



PTT Oil and Retail Business Public Company Limited

2021



Management Discussion & Analysis

2Q/21



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# Executive Summary

## Financial Highlights

Unit : Million baht	2Q/20	1Q/21	2Q/21	Variance		1H/20	1H/21	Variance
				QoQ	YoY			YoY
Total sales and services	84,149	118,460	118,708	0.2%	41.1%	214,454	237,168	10.6%
EBITDA	2,945	6,410	5,457	(14.9%)	85.3%	6,741	11,867	76.0%
Net Profit (Loss) for the periods*	520	4,003	3,225	(19.4%)	>100%	2,418	7,228	>100%
Earnings Per Share (Baht/share)	0.06	0.38	0.27	(28.9%)	>100%	0.27	0.64	>100%

\* Net profit of OR (the parent company)

## Performance 2Q/21

PTT Oil and Retail Business Public Company Limited ("OR") and its subsidiaries ("OR Group") recorded total sales and services in the amount of THB 118,708 million, comparable to 1Q/21. Since April 2021, Thailand's economic growth has been affected by the severe COVID-19 outbreak but was still able to gain traction from the recovery in global demand, from the economic stimulus package, and from vaccine rollout. This quarter's surging global petroleum prices also led to an increase in the oil business's average petroleum selling price. The government's effort to contain the new COVID-19 outbreak in limited high-risk areas and only in certain provinces led to a slightly depressed total sales volume for our petroleum products, down by 6.2%, in most products, namely, gasoline, diesel, and LPG. Revenue for the non-oil business declined due to lower consumption; however, a continuous effort was exerted to boost the non-oil business segment through a wide range of product offerings and marketing campaigns targeted at enhancing non-oil sales growth for takeaways, delivery services, and drive-thru channels. Lastly, revenue from the international business increased in line with global oil prices trending at high levels.

We recorded an EBITDA of THB 5,457 million in 2Q/21, a decrease of THB 953 million (-14.9%) from the previous quarter. This was primarily attributable to both the oil business and international business due to softer performance from the decrease in petroleum products volumes sold and slightly lower average oil petroleum gross margin per liter. Conversely, the EBITDA of non-oil business remained robust amidst the COVID-19 pandemic, translating to a rise of 4.2%. Furthermore, overall operating expenses decreased by 3.0%, primarily from the decline in transportation expense in line with volumes sold, while expenses on advertising and sales promotion items increased. There was a lower allowance for expected credit loss during this period and a decrease in corporate income tax. Net profit was recorded at THB 3,225 million, a decrease of THB 778 million (-19.4%), translating into earnings per share of THB 0.27, lower than the previous quarter by THB 0.11 (-28.9%).

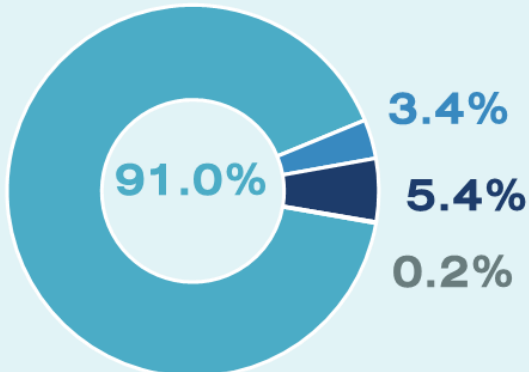
**Performance 1H/21** Our net profit was recorded in the amount of THB 7,228 million, an increase of THB 4,810 million (+> 100%) compared to the first half of last year. This was due to the hiking of both sales revenue and EBITDA in the amount of THB 22,714 million (+ 10.6%) and THB 5,126 million (+ 76.0%), respectively. This primary was due to the rebound of Thailand's economy from the COVID-19 pandemic, where the Thai government imposed more relaxed control measures in 1H/21 compared to the first wave in the same period last year that included a nationwide lockdown. For this reason, there is an overall

improvement in the oil and non-oil business performance. Nevertheless, the drop in the international business performance compared to the same period last year was mainly due to the more severe COVID-19 outbreaks overseas, particularly in our neighboring countries such as Cambodia, Laos, and the Philippines. Loss on derivatives also declined in the amount of THB 1,108 million compared to the same period last year, attributable to the significant loss on commodity derivatives, especially for aviation fuel due to the COVID-19 situation. In addition, there was also a downward adjustment of allowance of expected credit loss for Thai Airways Public Company Limited and Thai Smile Airways Company Limited as a result of their business reorganization petition with the Central Bankruptcy Court in Thailand in May 2020.

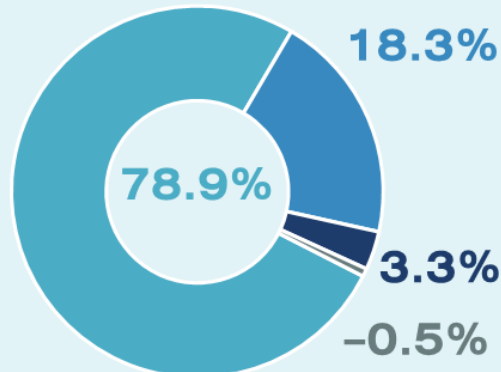
**Our financial position as of 30 June 2021** OR Group recorded total assets in the amount of THB 199,557 million, an increase of THB 54,578 million from December 31, 2020, primarily due to net cash from initial public offering (IPO) of THB 53,497 million, while total liabilities were recorded in the amount of THB 101,599 million, a decrease of THB 5,464 million from loan repayment. Shareholder equities remained at THB 97,958 million, an increase of THB 60,042 million from the IPO proceeds, and the net profit for 1H/21 was recorded in the amount of THB 7,228 million.

