reduce water consumption at service stations**

- Branch managers make a record of the water meter at each time of the day to detect abnormalities in water consumption.
- Branch managers or area managers address leakage possibilities of devices and have them repaired.
- Limit the water amount that can be used by maids and make sure that they never leave the water running when cleaning toilets. This can be done by installing an on-off valve at one end of each hose.
- Adjust the pressure of the water valve to a level that does not affect water usage and service.

- **Other important projects related to water management or water use reduction**

- SAFETY ACTIVITY project to monitor the wastewater treatment system within service stations. Grease traps are important to treat all wastewater generated within service stations before being discharged. Service station managers must inspect and clean grease traps on a weekly basis to prevent complaints lodged by the surrounding communities and government bodies. Therefore, methods for cleaning grease traps have been prepared with VDO clips that can be accessed using QR Code scanner to learn more.

### Reduction of energy consumption

Since the Company’s business operations are related to the use of fuel and electricity within the office, in order to conduct business according to various standards, PTG has recorded the amount of energy used, such as the amount of fuel used by transportation vehicles, or the use of electricity within the office, etc., to get informed of the trend of energy consumption each year, as well as campaigning to reduce energy consumption or choosing energy that is more environmentally friendly.

#### Performance

- **HQ Electricity Cost Saving Campaign**

PTG continues to implement the HQ Electricity Cost Saving Campaign by communicating with employees about how to save energy and use electricity appropriately through email and intranet every Friday. It also has quizzes about energy savings in the office for employees to win prizes, which is another way to raise awareness. In addition, the Company has implemented the Smart Plug project to reduce electricity consumption hours of eight hot water heaters and coolers from 24 hours a day to 15 hours, saving 92,016 baht per year, which can also help extend the service life of hot water heaters and coolers. There are also a campaign to turn off lights during daytime to reduce the use of electricity while it is not necessary and a project to turn on lights only in the areas in use to reduce the use of electricity. With respect to the target-oriented performance of 2022, the Company’s average individual electricity consumption (kWh/person) within the head office decreased from the base year (2019), which represented 18.73%.

Indicators	2018	2019	2020	2021	2022
Electricity consumption (kWh)	237,850	218,283	210,414	166,473	272,179
Average electricity consumption (kWh/person)	398	413	347	157	336
Electricity fee (million baht)	1.28	1.31	1.26	1.00	1.63
Average electricity fee (baht/person)	2,140	2,479	2,075	945	2,010

- **Other important projects related to energy saving campaigns**

- The Perk from Tash project is a project that collects recyclable waste and sends it to the CW Tower to earn points, which can be redeemed for the benefit of the Company, such as a discount on air conditioning service used outside working hours, etc.
- Fuel Control Scheme is to control the amount of gasoline used by collecting data from relevant agencies; track excess fines and report the results of gasoline usage to the executives every month.



## Waste Management

PTG operates waste management according to its operational procedures on garbage and waste disposal. This is a guideline to manage garbage and waste in the workplace generated by processes or activities by properly specifying the collection, storage and disposal to reduce potential impacts on the environment.

### Garbage and waste management goals of the company in the next 3-5 years

The Company has set a goal to manage non-hazardous and hazardous waste and ensure that it can decrease by 5 percent per year, with the scope of operations covering oil depots and its head office.

### Business activities of the Company that generate waste into the environment

Business Activities	Description	Types of Waste
Supply	<ul style="list-style-type: none"> <li>Paper from the operations</li> </ul>	Recyclable waste
Transportation	<ul style="list-style-type: none"> <li>Personal protective equipment</li> <li>Wire/seal</li> <li>Oil absorbing device (in emergency cases)</li> </ul>	Recyclable and hazardous waste
Storage	<ul style="list-style-type: none"> <li>Personal protective equipment</li> <li>Oil absorbing device (in emergency cases)</li> </ul>	Hazardous waste
Marketing	<ul style="list-style-type: none"> <li>Paper from the operations</li> <li>Promotional product packaging</li> </ul>	Recyclable and general waste
	<ul style="list-style-type: none"> <li>Waste from consumption of employees and visitors</li> </ul>	General, organic, recyclable waste

PTG has communicated, campaigned, promoted and raised awareness toward the environment among employees within the organization based on the 3R principle: Reduce, Reuse, Recycle to reduce the amount of waste generated and recover waste to achieve the maximum benefit according to the circular economy principles.

### Waste Management

Types of Waste	Methods
General Waste	Sorted and disposed of according to the cycle specified by the municipality or local office in each area.
Organic Waste	Food waste shall be sorted to make fertilizer and the rest will be disposed of according to the cycle specified by the municipality or local office in each area.
Recycling Waste	Sorted and sold to waste buyers for recycling.
Hazardous Waste	Sorted and contact a licensed transporter and disposal person registered with the Department of Industrial Works as an operator.



PTG educates employees about waste separation at the waste generating point to raise environmental awareness. Waste sorting is inspected by supervisors in each area. Each type of waste is stored at the waste storage area, amount of which is recorded for further planning to manage and dispose of using a proper method.

Type of Waste	Quantity (Tons)
All non-hazardous waste	21.17
- The amount of recyclable non-hazardous waste	5.00
All hazardous waste	1.78
- The amount of recyclable hazardous waste	0.00
Total	27.95

● **Sustainable Tires**

The Company has a project to use retreaded tires in semi-trailer trucks and trailer tails in order to increase the efficiency of tire use to be more cost-effective and help reduce tire waste that is no longer in use. This can also help reduce the amount of new tires used and costs since old tires are recycled and reused. With the project starting from 2017, in 2021, the Company achieved a reduced cost amounting to 8,074,940 baht. On the other hand, in 2020, the total number of retreaded tires was 621, from the target of 1,000 tires. This is because of the deteriorating condition of old tires that can no longer be retreaded, thus the number of retreaded tires dropped. With this number, the Company was able to reduce expenses up to 4,228,643.82 baht, which is 52% lower than 2021



● **Other important projects related to waste disposal**  
**Waste Separation Model Project Season 2**

Waste Separation Model Project Season 2 is a project to recycle clear plastic water bottles by producing shirts and deliver them to students and teachers at Ban Rak Thai Border Patrol Police School, Phitsanulok Province. The project in 2022 could produce 53 shirts. It is still in the initial stage and planned to expand to other service stations in 2023.