# 1H/21

## Total Sales & Services



## EBITDA



Oil Business



Non-Oil Business



International Business



Other

\*Calculated from amount before eliminations

## Important Events during 2Q/21



**OR listed in FTSE Index** as of June 21, 2021, in the FTSE All World Index, a global index, and listed in FTSE SET Index of the Stock Exchange of Thailand as well. Another milestone marking OR's recognition among foreign investors in the capital market.



**OR collaborated with EVLOMO**, to create a network of EV stations to support the use of electric vehicles in both transportation and public sectors. This aims to support the development of areas in the Eastern Special Development Zone (EEC), according to the Bio-Circular-Green Economic (BCG) Model, namely, the EV City project in Ban Chang. This will reduce pollution in the industrial and tourism sectors in Thailand and help push EEC towards being the first among the region to accomplish net-zero emission in the industrial sector.



**OR established JV company**, ORBIT Digital Company Limited, by partnering with Bluebik Group Public Company Limited (Bluebik) to advance the potential for technology and innovation, and to help consumers access OR products and services through digital channels, creating an online to offline (O2O) experience. This will enhance competitiveness, create added value and help with expanding into new business in the future.



**OR renewed contract with CP All** to operate 7-Eleven convenience stores in OR's service stations in Thailand, extending the terms of original contract, ending February 2023, for another 10 years to ensure operations continuity and consistency with OR's business plan.



**OR increased investment into Flash Incorporation** to enhance the potential of transportation and energy sectors. This also help extend OR's businesses, connecting online to offline (O2O) businesses to meet the needs and changing lifestyles of future consumers that lean more towards online. This also promotes Thai startups to growth sustainably with OR. Moreover, we also explore further business collaboration opportunities overseas through our international subsidiaries in accordance with Flash's business expansion plan as well.

## Economic Overview in 2Q/21

**The Thai economy** has continued to be affected by the new wave of the COVID-19 outbreak since April 2021, affecting the recovery of economic activity and inflow of foreign tourists. Meanwhile, exports continued to perform well in line with strong global trade recovery allowing the economy in 2Q/21 to increase from an unusually low base last year but contracted compared to 1Q/21.

**The World economy** is likely to improve reflecting better Global PMI from major economies supported by the progress made in the COVID-19 vaccination, relaxation of social measures, resumption of businesses in 2Q/21, and stimulus packages offered in several countries. However, supply shortages and high inflation put pressure on economic recovery in many countries.

**The US economy** expanded 6.5% (QoQ) and 12.2% (YoY) in 2Q/21, reflecting continued economic recovery from the reopening of establishments, the progress in vaccination, President Joe Biden's stimulus measures and infrastructure plan, and the Fed's steady interest rate despite inflationary pressure. **China's** 2Q/21 GDP grew by 7.9% (YoY), a moderate recovery with signs of sluggishness from higher production costs, bottlenecks in the supply chain, the COVID-19 outbreaks in multiple cities across China, including Guangdong that caused shipping crisis, as well as additional trade barriers from Western countries.