**SCGP reXycle Drop Point**

PTG, in collaboration with SCGP, set up a pick-up point for cartons, paper and plastic crates within PT gas stations in Bangkok and its vicinity to recycle and reuse according to the circular economy and help ease the waste crisis in the city sustainably. In 2022, PTG can recycle 420 kilograms of waste, meaning



it can protect 7 trees from being cut down, reduce carbon dioxide emissions by 286 kilograms, reduce water consumption by 10,920 liters, reduce fuel consumption by 588 liters, and reduce use of energy by 1,680 kW.







### Waste Segregation Point

Waste Segregation Point project is a project to build a waste separation plant in the area of oil depots by creating a waste disposal area that is separated by types of waste. This is a project to promote and raise awareness of waste separation at oil depots.

### Pollution Management

PTG has set up an activity to measure and analyze the quality of the environment as well as to prepare a report on the measurement results. This is to strengthen everyone's awareness toward environmental quality issues that may affect communities in the vicinity of service stations, or impacts on the health of employees working onsite. The Company has measured the air quality within its service stations using air quality measurement standards as follows:

รายการ	ค่ามาตรฐาน
1. Dust of all sizes that can reach and accumulate in the alveoli of the lungs (PM).	Less than or equal to 3 mg/m <sup>3</sup>
2. Benzene	Less than or equal to 1 ppm
3. Methyl tertiary butyl ether	Less than or equal to 50 ppm
4. All volatile organic compounds	Toluene: Less than or equal to 200 ppm Total xylene: Less than or equal to 100 ppm Ethyl benzene: Less than or equal to 100 ppm Propane: Less than or equal to 1000 ppm

In this regard, the Company has set out measures to prevent and reduce air pollution by installing a vapor recovery unit (VRU) at its oil depots, service stations, and fuel transport vehicles while also installing a gas meter at oil depots to detect the emission of oil vapors.

### Sustainable Packaging Management

PTG has established a sustainable packaging policy to show its intention to mitigate environmental impacts from its business operations according to the concept of waste management while not affecting the quality of the product. This project encourages the reduced use of plastic packaging that cannot be decomposed, reused, or recycled. Sample campaigns are gasoline gallon reuse and no plastic bag. With this project, relevant functions feel driven to design packaging and select suppliers who offer green materials or produce quality and environmentally-friendly packaging and also to cultivate a culture of reduced use of plastic packaging by choosing environmentally friendly materials and raising awareness among employees.

### Other projects related to the environment

- **Management of indoor air quality in the area of PTG Headquarters**

Inspect air circulation systems within the building, provide air conditioner maintenance planning, and area cleaning. The results of indoor air quality measurements met the Singapore Standard SS554:2016 and have been certified by the Department of Indoor Air Quality Promotion.



- e-Document**

The use of electronic documents (e-Document) aims to achieve digital business process goals by implementing a 'Paperless Office' initiative to drive cost efficiency, paper reduction, actions to optimize centralized document storage and automatic document management. It is currently in the developing process.

- Extension of Mileage for Engine Oil Change**

In 2022, the Company has a policy to extend the mileage for oil change of transportation vehicles by using high quality engine oil that exceeds the standards set by the car manufacturers. This results in it being able to extend the mileage to change engine oil of ten-wheeler trucks and semi-trailers and also reduce expenses up to 2,100,996.80 baht, or accounting for 33%. In addition, the extension of mileage also helps mitigate environmental impacts.

Type of Vehicles	Mileage of Engine Oil Change (Kilometers)		
	Before	After	Difference
Ten Wheelers	20,000	30,000	10,000
Semi-trailers	20,000	30,000	10,000



- Expansion of Truck Repair Centers**

In 2022, the Company has expanded the truck repair center to cover the main transportation routes, through which the Company's transportation vehicles have used, throughout the country to enable convenient accessibility for Company's transportation vehicles. There are 4 branches as follows: Samut Songkhram branch, Payuhakiri branch, Sikhio branch and Ban Phai branch. With this, drivers do not need to travel back to its original repair center, hence reducing fuel consumption and reducing the repair cost of up to 5.197 million baht.



# Awards of the Year

**PTG Energy Public Company Limited (“The Company”) obtained the Award in 2023 as follows:**



## Outstanding Workplace in Labor Relations and Welfare of the Year 2022 Award

The Company and Petroleum Thai Corporation Co., Ltd. were recognized with the “2022 Outstanding Workplace in Labor Relations and Welfare of the Year Award” for the sixth consecutive year by the Department of Labor Protection and Welfare, Labor Relations Office. This award is dedicated to establishments that observe good management in terms of labor relations and welfare.



## Role Model Organization Award on Human Rights 2022

The Company received the “Role Model Organization Award on Human Rights 2022” in the category of large organizations from the Department of Rights and Liberties Protection, Ministry of Justice, as an organization that responsibly conducts the business while adhering to human rights principles as the basis for operations to safeguard employees of all levels and all groups of stakeholders from human rights violations. This award reflects the Company’s management aspirations and how it prioritizes social responsibility.



## Quality People of the Year 2022 Award

Mr. Suwatchai Pitakwongsaporn, Managing Director of Atlas Energy Public Company Limited, the Company’s subsidiary, was present to receive a plaque of honor at the prestigious event of “Quality People of the Year 2022” organized by the Foundation of the Science and Technology Council of Thailand (FSTT) to praise people who have succeeded in both personal and professional life and dedicate themselves to engaging in activities that benefit society and the nation in various fields.

## Best Organization to Work for in Asia 2022 Award

The Company was recognized for “The Best Organization to Work for in Asia 2022” by HR Asia for the second consecutive year. This award underscores corporate policies that place importance on the dimensional development of employees who are the key resources in steering the business forward and toward goals.



## Silver Awards in the categories of Brand Value Building Excellent Marketing Campaign and Strategically Excellent Marketing Campaign

Max Solution Service Co., Ltd., a subsidiary of the Company, received two silver awards at the Marketing Award of Thailand 2022 from the Marketing Association of Thailand, including 1) Strategically Excellent Marketing Campaign and 2) Brand Value Building Excellent Marketing Campaign. To obtain the awards, over 2,000 branches of PT service stations located on both main and secondary roads are strengthened to represent the concept of the PT Max Service Campaigns that help settle problems faced during travel.