## Performance Results: OR and subsidiaries

Unit : Million Baht	2Q/20	1Q/21	2Q/21	Variance		1H/20	1H/21	Variance
				QoQ	YOY			YoY
<b>Total sales and services</b>	<b>84,149</b>	<b>118,460</b>	<b>118,708</b>	<b>0.2%</b>	<b>41.1%</b>	<b>214,454</b>	<b>237,168</b>	<b>10.6%</b>
: Oil	77,378	109,948	109,732	(0.2%)	41.8%	198,840	219,680	10.5%
: Non-Oil	3,533	4,086	4,060	(0.6%)	14.9%	7,806	8,146	4.4%
: International	4,363	6,456	6,669	3.3%	52.9%	11,174	13,125	17.5%
: Other	366	391	108	(72.4%)	(70.5%)	809	499	(38.3%)
<b>Gross Profit</b>	<b>6,506</b>	<b>10,108</b>	<b>9,086</b>	<b>(10.1%)</b>	<b>39.7%</b>	<b>14,051</b>	<b>19,194</b>	<b>36.6%</b>
: Oil	4,519	7,723	6,812	(11.8%)	50.7%	9,707	14,535	49.7%
: Non-Oil	1,783	2,228	2,254	1.2%	26.4%	4,027	4,482	11.3%
: International	417	400	311	(22.3%)	(25.4%)	818	711	(13.1%)
: Other	22	25	(17)	<(100%)	<(100%)	46	8	(82.6%)
<b>Other income</b>	<b>801</b>	<b>799</b>	<b>734</b>	<b>(8.1%)</b>	<b>(8.4%)</b>	<b>2,009</b>	<b>1,533</b>	<b>(23.7%)</b>
<b>Operating expenses</b>	<b>4,362</b>	<b>4,497</b>	<b>4,363</b>	<b>(3.0%)</b>	<b>0.0%</b>	<b>9,319</b>	<b>8,860</b>	<b>(4.9%)</b>
<b>EBITDA</b>	<b>2,945</b>	<b>6,410</b>	<b>5,457</b>	<b>(14.9%)</b>	<b>85.3%</b>	<b>6,741</b>	<b>11,867</b>	<b>76.0%</b>
: Oil	1,841	5,170	4,202	(18.7%)	>100%	4,296	9,372	>100%
: Non-Oil	760	1,064	1,109	4.2%	45.9%	1,902	2,173	14.2%
: International	287	207	183	(11.6%)	(36.2%)	490	390	(20.4%)
: Other	47	(25)	(38)	(52.0%)	<(100%)	37	(63)	<(100%)
<b>Depreciation and amortization expenses</b>	<b>1,234</b>	<b>1,420</b>	<b>1,499</b>	<b>5.6%</b>	<b>21.5%</b>	<b>2,440</b>	<b>2,919</b>	<b>19.6%</b>
<b>Operating profit</b>	<b>1,711</b>	<b>4,990</b>	<b>3,958</b>	<b>(20.7%)</b>	<b>&gt;100%</b>	<b>4,301</b>	<b>8,948</b>	<b>&gt;100%</b>
: Oil	1,101	4,291	3,257	(24.1%)	>100%	2,857	7,548	>100%
: Non-Oil	409	649	676	4.2%	65.3%	1,187	1,325	11.6%
: International	147	64	30	(53.1%)	(79.6%)	211	94	(55.5%)
: Other	44	(8)	(6)	25.0%	<(100%)	31	(14)	<(100%)
<b>Share of profit (loss) from investments in joint ventures and associates</b>	<b>97</b>	<b>126</b>	<b>81</b>	<b>(35.7%)</b>	<b>(16.5%)</b>	<b>287</b>	<b>207</b>	<b>(27.9%)</b>
<b>Gain (loss) on derivatives</b>	<b>(285)</b>	<b>(19)</b>	<b>(51)</b>	<b>&lt;(100%)</b>	<b>82.1%</b>	<b>(1,178)</b>	<b>(70)</b>	<b>94.1%</b>
<b>Gain (loss) on exchange rate</b>	<b>(23)</b>	<b>191</b>	<b>203</b>	<b>6.3%</b>	<b>&gt;100%</b>	<b>676</b>	<b>394</b>	<b>(41.7%)</b>
<b>Others</b>	<b>(592)</b>	<b>(5)</b>	<b>168</b>	<b>&gt;100%</b>	<b>&gt;100%</b>	<b>(456)</b>	<b>163</b>	<b>&gt;100%</b>
<b>EBIT</b>	<b>908</b>	<b>5,283</b>	<b>4,359</b>	<b>(17.5%)</b>	<b>&gt;100%</b>	<b>3,630</b>	<b>9,642</b>	<b>&gt;100%</b>
<b>Finance costs</b>	<b>376</b>	<b>334</b>	<b>325</b>	<b>(2.7%)</b>	<b>(13.6%)</b>	<b>757</b>	<b>659</b>	<b>(12.9%)</b>
<b>Tax expenses (income)</b>	<b>12</b>	<b>947</b>	<b>812</b>	<b>(14.3%)</b>	<b>&gt;100%</b>	<b>455</b>	<b>1,759</b>	<b>&gt;100%</b>
<b>Net Profit (Loss) for the periods*</b>	<b>520</b>	<b>4,003</b>	<b>3,225</b>	<b>(19.4%)</b>	<b>&gt;100%</b>	<b>2,418</b>	<b>7,228</b>	<b>&gt;100%</b>
<b>Earnings Per Share (Baht/share)</b>	<b>0.06</b>	<b>0.38</b>	<b>0.27</b>	<b>(28.9%)</b>	<b>&gt;100%</b>	<b>0.27</b>	<b>0.64</b>	<b>&gt;100%</b>

\* Net profit of OR (the parent company)

# Performance by Business Segment

## 1. Oil Business



### The Situation of Oil Prices

Unit : USD/Barrel	2Q/20	1Q/21	2Q/21	Variance		1H/20	1H/21	Variance
				QoQ	YoY			YoY
Dubai	30.6	60.0	66.9	11.5%	>100%	40.7	63.5	56.1%
Gasoline	33.1	67.1	76.8	14.5%	>100%	45.2	72.0	59.1%
Gasoil	36.3	64.7	72.2	11.6%	99.0%	49.0	68.4	39.7%
Kerosene	30.5	63.3	71.5	12.9%	>100%	44.9	67.4	50.1%

A report from the International Energy Agency (IEA) retrieved in July 2021 showed **global oil demand** in 2021 at 96.4 million barrels per day (MMBD), an increase of 5.4 MMBD compared to 2020 but lower than earlier forecast in April 2021 by 0.3 MMBD, which resulted from the rise in COVID-19 infection cases, especially in Asia. Nonetheless, positive factors such as the continued economic recovery, distribution of COVID-19 vaccines, and more relaxed lockdown measures in the US and Europe still contribute to the global oil demand.