### Rising Star Sustainability Award and Outstanding Investor Relations 2022 Award

The Company received the "Sustainability Excellence Award 2022" in the category of "Rising Star Sustainability" for the first time and was included in "Sustainable Stocks," or Thailand Sustainability Investment (THSI) 2022, for the fifth consecutive year during the "SET Awards 2022" event organized by the Stock Exchange of Thailand in collaboration with Money and Banking Magazine. The Company has centered its focus on mitigating business risks by investing in non-oil business, clean energy, and EV-related businesses while also promoting good quality of life for people in the community, society, and the environment to achieve sustainable growth. Moreover, it received the "Outstanding Investor Relations Award 2022" for the fourth consecutive year, which emphasizes its excellent management competencies in investor relations.



### CSR of the Year Award 2022

The Company received the "Thailand Top Company Awards 2022" in the category of "CSR of the Year". This award is dedicated to organizations that recognize the importance of participation in environmental conservation and continuous CSR activities held by Business+ Magazine, an affiliate of ARIP Public Company Limited, in collaboration with the University of the Thai Chamber of Commerce.



### Moral Award of the Year 2021

The Company received the "Moral Award of the Year 2021" in the Individual Category (Public Mind Morality) from the Moral Center (Public Organization) in collaboration with the Ministry of Culture to honor and praise individuals, communities, organizations, and media whose virtue is evident in Thai society.



### Human Resource Development of the Year 2022

The Company received the "Human Resource Development of the Year 2022" award from the ASEAN Business Awards (ABA) 2022 organized by the ASEAN Business Advisory Council (ASEAN-BAC), Cambodia. This award is granted with a purpose to recognize ASEAN companies that are outstanding and serve as a mechanism in enhancing the growth of the ASEAN Economic Community (AEC).



### Best Products and Services of the Year 2022

The Company received the "Best Products and Services of the Year 2022" award in the category of energy and utilities organized by Business+ Magazine, an affiliate to ARIP Public Company Limited, in collaboration with the College of Management, Mahidol University. This demonstrates the comprehensive services offered to customers; for example, PT Service Masters, who are always willing to serve all visitors, provide advice, coordinate, solve problems, and impress all with maximum customer satisfaction to ensure "Well-being" of Thai people at every step forever.



# SUSTAINABILITY PERFORMANCE DATA

## Economic performance

GRI	Data	Unit	2018	2019	2020	2021	2022
201-1	<b>Direct economic value generated</b>						
	Revenue	Million THB	107,829.28	120,026.69	104,422.71	133,758.82	179,422.42
	<b>Economic value distributed</b>						
	Operating cost	Million THB	100,386.06	110,126.54	93,823.90	123,626.89	167,414.48
	Employee wage and benefit <sup>1/</sup>	Million THB	2,254.86	2,552.41	2,791.91	2,901.64	3,540.35
	Dividend payments	Million THB	334.00	835.00	835.00	417.50	668.00
	Income tax payment	Million THB	119.62	359.44	424.88	260.60	361.06
	Community investments	Million THB	-	-	31.65	29.59	145.08
	- CSR management overheads <sup>2/</sup>	Million THB	-	-	1.85	0.94	4.99
	- In-kind donation <sup>3/</sup>	Million THB	-	-	29.80	28.65	140.09
	- Employee volunteer hours <sup>4/</sup>	Hours	-	-	-	880	2,488.00
	- Employee training and development costs <sup>5/</sup>	Million THB	-	-	11.74	9.29	28.57
	Economic value retained	Million THB	-	-	6,515.37	6,522.60	7,293.45
2-16	<b>Complaints inconsistent with corporate governance, moral and business ethics principles</b>						
	"Number of complaints inconsistent with corporate governance, moral and business ethics principles"	Cases	2	9	21	28	21

Remark:

"Financial statements of PTG Energy Public Company Limited as of December 31, 2022."

<sup>1/</sup> Data cover employee of PTG Energy Company Limited and its subsidiaries.

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

<sup>3/</sup> Product or service donation.

<sup>4/</sup> Volunteer hour of PTG employee.

<sup>5/</sup> Training and potential development cost of PTG Energy Company Limited and its subsidiaries.



## Environmental Performance

GRI	Data	Unit	2018	2019	2020	2021	2022
301-1	<b>Packaging</b>						
	- Total weight of materials	Tons	181.21	225.01	309.37	271.59	364.89
	Renewable/Recyclable Materials						
	- Total weight of <u>recyclable plastic</u> materials	Tons	-	-	-	-	-
	- Total weight of <u>paper or wood</u> materials	Tons	-	-	-	-	94.25
	- Total weight of <u>steel</u> materials	Tons	39.71	48.30	89.33	93.44	93.98
	- Total weight of <u>glass</u> materials	Tons	-	-	-	-	-
	Non-renewable/Non-recyclable Materials						
- Total weight of <u>plastic</u> materials	Tons	141.50	176.71	220.04	178.15	176.66	
302-1	<b>Energy</b>						
	Total energy consumption within the organization	Megawatt hour	237.85	684,070.36	640,780.35	346,053.19	862,216.29
	Non-renewable Electricity						
	- Electricity consumption (Total)	Kilowatt hour					63,623,660.81
	- Electricity consumption of head office	Kilowatt hour	237,850	218,283	210,414	116,473	272,178.59
	- Electricity consumption of oil depots	Kilowatt hour	-	-	-	-	1,910,501.44
	- Electricity consumption of gas stations	Kilowatt hour	-	-	-	-	61,155,648
	- Electricity consumption of transportation fleets	Kilowatt hour	-	-	-	-	285,332.92
	- Average electricity consumption of head office	Kilowatt hour/person	398	413	347	157	336
	- Electricity cost (Total)	Million baht					286.13
	- Electricity cost of head office	Million baht	1.28	1.31	1.26	1.00	1.63
	- Electricity cost of oil depots	Million baht	-	-	-	-	8.53
	- Electricity cost of gas stations	Million baht	-	-	-	-	274
	- Electricity cost of transportation fleets	Million baht	-	-	-	-	1.76
	- Average electricity cost of head office	baht/person	2,140	2,479	2,075	945	2,010
	Non-renewable Energy						
	- Fuel consumption of oil trucks	Liters	-	16,802,262.37	15,538,300.00	8,279,000.00	19,234,109.00
	- Diesel fuel consumption of corporate cars	Liters	-	-	157,631.83	166,391.23	297,432.82
	- Gasoline fuel consumption of corporate cars	Liters	-	-	179,547.75	204,219.72	305,238.32
	- Fuel consumption of corporate activities (if any)	Liters	-	-	4,189.89	3,394.35	11,969.36
Total Renewable Energy							
- Consumption of electricity generated by solar PV (Solar PV Installation at Service Stations Project)	Kilowatt hour	-	-	-	236,962.34	645,403	





GRI	Data	Unit	2018	2019	2020	2021	2022
<b>302-3</b>	<b>Energy intensity</b>						
	- Proportion of electricity from gas stations used to gasoline sold through COCOs	Kilowatt hour/ liter	0.0453	0.0459	0.0450	0.0141	0.0154
	- Proportion of electricity from oil depots used to gasoline sold through oil depots	Kilowatt hour/ liter	-	0.0037	0.0012	0.0036	0.0004
<b>303-5</b>	<b>Water consumption</b>						
	Total water consumption	Megaliters	-	-	26.96	39.73	35.93
<b>303-3</b>	<b>Water consumption classified by type of water source</b>						
	- Tap water consumption	Megaliters	-	-	21.25	18.98	14.58
	- Groundwater consumption	Megaliters	-	-	26.95	20.75	21.35
	- Proportion of water supply used to gasoline sold through oil depots	Cubic meters/ liter	-	0.0104	0.0095	0.0096	0.0002
<b>303-4</b>	<b>Total effluent</b>						
	Total effluent	Megaliters	33.70	35.22	36.32	33.69	19.38
	- Effluent into the river (untreated)	Megaliters	0	0	0	0	0
	- Effluent into the sea (untreated)	Megaliters	0	0	0	0	0
	- Effluent treated before being discharged into the river ( $\leq 1,000$ mg/l of solids suspended or dissolved in water)	Megaliters	33.70	35.22	36.32	31.95	19.38
	- Effluent treated before being discharged into the sea ( $\leq 1,000$ mg/l of solids suspended or dissolved in water)	Megaliters	-	-	-	1.73	0
<b>305-1</b>	<b>Direct GHG emissions (Scope 1)</b>						
	Direct GHG emissions (Scope 1)	Tons carbon dioxide equivalent	-	-	1,209	1,582	55,771
<b>305-2</b>	<b>Energy indirect GHG emissions (Scope 2)</b>						
	Energy indirect GHG emissions (Scope 2)	Tons carbon dioxide equivalent	-	-	887	1,064	31,806
<b>305-3</b>	<b>Other indirect GHG emissions (Scope 3)</b>						
	Other indirect GHG emissions (Scope 3)	Tons carbon dioxide equivalent	-	-	1,935,022	13,799,057	20,289,891
<b>305-4</b>	<b>GHG emissions intensity</b>						
	Gas stations	Tons carbon dioxide equivalent / liter of oil sold through gas stations	-	-	-	-	0.0052
	Oil depots	Tons carbon dioxide equivalent / liter of oil sold through oil depots	-	-	-	-	0.0047



GRI	Data	Unit	2018	2019	2020	2021	2022	
<b>306-3</b>	<b>Total waste</b>							
	Total waste	Tons	-	-	25.67	34.45	22.95	
<b>306-4</b>	<b>Total non-hazardous waste</b>							
	Total non-hazardous waste	Tons	-	-	25.67	33.82	21.17	
	- Total recycled non-hazardous waste	Tons	-	-	24.35	8.31	5.00	
	Total hazardous waste	Tons	-	-	0.00	0.63	1.78	
	- Total recycled hazardous waste	Tons	-	-	-	0.40	0.00	
	Oil Spill	Barrels	317.09	1.12	0.00	51.26	15.97	
<b>306-5</b>	<b>Waste Disposal</b>							
	Total hazardous waste disposal	Tons	3.69	44.15	-	0.60	0.11	
	- Total waste disposal through incineration	Tons	-	-	-	0.00	0.00	
	- Total waste disposal through incineration (with energy recovery, or Waste to Energy)	Tons	-	-	-	0.00	0.00	
	- Total waste disposal through landfills	Tons	-	-	-	0.00	0.00	
	- Total waste stored in the waste area	Tons	-	-	-	0.12	1.62	
	- Total waste disposed of by outsources	Tons	3.69	44.15	-	0.26	0.05	
	- Total waste disposed of by other waste handling, e.g., covering, etc.	Tons	-	-	-	0.22	0.00	
	Total non-hazardous waste disposal	Tons	-	-	1.32	25.51	20.16	
	- Total waste disposal through incineration	Tons	-	-	-	0.00	0.00	
	- Total waste disposal through incineration (with energy recovery, or Waste to Energy)	Tons	-	-	-	0.00	0.00	
	- Total waste disposal through landfills	Tons	-	-	-	2.81	1.58	
	- Total waste stored in the waste area	Tons	-	-	-	0.00	0.00	
	- Total waste disposed of by outsources	Tons	-	-	1.32	21.27	6.41	
	- Total waste disposed of by other waste handling, e.g., covering, etc.	Tons	-	-	-	1.43	0.00	
	<b>2-27</b>	<b>Non-compliance with environmental laws and regulations</b>						
		Quantity or value of significant fines for environmental law violations	Times	-	0	0	0	0

Remarks:

- Energy, water and waste management data of 2018-2021 cover PTG's head office and oil depots.
- Energy data of 2022 cover PTG's head office, oil depots, transportation fleets and gas stations.
- Water and waste management data of 2022 cover PTG's head office and oil depots.
- Greenhouse gas emissions data of 2020 covers PTG's head office and oil depots. In 2021, the scope was extended to transportation activities and In 2022, the scope was extended to gas stations.