**Crude oil prices in 2Q/21.** The average Dubai crude oil price was US\$66.9 per barrel, increased from 1Q/21 at US\$ 60.0 per barrel and 2Q/20 at US\$ 30.6 per barrel. This was due to (1) the recovery of the world economy from economic stimulus measures and vaccination progress (2) OPEC+ decision to cut aggregated crude oil production, with Saudi Arabia decision to voluntarily cut crude output in Feb – Jun 2021 and slowing their reduction in May 2021 (3) the easing of social distancing rule in the US and Europe and (4) a solid economic rebound. Nonetheless, there were negative factors that affected the crude oil price, mainly from the rise of COVID-19 cases with India's record high in April 2021 and Asia Pacific's continuous increase since May 2021.

**Petroleum products prices in 2Q/21, Gasoline crack spread (Gasoline to Dubai)** averaged at US\$9.9 per barrel, improved from 1Q/21 at US\$7.2 per barrel. This significant increase was from the high demand in the transportation sector in the US, other Western countries and China, as a result from increased vaccination, the 'driving season' in the US, and the cyber-attack of the US Colonial oil pipeline network that halted operations and shortened supply in the East coast. **Diesel crack spread (Diesel to Dubai)** in 2Q/21 averaged at US\$5.3 per barrel, improved from 1Q/21 at US\$4.7 per barrel from increased demand in the industrial sector in various countries, especially in Europe, where the COVID-19 pandemic situation has improved, and from refineries turnaround in the early of 2Q/21 which reduced diesel supply. In contrast, diesel demand in Asia weakened from sluggish economic recovery and from China's introduction of consumption tax on imported light cycle oil that led to excess supply from other countries. **Kerosene Crack Spread (Jet/Kerosene to Dubai)** in 2Q/21 averaged at US\$4.5, improved from 1Q/21 from increased air travel in the US during 'driving season' and from lower COVID-19 infection cases in Europe. On the other hand, international flights remain low despite the resumption of air travel in certain Asian countries.

**Fuel consumption in Thailand 1H/21,** the Department of Energy Business reported that Thailand's average daily consumption dropped by 1.7% in the first six months (January-June) compared to the same period last year as aviation fuel

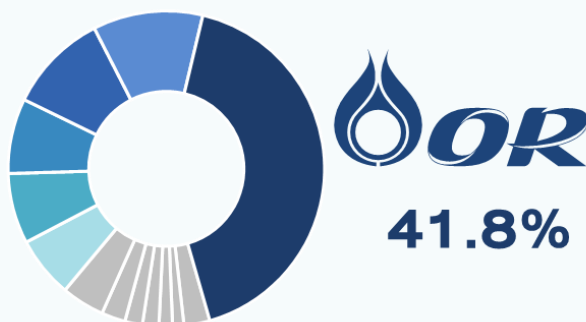
continued to demonstrate the most remarkable decline by 53.9%. Gasoline consumption rose 0.2%, lower than usual, and diesel decreased by 1.1%. In contrast, fuel oil increased 19.7%, 0.7% of Kerosene, and 10.2% of LPG.

**Gasoline and gasohol** in January-June averaged 29.7 million liters per day, increasing from the same period last year (+ 0.2%), yet still lower than normal level. For gasohol, the consumption increased to 29.0 million liters per day (+ 0.5%). Gasohol 95 consumption increased from 13.9 million liters per day to 15.2 million liters per day, while gasoline consumption dropped to 0.7 million liters per day (-11.4%). In June, gasoline consumption rose to 29.2 million liters per day compared to 26.1 million liters per day in May (+12.2%). The increase in some product types resulted from changing preference towards traveling via private cars for social distancing as new COVID-19 cases surged and from easing of control measures in the high risk areas in June.

**Diesel** consumption in January-June 2021 averaged 64.9 million liters per day, a 1.1% dip from the same period last year. For high-speed diesel B7, the consumption decreased to 38.1 million liters per day (-18.4%). In contrast, high-speed diesel sold since the end of May 2019, the volume has increased to 23.5 million liters per day, and the consumption of the B20 diesel fuel was at 1.1 million liters per day. Nevertheless, the consumption of high-speed diesel in June 2021 compared to last year decreased significantly from 62.7 million liters per day to 59.3 million liters per day due to the worsening COVID-19 situation and the sluggish economy.

**Commercial aviation fuel** consumption (Jet A1) averaged at 4.6 million liters per day (-53.9%), down from the same period last year due to the severe impact on air travel and aviation business from the COVID-19 pandemic.

**Liquefied petroleum gas (LPG)** consumption increased 10.2% to 16.5 million kg per day from the same period last year, where the petrochemical sector's consumption rose to 7.3 million kg per day (+21.8%). The industrial sector's usage was at 1.9 million kg per day (+14.0%) followed by the household sector's consumption at 5.6 million kg per day (+4.7%). The only sector with the most significant drop at 1.8 million kg per day (-12.6%) was the transportation sector.



For OR's market share\*, the latest data from the Department of Energy Business, January to June 2021, was recorded at 41.8%.

\*Source: Department of Energy Business, Ministry of Energy  
(January-June 2021) calculation includes all products except FO-EGAT.