## Social Performance

GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Human Resources Management</b>												
102-7	<b>Employment</b>											
	All employees	Persons	14,956		17,017		17,293		16,727		19,873	
Persons		5,744	9,212	6,361	10,656	6,437	10,856	6,135	10,592	7,235	12,638	
102-8	<b>By Area</b>											
	Bangkok	Persons	805	1,110	958	1,381	1,116	1,569	881	1,403	1,136	1,722
	Others	Persons	4,939	8,102	5,403	9,275	5,321	9,287	5,254	9,189	6,099	10,916
	<b>By Employment Contract and by Region</b>											
	Permanent	Persons	5,713	9,161	6,311	10,607	6,385	10,763	6,072	10,486	7,155	12,495
	- Bangkok	Persons	785	1,078	939	1,351	1,098	1,541	854	1,372	1,108	1,671
	- Others	Persons	4,928	8,083	5,372	9,256	5,287	9,222	5,218	9,114	6,047	10,824
	Contract/Part-time	Persons	31	51	50	49	52	93	63	106	80	143
	- Bangkok	Persons	20	32	19	30	18	28	27	31	28	51
	- Others	Persons	11	19	31	19	34	65	36	75	52	92
<b>By Employment Type</b>												
- Permanent	Persons	5,713	9,161	6,311	10,607	6,385	10,763	6,072	10,486	7,155	12,495	
- Contract/Part-time	Persons	31	51	50	49	52	93	63	106	80	143	
202-2	<b>Proportion of senior management hired from the local community</b>											
	Senior management at significant locations of operation that are hired from the local community (Level 9 up)	Persons		-		-		-		-		63
% of total senior managements who are full-time employees			-		-		-		-		35.39	
405-1	<b>By Age</b>											
	<30 years	Persons	8,351		9,492		9,290		8,433		9,300	
		% of total employees	55.84		55.78		53.72		50.42		46.80	
		% of FTEs	55.99		55.94		53.95		50.67		47.06	
		Persons	3,173	5,178	3,586	5,906	3,481	5,809	3,054	5,379	3,346	5,954
% of total Employee		21.22	34.62	21.07	34.71	20.13	33.59	20.81	34.97	16.84	29.96	





GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	30-50 years	Persons	5,930		6,706		7,088		7,291		9,341	
		% of total employees	39.65		39.41		40.99		43.59		47.00	
		% of FTEs	39.76		39.52		41.16		43.81		47.27	
		Persons	2,332	3,598	2,496	4,210	2,637	4,451	2,714	4,577	3,443	5,898
		% of total Employee	15.59	24.06	14.67	24.74	15.25	25.74	16.23	27.36	17.33	29.68
	>50 years	Persons	675		819		915		1,003		1,232	
		% of total employees	4.51		4.81		5.29		6.00		6.20	
		% of FTEs	4.54		4.83		5.31		6.03		6.23	
		Persons	239	436	279	540	319	596	367	636	446	786
		% of total Employee	1.60	2.92	1.64	3.17	1.84	3.45	2.19	3.80	2.24	3.96
<b>405-1</b>	<b>By Management Level</b>											
Management (Level 9 - 14)	Persons	66	32	76	44	91	53	100	56	115	63	
	% of total employee	0.44	0.21	0.45	0.26	0.53	0.31	0.60	0.33	0.58	0.32	
Supervisor (Level 5 - 8)	Persons	991	1,148	1,079	1,318	1,106	1,405	1,199	1,587	256	289	
	% of total employee	6.63	7.68	6.34	7.75	6.4	8.12	7.17	9.49	1.29	1.45	
Operation (Level 1 - 4)	Persons	1,918	2,692	2,054	3,212	5,240	9,398	4,836	8,949	6,864	12,286	
	% of total employee	12.82	18.00	12.07	18.88	30.30	54.35	28.91	53.50	34.54	61.82	
	<b>By Religion</b>											
Buddhism	Persons	5,669	9,027	6,250	10,423	6,325	10,609	6,012	10,358	7,077	12,335	
	% of total employee	37.9	60.36	36.73	61.25	36.58	61.35	35.94	61.92	35.61	62.07	
Christianity	Persons	14	22	15	26	26	26	27	33	25	48	
	% of total employee	0.09	0.15	0.09	0.15	0.15	0.15	0.16	0.20	0.13	0.24	
Islam	Persons	61	163	96	207	86	221	96	201	132	255	
	% of total employee	0.41	1.09	0.56	1.22	0.50	1.28	0.57	1.20	0.66	1.28	
Hindu	Persons	-	-	-	-	-	-	-	-	0	1	
	% of total employee	-	-	-	-	-	-	-	-	0.00	0.01	
not specified	Persons	-	-	-	-	-	-	-	-	0	0	
	% of total employee	-	-	-	-	-	-	-	-	0.00	0.00	



GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	<b>Women Workforce Ratio</b>											
	All women in management positions	Persons	-	32	-	44	-	53	-	56	-	63
		% of total management positions workforce	-	32.65	-	36.67	-	36.81	-	0.33	-	0.32
	Women in top management positions	Persons	-	3	-	6	-	5	-	10	-	10
		"% of total top management positions"	-	21.43	-	31.58	-	25.00	-	34.48	-	22.22
	Women in junior management positions	Persons	-	20	-	27	-	29	-	29	-	53
		% of total junior management positions	-	40.82	-	42.19	-	39.73	-	37.18	-	39.85
	Women in management positions in revenue generating functions	Persons	-	3	-	6	-	7	-	14	-	14
		"% of total managers in revenue generating functions"	-	15.79	-	25.00	-	23.33	-	31.11	-	29.17
	Women in STEM-related positions	Persons	-	105	-	136	-	132	-	61	-	70
		% of total STEM positions	-	8.93	-	10.30	-	9.73	-	31.28	-	32.41
	<b>Employees with Disabilities</b>											
	Employees with Disabilities	Persons	130		119		129		162		160	
		% of total employee	0.87		0.70		0.75		0.97		0.81	
		% of FTEs	0.87		0.70		0.75		0.97		0.81	
		Persons	64	66	44	75	39	90	74	88	62	98
		% of total employee	0.43	0.44	0.26	0.44	0.23	0.52	0.44	0.53	0.31	0.49
<b>401-1</b>	<b>New Employees</b>											
	All new employees	Persons	18,925		18,408		13,879		13,330		16,447	
		Persons	8,010	10,915	7,864	10,544	5,902	7,977	5,488	7,842	6,814	9,633
	New hire rate	%	126.54		108.17		80.26		79.69		82.76	
				72.98	46.21	61.96	34.13	46.13	32.81	46.88	34.29	48.47
	<b>Training and Development Hours by Management level</b>											
	Management (Level 9 - 14)	Persons	17	22	20	23	26	15	35	21	33	18
		% of total employee	0.11	0.15	0.12	0.14	0.15	0.09	0.21	0.13	0.17	0.09
	Supervisor (Level 5 - 8)	Persons	153	190	142	231	114	115	154	177	83	73
		% of total employee	1.02	1.27	0.83	1.36	0.66	0.67	0.92	1.06	0.42	0.37



GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	Operation (Level 1 - 4)	Persons	848	1,422	810	996	676	920	703	1,103	785	1,318
		% of total employee	5.67	9.51	4.76	5.85	3.91	5.32	4.20	6.59	3.95	6.63
	<b>By Age</b>											
	<30 years	Persons	6,262	7,838	6,228	7,498	4,590	5,609	4,002	5,114	4,657	6,046
		% of total employee	41.87	52.41	36.60	44.06	26.54	32.44	23.93	30.57	23.43	30.42
	30-50 years	Persons	1,648	2,822	1,521	2,799	1,243	2,166	1,165	2,089	2,003	3,275
		% of total employee	11.02	18.87	8.94	16.45	7.19	12.53	6.96	12.49	10.08	16.48
	>50 years	Persons	100	255	115	247	60	192	98	248	154	312
		% of total employee	0.67	1.71	0.68	1.45	0.35	1.11	0.59	1.48	0.77	1.57
	<b>401-1</b>	<b>By Religion</b>										
	Buddhism	Persons	7,910	10,734	7,752	10,361	5,871	7,925	5,343	7,696	6,654	9,384
		% of total employee	52.89	71.77	45.55	60.89	33.95	45.83	31.94	46.01	33.48	47.22
Christianity	Persons	8	20	10	15	6	5	31	26	24	29	
	% of total employee	0.05	0.13	0.06	0.09	0.03	0.03	0.19	0.16	0.12	0.15	
Islam	Persons	88	155	102	168	25	47	114	120	132	217	
	% of total employee	0.59	1.04	0.6	0.99	0.14	0.27	0.68	0.72	0.66	1.09	
Hindu	Persons	-	-	-	-	-	-	-	-	0	0	
	% of total employee	-	-	-	-	-	-	-	-	0.00	0.00	
Not specified	Persons	-	-	-	-	-	-	-	-	4	3	
	% of total employee	-	-	-	-	-	-	-	-	0.02	0.02	
<b>Internal Hire</b>												
Percentage of vacancies filled by internal candidates (Internal Hire)	% of all vacancies	23.36	23.72	21.18	21.63	33.39	25.76	32.68	42.33	24.82	52.56	
<b>Recruitment Cost</b>												
Average recruitment cost	baht/person	356.78		405.39		591.99		1,136.15		706.82		





GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
401-1	<b>Turnover</b>											
	Turnover rate	Persons	16,269		15,993		13,636		13,539		14,507	
		Persons	7,102	9,167	6,947	9,046	5,735	7,901	5,553	7,986	5,985	8,522
		% of total employee	85.97		86.88		78.85		80.94		73.00	
		% of total employee	88.66	83.99	88.34	85.79	97.17	99.05	33.2	47.74	30.12	42.88
	Voluntary employee turnover rate	Persons	11,665		10,624		9,728		10,271		11,005	
		Persons	4,963	6,702	4,512	6,112	3,914	5,814	4,049	6,222	4,336	6,669
		% of total employee	61.64		57.71		56.25		61.40		55.38	
		% of total employee	61.69	61.40	57.38	57.97	66.32	72.88	24.21	37.20	21.82	33.56
	<b>By Age</b>											
	<30 years	Persons	5,455	6,612	5,451	6,467	4,427	5,383	4,120	5,358	2,928	4,179
		% of total employee	36.47	44.21	32.03	38.00	25.60	31.13	24.63	32.03	14.73	21.03
	30-50 years	Persons	1,559	2,342	1,388	2,373	1,244	2,317	1,318	2,332	1,312	2,290
		% of total employee	10.42	15.66	8.16	13.94	7.19	13.4	7.88	13.94	6.6	11.52
	>50 years	Persons	88	213	108	206	64	201	115	296	96	200
% of total employee		0.59	1.42	0.63	1.21	0.37	1.16	0.69	1.77	0.48	1.01	
401-3	<b>Paternity Leave</b>											
	Number of employees entitled to paternity leave	Persons	-	9,212	-	10,656	-	10,852	-	10,598	-	11,275
	Number of employees taking parental leave	Persons	-	302	-	356	-	343	-	402	-	375
	Number of employees returning to work after paternity leave	Persons	-	292	-	267	-	285	-	227	-	360
	Number of employees returning to work after maternity/paternity leave and continuing to work for another one entire year	Persons	-	149	-	266	-	205	-	227	-	236
	Rate of employees returning to work	%	-	49.34	-	74.72	-	59.77	-	56.47	-	62.93
	<b>Freedom of Association</b>											
	Ratio of employees representing in the Welfare Committee	% of total employee	0.087	0.022	0.031	0.028	0.031	0.028	0.28	0.17	0.22	0.10



GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	Long-term Incentive for Employees											
	Employees below the senior levels, or serving in a position that is 2 levels below the CEO, and entitled for long-term incentives	Persons	14,944		17,004		17,275		16,689		10,046	
		% of total employee	99.92		99.92		99.90		99.77		50.55	
		Persons	5,734	9,210	6,350	10,654	6,424	10,851	6,107	10,582	3,861	6,185
		% of total employee	38.34	61.58	37.32	62.61	37.15	62.75	31.51	63.26	19.43	31.12
	Employees Provident Fund											
	All employees who are eligible to apply for a provident fund after passing probation	Persons	-		-		-		7,977		9,145	
		% of total employee	-		-		-		47.69		46.02	
<b>404-1</b>	<b>Training and Development</b>											
	Total hours of training and development	Hours/year	-	-	-	-	69,863		137,925.75		386,240.71	
	Average hours of training	Hours/person/year	-	-	-	-	4.04		8.24		19.44	
	Total number of employees trained	Persons	-	-	-	-	-	-	-	-	682	854
	Average hours per FTE of training	Hours/person/year	-	-	-	-	4.66	3.70	9.55	7.56	20.69	18.89
		Hours/person/year	-	-	-	-	4.06		8.29		19.55	
	Training and Development Hours by Management level											
	Management (Level 9 - 14)	Hours/person/year	-	-	-	-	3.78	6.45	146.70	173.09	57.38	61.45
	Supervisor (Level 5 - 8)	Hours/person/year	-	-	-	-	3.88	4.80	4.09	4.23	135.14	181.71
	Operation (Level 1 - 4)	Hours/person/year	-	-	-	-	1.43	3.34	6.15	8.9	25.76	34.85
	Training and Development Expenses											
	Average amount spent per FTE on training	baht/person/year	-	-	-	-	886.90	560.52	696.66	478.39	1,880.49	1,196.60
		baht/person/year	-	-	-	-	682.03		558.44		1,445.60	
	Total investment on employees training	baht	-	-	-	-	11,744,869.29		9,293,873.65		28,567,143.24	



GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	Training and Development Expenses by Management Level											
	Management (Level 9 - 14)	baht/person/year	-	-	-	-	31,734.07	44,471.64	20,130.97	27,702.68	30,775.63	30,775.63
	Supervisor (Level 5 - 8)	baht/person/year	-	-	-	-	999.64	1,082.92	574.22	576.86	1,6536.63	2,5271.24
	Operation (Level 1 - 4)	baht/person/year	-	-	-	-	635.93	248.63	576.60	643.12	1,650.34	1,716.53
<b>404-3</b>	<b>Performance Appraisal</b>											
	Management (Level 9 - 14)	Persons	-	-	-	-	111	83	48	100	57	
	Supervisor (Level 5 - 8)	Persons	-	-	-	-	2,459	1,160	1,525	240	272	
	Operation (Level 1 - 4)	Persons	-	-	-	-	5,119	2,039	3,237	3,298	5,333	
	Type of Performance Appraisal											
	Indicator-based performance appraisal	% of total employee	-	-	-	-	44.46	48.38	46.80			
	Multidimensional performance appraisal	% of total employee	-	-	-	-	0.64	0.78	0.79			
	Employee Engagement											
	Engagement Result	%	68	70	77	73	70					
	Data Coverage	% of total employee	78	73	91	40.25	39.70					
	By Age											
	Under 25 years old	%	-	68	73	67	70					
	25-34 years old	%	-	69	75	70	68					
	35-44 years old	%	-	71	79	76	70					
	45-54 years old	%	-	76	85	80	78					
	Over 55 years old	%	-	72	86	88	83					
	By Management Level											
	Team Member/ Front-line employee	%	-	73.51	80.40	73.81	73.00					
	Management/Team Leader/Supervisor	%	-	65.35	70.33	59.53	53.00					
	Middle Management	%	-	56.82	69.15	56.70	56.00					
	Senior Management	%	-	64.71	85.00	85.71	69.00					





GRI	Data	Unit	2018		2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Safety and Occupational Health</b>												
<b>403-9</b>	<b>Total Work Hours</b>											
	Employees	Hours	-	-	-	-	-	-	33,706,824.03		39,264,780.21	
	Contractors	Hours	-	-	-	-	-	-	793,220		1,245,035	
	<b>Fatality</b>											
	Employees	Cases	0	0	0	0	2	0	2	0	1	0
	Contractors	Cases	0	0	0	0	0	1	0	0	0	0
	<b>Lost-Time Injury Frequency Rate (LTIFR)</b>											
	Employees	Cases	-	-	-	-	-	-	41		27	
		Cases/ 1 million work hours	-	-	-	-	-	-	1.20		0.69	
	Contractors	Cases	-	-	-	-	-	-	0		1	0
		Cases/ 1 million work hours	-	-	-	-	-	-	0.00		0.8	0
<b>403-10</b>	<b>Occupational Illness Frequency Rate : OIFR</b>											
	Employees	Cases	-	-	-	-	-	-	0		0	
		Cases/ 1 million work hours	-	-	-	-	-	-	0.00		0	
	<b>Total Recordable Injury Frequency Rate (TRIR)</b>											
	Employees	Cases	-		-		0		0		28	
			-	-	-	-	0	0	0	0	-	-
		Cases/ 1 million work hours	-	-	-	-	0	0	0	0	0.71	

Remarks:

- Fatality rate, LTIFR and OIFR cover performance of PTG, PTGLG, PUN, GFA, OLP and ATLAS.
- TRIR covers only PTG's head office.



# GRI CONTENT INDEX

GRI content index	
Statement of use	PTG has reported in accordance with the GRI Standards for the period 1 Jan 2022 to 31 Dec 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 11: Oil and Gas Sector 2021

GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
General disclosures			
GRI 2: General Disclosures 2021	The organization and its reporting practices		
	2-1 Organizational details	10-17	
	2-2 Entities included in the organization's sustainability reporting	3	
	2-3 Reporting period, frequency and contact point	3	
	2-4 Restatements of information	There are no restatements of information in this report.	
	2-5 External assurance	The PTG Group has not obtained third-party assurance for the report as a whole, but obtained only for a portion of GHG Data. (p. 134)	
	Activities and workers		
	2-6 Activities, value chain and other business relationships	2, 10-15	
	2-7 Employees	154	





GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
	2-8 Workers who are not employees	Information unavailable/incomplete. PTG uses subcontractors, but does not have systems to track the total number. We track subcontractor injury and illness data (p. 161)	
<b>Governance</b>			
	2-9 Governance structure and composition	35-39	
	2-10 Nomination and selection of the highest governance body	37-38	
	2-11 Chair of the highest governance body	35	
	2-12 Role of the highest governance body in overseeing the management of impacts	6-7, 20-21, 24-26, 39, 46-47	
	2-13 Delegation of responsibility for managing impacts	20	
	2-14 Role of the highest governance body in sustainability reporting	20	
	2-15 Conflicts of interest	One report p.190	
	2-16 Communication of critical concerns	40, 150	



GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.	
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	42		
	2-18 Evaluation of the performance of the highest governance body	41		
	2-19 Remuneration policies	One report p. 166-169		
	2-20 Process for determining remuneration	One report p. 163		
	2-21 Annual total compensation ratio	Information unavailable/incomplete. PTG does not currently have the methodology in our Human Resources systems to determine this ratio.		
	<b>Strategy, policies and practices</b>			
	2-22 Statement on sustainable development strategy	6-7, 21		
	2-23 Policy commitments	10-11, 45-47		
	2-24 Embedding policy commitments	20-21, 39-43, 45-49, 70, 75-76, 80, 86-89, 104, 111, 113-116		
	2-25 Processes to remediate negative impacts	40 and One report p. 196		





GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
	2-26 Mechanisms for seeking advice and raising concerns	40 and One report p. 195-196	
	2-27 Compliance with laws and regulations	73, 112, 153 One report p. 134,169, 196	
	2-28 Membership associations	11	
Stakeholder engagement			
	2-29 Approach to stakeholder engagement	18-19, 24-27	
	2-30 Collective bargaining agreements	115	

## Material Topics

GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
GRI 3: Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	3-5, 28	
	3-2 List of material topics	3, 28	

GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
<b>Economic</b>			
<b>Good Corporate Governance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	34	11.14.1, 11.20.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	150	11.14.2
GRI 202: Market Presence 201	202-2 Proportion of senior management hired from the local community	154	11.14.3
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	19, 23, 64-67, 90, 124-125, 127, 130	11.14.5
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	14 business activities were assessed for risks related to corruption.	11.20.2
	205-2 Communication and training about anti-corruption policies and procedures	40, 42-43	11.20.3
	205-3 Confirmed incidents of corruption and actions taken	One report p. 196	11.20.4
GRI 207: Tax 2019	207-1 Approach to tax	<a href="https://investor.ptgenergy.co.th/storage/content/corporate-governance/downloads/corporate-governance-policy/2023/20230105-ptg-tax-policy-en.pdf">https://investor.ptgenergy.co.th/storage/content/corporate-governance/downloads/corporate-governance-policy/2023/20230105-ptg-tax-policy-en.pdf</a>	11.21.4
GRI 415: Public Policy 2016	415-1 Political contributions	One report p. 193 <a href="https://www.ptgenergy.co.th/Sustainable/CorporateGovernance">https://www.ptgenergy.co.th/Sustainable/CorporateGovernance</a>	11.22.2







GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
<b>Risk and Crisis Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	44-46	
<b>Cybersecurity</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	52-54	
<b>Business and Social Innovation</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	60-62	
<b>Customer Relation Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	68-70	11.3.1
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	69	11.3.3
<b>Customer Relation Management</b>			
GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	73	
<b>Supply Chain Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	74-75	
GRI 204 Procurement Practice 2016	204-1 Proportion of spending on local suppliers	Data not collected	11.14.6
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	79	11.12.2
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	79	11.10.8

GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
<b>Environment</b>			
<b>Climate Change Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	133-134	11.1.1
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	50, 133-134	11.2.2
GRI 305: Emission 2016	305-1 Direct (Scope 1) GHG emissions	152	11.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	152	11.1.6
	305-3 Other indirect (Scope 3) GHG emissions	152	11.1.7
	305-4 GHG emissions intensity	152	11.1.8
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions (PM 2.5)	Information unavailable/incomplete. PTG conducts random air pollution audits at its gas stations annually. (p.146)	11.3.2
<b>Environmental Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	141	11.6.1
GRI 301: Material 2016	301-1 Materials used by weight or volume	151	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	151	11.1.2
	302-3 Energy intensity	152	11.1.4
	302-4 Reduction of energy consumption	139, 143	





GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	142	11.6.2
	303-2 Management of water discharge-related impacts	142-143	11.6.3
	303-3 Water withdrawal	152	11.6.4
	303-4 Water discharge	152	11.6.5
	303-5 Water consumption	152	11.6.6
GRI 306: Waste 2016	306-3 Significant spill	138, 153	11.8.2
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	144-145	11.5.3
	306-3 Waste generated	153	11.5.4
	306-4 Waste diverted from disposal	153	11.5.5
	306-5 Waste directed to disposal	153	11.5.6



GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
<b>Social</b>			
<b>Human resource management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	85-88	11.10.1
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	156-158	11.10.2
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	90-91	11.10.3
	401-3 Parental leave	158	11.10.4
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	159-160	11.10.6
	404-2 Programs for upgrading employee skills and transition assistance programs	86-90	11.10.7
	404-3 Percentage of employees receiving regular performance and career development reviews	160	
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	155-156	11.11.5
	405-2 Ratio of basic salary and remuneration of women to men	91-92	11.11.6
GRI 406: Nondiscrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Discrimination in the workplace is not tolerated at PTG. Over the reporting period we had no cases of alleged discrimination reported	11.11.7





GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
Safe and Work Environment			
GRI 3: Material Topics 2021	3-3 Management of material topics	104-107	11.9.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	104	11.9.2
	403-2 Hazard identification, risk assessment, and incident investigation	108	11.9.3
	403-3 Occupational health services	105-107	11.9.3
	403-4 Worker participation, consultation, and communication on occupational health and safety	107-109	11.9.5
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	111	11.9.6
	403-6 Promotion of worker health	97	11.9.2
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	104-107	11.9.7
	403-8 Workers covered by an occupational health and safety management system	19,873 persons	11.9.9
	403-9 Work-related injuries	110, 161	11.9.10
	403-10 Work-related ill health	110, 161	11.9.11

GRI STANDARD/ OTHER SOURCE	Disclosure	Page / Website	GRI SECTOR STANDARD REF. NO.
Human Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	79, 113-114	11.12.1
GRI 408: Child Labor 2016.	408-1 Operations and suppliers at significant risk for incidents of child labor	The PTG Group is not aware of any cases of child labor within its own operations or its those of its suppliers.	
Corporate Social Responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	123	11.15.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	125-130	11.15.2





*GO FOR max*

PTG Energy Public Company Limited  
90 CW TOWER A (33rd Floor),  
Ratchadaphisek Road, HuayKwang  
Bangkok, Thailand  
10310

Tel 0-2168-3377, 0-2168-3388  
Fax 0-2168-3379, 0-2168-3389



[www.ptgenergy.co.th](http://www.ptgenergy.co.th)