## Performance of Oil Business Segment

Description	2Q/20	1Q/21	2Q/21	Variance		1H/20	1H/21	Variance
				QoQ	YOY			YoY
<b>Number of Station</b>								
ptt station*	1,943	2,010	2,027	17	84	1,943	2,027	84
LPG station**	237	221	214	(7)	(23)	237	214	(23)
<b>Volume Sold (MML)</b>								
Retail	2,924	3,121	2,870	(8.0%)	(1.8%)	5,917	5,991	1.3%
Commercial	2,509	2,789	2,672	(4.2%)	6.5%	6,139	5,461	(11.0%)
<b>Total Volume Sold</b>	<b>5,433</b>	<b>5,910</b>	<b>5,542</b>	<b>(6.2%)</b>	<b>2.0%</b>	<b>12,056</b>	<b>11,452</b>	<b>(5.0%)</b>
<b>Volume Sold by Product (%)</b>								
LPG	13.7%	14.6%	14.9%	-	-	14.7%	14.0%	-
Aviation fuel	2.7%	4.7%	5.4%	-	-	15.8%	7.2%	-
Diesel	50.6%	47.1%	46.8%	-	-	40.2%	46.3%	-
Fuel oil	6.3%	6.3%	6.5%	-	-	5.7%	5.7%	-
Gasoline	24.6%	24.7%	23.7%	-	-	21.4%	24.7%	-
Lubricant	0.7%	0.9%	0.8%	-	-	0.7%	0.7%	-
Others	1.4%	1.7%	1.9%	-	-	1.5%	1.4%	-
<b>Total Volume Sold by Product</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-</b>
<b>Gross Profit: Baht/Litre</b>	<b>0.83</b>	<b>1.31</b>	<b>1.23</b>	<b>-</b>	<b>-</b>	<b>0.81</b>	<b>1.27</b>	<b>-</b>
<b>Oil EBITDA Margin (%)</b>	<b>2.4%</b>	<b>4.7%</b>	<b>3.8%</b>	<b>-</b>	<b>-</b>	<b>2.2%</b>	<b>4.3%</b>	<b>-</b>

\*Includes ptt station in Thailand and Myanmar

\*\*LPG Station located in ptt station is not included

### Performance 2Q/21 vs. 1Q/21

- Revenue from sales and services decreased by THB 216 million (-0.2%).** This was due to the decrease in sales volume (-6.2%) mainly from gasoline and diesel. The new wave of the COVID-19 outbreak during 2Q/21 was more serious leading to the tighten COVID-19 protocols and all control measures in Bangkok and nearby provinces comparing to 1Q/21 when the situation started to recover from the COVID-19 pandemic that began in December 2020. For the retail market, the sales volume decreased (-8.0%). On the commercial market side, the sales volume also dropped (-4.2%), while the average selling prices increased following an uptrend of the global oil prices.
- Gross Profit fell by THB 911 million (-11.8%).** This was a result of a decrease in both sales volume and average gross profit per liter. For the retail market, gross profit from gasoline was down due to the delay in the adjustment of the selling price an initiative to help reduce travel costs on consumers during the Songkran holiday (10 – 19 April 21). For the commercial market, the decrease was mainly from intense competition in the fuel oil and lubricants markets and higher costs from supply shortages during COVID-19 outbreaks.
- EBITDA dropped by THB 968 million (-18.7%),** primarily due to decreased gross profit mentioned earlier. The operating expenses declined partially from reduced transportation costs, but were offset by higher advertising and promotion expenses. As a result, the EBITDA margin decreased to 3.8% compared to the last quarter at 4.7%.



### Performance 2Q/21 vs. 2Q/20

- **Revenue from sales and services rose by THB 32,354 million (+41.8%)** due to the sharp increase in average selling prices following an uptrend in global oil prices. The overall sales volume also increased (+2.0%), mainly from the commercial market (+6.5%) in aviation fuel due to COVID-19 control measures regarding air travels back in 2Q/20: airlines companies suspended for both domestic and international flights in April 2020. Meanwhile, gasoline and diesel consumption decreased due to stricter control measures to contain the new wave of COVID-19 outbreak from April 2021 onwards in Bangkok and nearby provinces, compared to 2Q/20 decrease in volumes that was only curbed by a shorter lockdown period. For the retail market, sales volume decreased (-1.8%) primarily from diesel due to the same reason mentioned for the commercial market.
- **Gross profit increased by THB 2,293 million (+50.7%)**, mainly from gasoline and diesel in retail and commercial markets, attributable to higher average gross profit per liter from the higher average selling price. In addition, gross profit of aviation fuel rose, attributable to higher sales volume and average gross profit per liter, compared to 2Q/20 where all flights were suspended.
- **EBITDA rose by THB 2,361 million (+>100%)** from the increase in gross profit mentioned above and from a decrease in the net operating expenses, attributable to the revision of oil terminal lease agreements with PTT to sublease agreements in some locations instead. Hence, the EBITDA margin increased from 2.4% in 2Q/20 to 3.8% in 2Q/21.

### Performance 1H/21 vs. 1H/20

- **Revenue from sales and services increased by THB 20,840 million (+10.5%)** from an increase in average selling prices following an uptrend in global oil prices. In contrast, the overall sales volume decreased (-5.0%) mainly from the commercial market in aviation fuel, since the demand for air travel has not recovered to the pre-COVID-19 level due to extended travel restrictions from the first wave of the COVID-19 outbreak. For the retail market, gasoline and diesel volume increased compared to 1H/20, as the COVID-19 control measures during 1H/21 were only imposed in high-risk areas such as Bangkok and nearby provinces compared to the more widespread nationwide lockdown in 1H/20. In addition, the company also expanded new 84 ptt stations in this period compared to the same period last year.
- **Gross profit increased by THB 4,828 million (+49.7%)**, mainly from gasoline and diesel in the retail market due to higher sales volume and average gross profit per liter. On the commercial market side, the average gross profit per liter dropped mainly from aviation fuel, attributable to the M-1 selling price structure and lower sales volume, while other petroleum products such as gasoline and diesel had higher average gross profit per liter from the higher selling prices.
- **EBITDA rose by THB 5,076 million (+>100%)** from the increase in gross profit and from a decrease in operating expenses due to the revision of oil terminal lease agreements with PTT to sublease agreements in some locations lowering terminal service costs. Moreover, the new waves of COVID-19 outbreaks in 1H/21 led to cutbacks in advertising and promotions expenses. Hence, the EBITDA margin increased to 4.3% in 1H/21 compared to 2.2% in 1H/20.

## 2. Non-Oil Business



### Expansion of Non-Oil Outlets

Description	2Q/20	1Q/21	2Q/21	Variance		1H/20	1H/21	Variance
				QoQ	YoY			YoY
<b>Number of outlets</b>								
Cafe Amazon *	3,084	3,376	3,452	76	368	3,084	3,452	368
Texas Chicken	64	79	81	2	17	64	81	17
Convenience Store**	1,938	1,995	2,018	23	80	1,938	2,018	80
<b>Cafe Amazon total cups sold* (Million cups)</b>	<b>60</b>	<b>73</b>	<b>70</b>	<b>(4.1%)</b>	<b>16.7%</b>	<b>128</b>	<b>143</b>	<b>11.7%</b>

\*Includes Cafe Amazon in Thailand, Myanmar, Japan, Oman and Malaysia

\*\*Includes both Jiffy and 7-Eleven convenience stores in Thailand

In 2Q/21, our non-oil business segment recorded 3,746 food and beverage ("F&B") outlets, divided into 3,452 Cafe Amazon outlets in Thailand; further classified into 2,006 in-stations and 1,426 outside-stations, with the proportion of 58.0% and 42.0%, respectively. The non-oil business segment also recorded 20 Cafe Amazon outlets overseas, 81 Texas Chicken outlets, 213 outlets for other F&B, and 2,018 7-Eleven and Jiffy convenience store outlets.

Under the non-oil business segment, our Cafe Amazon recorded a total of 70 million cups sold (-4.1%) compared to 1Q/21, mainly from the new wave of the COVID-19 outbreak, which affected the Thai economy and consumer purchasing power. Nevertheless, there was an increase of 15 million cups sold (+11.7%) compared to the first half of 2020.

Our non-oil business proved its resilience and demonstrated adaptiveness amidst the COVID-19 pandemic. We made adjustments to enhance customers' access to our products and services and aim to continuously provide a variety of products and services in the future to cope with the changing consumer lifestyle. Furthermore, we are proud to continue our strong support for Thai SMEs to grow together with us.

### Performance of Non-Oil Business Segment

Description	2Q/20	1Q/21	2Q/21	Variance		1H/20	1H/21	Variance
				QoQ	YOY			YoY
<b>Sales and Services</b>								
Food & Beverage	2,098	2,706	2,611	(3.5%)	24.5%	4,596	5,317	15.7%
Other Non-Oil	1,435	1,380	1,449	5.0%	1.0%	3,210	2,829	(11.9%)
<b>Total sales and services (Million Baht)</b>	<b>3,533</b>	<b>4,086</b>	<b>4,060</b>	<b>(0.6%)</b>	<b>14.9%</b>	<b>7,806</b>	<b>8,146</b>	<b>4.4%</b>
<b>Non-Oil EBITDA Margin (%)</b>	<b>21.5%</b>	<b>26.0%</b>	<b>27.3%</b>	-	-	<b>24.4%</b>	<b>26.7%</b>	-

### Performance 2Q/21 vs. 1Q/21

- **Revenue from sales and services decreased by THB 26 million (-0.6%)** due to the resurgence of COVID-19 cases, which negatively impacted the Thai economy and consumer purchasing power, and from reduced operating hours for F&B outlets, the revenue from our F&B business declined by THB 95 million (- 3.5%). Nonetheless, revenue from other non-oil business increased by THB 69 million (+5.0%), primarily from the higher average sales per store per day from convenience stores, especially during the Songkran Festival, compared to the previous quarter.
- **Gross increased by THB 26 million (+1.2%)**, in line with the increase in revenue from sales and services from other non-oil business.
- **EBITDA increased by THB 45 million (+4.2%)**, primarily from gross profit improvement. EBITDA for the other non-oil businesses increased THB 30 million (+8.5%) and THB 15 million (+2.1%) for the F&B business, because of lower operating expenses—primarily from lower rentals and maintenance expenses. Moreover, EBITDA margin improved from 26.0% to 27.3% in this quarter.

### Performance 2Q/21 vs. 2Q/20

- **Revenue from sales and services increased by THB 527 million (+14.9%)**, attributable to an increase in the amount of THB 513 million (+24.5%) from outlet expansion in the F&B business and from an increase in other non-oil businesses in the amount of THB 14 million (+1.0%) that primarily came from an increase in sales per day per store of the convenience stores.
- **Gross Profit increased by THB 471 million (+26.4%)**, in line with the change in revenue from sales and services from both the F&B business and other non-oil businesses and from better cost management of the F&B business.
- **EBITDA increased by THB 349 million (+45.9%)** from an improvement in gross profit but partially offset by the higher rentals and higher advertising and promotion expense. EBITDA for F&B business was recorded at THB 229 million (+46.1%) and from the other non-oil businesses at THB 120 million (+ 45.5%). EBITDA margin was recorded at 27.3%, an increase from the same period last year at 21.5%.

### Performance 1H/21 vs. 1H/20

- **Revenue from sales and services increased by THB 340 million (+ 4.4%)**, attributable to an increase in the F&B business in the amount of THB 721 million (+15.7%) from outlet expansion. Nevertheless, the other non-oil businesses' revenue from sales and services dropped THB 381 million (-11.9%), primarily from a dip in sales per day per store of the convenience stores, mainly from the effects of the new COVID-19 outbreaks that impacted the Thai economy, consumer purchasing power, and reduced operating hours impacting convenience stores., compared to a shorter lockdown period in 1H/20.
- **Gross Profit increased by THB 455 million (+11.3%)**, in line with the change in revenue from sales and services and better cost management of the F&B business.
- **EBITDA increased by THB 271 million (+14.2%)** from an improvement in gross profit but partially offset by the higher rentals and higher advertising and promotion expense to boost sales during the new COVID-19 outbreaks. EBITDA for F&B business was recorded at THB 264 million (+22.5%) and for other non-oil businesses at THB 7 million (+ 1.0%). EBITDA margin also improved from 24.4% to 26.7% compared to same period last year.

## 3. International Business



### Overview of International Business

**Cambodia** The World Bank projected the economy to grow at 4.0% in 2021, after contracting by 3.5% in 2020 attributable to the revitalization of exports, which benefitted from economic expansion in key trading partners like the US and China. However, the economy is recovering at a slower than expected pace due to the resurgence of COVID-19 cases at new peaks. **Myanmar** The economy is expected to contract by 18.0% in FY2021 (Oct 2020–Sep 2021), after a weak growth of 1.7% in FY2020 due to ongoing political turmoil and a rapidly rising new wave of COVID-19 outbreak at the end of last year, which severely impacted an economy. These shocks weakened consumption, investment, and trade, and disrupted businesses' operations and the supply of labor and inputs, widened fiscal deficit, and limited financing options. **The Philippines** The economy is likely to recover slowly with a growth of 4.7% this year, weighed down by a greater than anticipated economic contraction in 1Q/21, the reimposition of stricter quarantine measures in April and May, and from the lingering challenges from high inflation and losses in household incomes as unemployment rate soared. **Laos** The economy showed signs of recovery with a growth of 4% this year as projected by the World Bank this year, after contracting 0.4% in 2020 affected primarily by infrastructure projects include the China–Laos railway, the China–Laos expressway, and dam projects. Downside risks include: weak labor market, public debt level and persistent fiscal deficit, low levels of foreign reserves, and continuous weakening of the Lao Kip (LAK).

### Performance of International Business Segment

Description	2Q/20	1Q/21	2Q/21	Variance		1H/20	1H/21	Variance
				QoQ	YoY			YoY
Number of ptt station	316	336	340	4	24	316	340	24
<b>Oil Volume Sold (MML)</b>								
Philippines	114	176	195	10.8%	71.1%	297	371	24.9%
Cambodia	117	99	76	(23.2%)	(35.0%)	231	175	(24.2%)
Laos	53	69	53	(23.2%)	0.0%	113	122	8.0%
<b>Total Volume Sold</b>	<b>284</b>	<b>344</b>	<b>324</b>	<b>(5.8%)</b>	<b>14.1%</b>	<b>641</b>	<b>668</b>	<b>4.2%</b>
<b>Cafe Amazon*</b>								
Cafe Amazon Outlets	237	275	277	2	40	237	277	40
Cafe Amazon total cups sold (Million cups)	4.8	4.7	3.4	(27.7%)	(29.2%)	9.9	8.1	(17.9%)
<b>International EBITDA Margin (%)</b>	<b>6.6%</b>	<b>3.2%</b>	<b>2.7%</b>	<b>-</b>	<b>-</b>	<b>4.4%</b>	<b>3.0%</b>	<b>-</b>

\*Includes number of outlets / cups sold in the Philippines, Cambodia, Laos, Singapore, Vietnam and China

### Performance 2Q/21 vs. 1Q/21

- **Revenue from sales and services increased by THB 213 million (+3.3%)**, mainly from the increase in average selling prices, reflecting the global oil prices while volume decreased due to the more severe impact from the new wave of COVID-19 outbreak. For **Cambodia**, sales volume decreased mainly from gasoline and diesel as the COVID-19 pandemic caused delays in the expansion of service stations. For **Laos**, the sales volume of retail service stations and commercial customers decreased because of the government's travel restriction and lockdown in risky areas. For the **Philippines**, sales volume increased due to winning the bid to sell diesel to a particular customer account. For the non-oil business, Cafe Amazon's total cups sold decreased, mainly in **Cambodia**, from the temporary closure of some outlets due to the COVID-19 situation.
- **Gross Profit decreased by THB 89 million (-22.3%)**, mainly from the decrease in average gross profit per liter in all international subsidiaries, especially in Cambodia and Laos. Mainly due to Laos, where retail oil prices could not be adjusted as frequently due to restrictions imposed in the local market.
- **EBITDA decreased by THB 24 million (-11.6%)**, corresponding to the decrease in gross profit per liter. All international subsidiaries cut expenses and costs to guard against the impact of COVID-19, which further reduced operating expenses, notably, cuts made to the advertising and promotion expenses.

### Performance 2Q/21 vs. 2Q/20

- **Revenue from sales and services increased by THB 2,306 million (+52.9%)** mainly from the increase in average selling prices, reflecting the global oil prices, and further accompanied by an increase in sale volume. For the **Philippines**, sales volume increased due to winning the bid to sell diesel to a particular customer account and from aviation fuel sales to airline customers. For **Cambodia**, revenue remained relatively stable compared to the same period last year from an increase in average selling prices, while sales volume for gasoline and diesel decreased due to the new wave of the COVID-19 outbreak and from the use of electricity from hydropower instead of fuel oil as a result of flooding. **Laos** illustrated an increase in average selling prices and a slight increase in sales volume through service stations. For the non-oil business, Cafe Amazon's total cups sold decreased slightly, primarily in Cambodia, from the temporary closure of some outlets due to the COVID-19 situation.
- **Gross Profit decreased by THB 106 million (-25.4%)**, mainly from **Cambodia** where sales volumes declined, contrasting the increase in **Laos's** sales volume rose, but Laos gross profits fell because the retail oil prices could not be adjusted as frequently due to restrictions imposed by the local market. For the **Philippines**, gross profit margin increased, attributable to the increase in global oil prices and the company's ability to effectively manage the cost of goods sold compared to the same period last year.
- **EBITDA decreased by THB 104 million (-36.2%)** from cuts in expenses and costs to guard against the impact of COVID-19, which reduced operating expenses, notably cuts made to the advertising and promotion expenses.

### Performance 1H/21 vs. 1H/20

- **Revenue from sales and services increased by THB 1,915 million (+17.5%)** due to higher average selling prices and sales volume. For the **Philippines**, sales volume increased due to winning the bid to sell diesel to a particular account and aviation fuel sales to airline customers. For **Cambodia**, sales volume decreased mainly from the use of electricity from hydropower instead of fuel oil as a result of flooding, and the sales volume for gasoline and aviation fuel decreased due to the new wave of COVID-19 outbreak. For **Laos**, sales volume of gasoline and diesel increased slightly from sales through service stations and the from the increase in average selling

prices that adjusted in line with the global oil prices. For the non-oil business, Cafe Amazon's total cups sold decreased slightly, primarily in Cambodia, from the temporary closure of some outlets due to the COVID-19 situation where the government announced a lockdown in 2Q/21.

- **Gross Profit decreased by THB 107 million (-13.1%)**, mainly from sales volumes declined. For **Cambodia**, the decrease in gross profit per liter was primarily from gasoline and diesel. For **Laos**, gross profits fell because retail oil prices could not be adjusted as frequently due to restrictions imposed by the local market.
- **EBITDA decreased by THB 100 million (-20.4%)** from cuts in expenses and costs to guard against the impact of COVID-19, which reduced operating expenses, notably cuts made to the advertising and promotion expenses.

## Financial Position and Cash Flow



**Assets** As of June 30, 2021, OR Group recorded total assets in the amount of THB 199,557 million, an increase of THB 54,578 million from December 31, 2020, and can be categorized as follows:

**Current assets** increased by THB 51,974 million, mainly from:

- Cash and cash equivalents increased by THB 30,839 million, mainly from net cash received from the issuing of share capital of THB 53,497 million and from net cash received from operating activities of THB 10,234 million, but offset by current investment of THB 14,444 million, from the payment of long term borrowing of THB 13,119 million, from the investment for Plan Property and Equipment of THB 2,502 million, from the payment for finance lease of THB 962 million, from dividend payment of THB 1,192 million and investment in affiliates in the amount of THB 902 million
- Current investments increased by THB 14,444 million
- Inventories and supplies increased by THB 7,805 million due to the higher average cost of petroleum products, mainly from gasoline and diesel, which are in line with the rise in global oil prices
- Trade accounts receivable and other accounts receivables decreased by THB 1,109 million, due to an increase in trade accounts receivable of THB 1,741 million as a result of increasing global oil prices since the beginning of this year, while other receivables decreased by THB 2,850 million, mainly from compensation received from the Oil Fund.

**Non-current assets** increased by THB 2,604 million, mainly from:

- Rights-of-use assets increased by THB 1,792 million from land leased to our partner, the Port of Authority of Thailand, for oil terminals at Phra kranong and Bang chak, including land leased for PTT stations
- Investment in joint ventures and associates increased by THB 812 million, mainly from investment in Pluk Phak Praw Rak Mae Co., Ltd (OH KAJHU) at THB 497 million, investments in Bangkok Aviation Fuel Services Public Company Limited (BAFS) and Flash Group at THB 166 million and THB 277 million, respectively, and investments in Brighter Energy Company Limited (BE), ORC Coffee Passion Group Joint Stock Company

(ORCG) and ORBIT Digital Company Limited as well. The decrease in investment in Thai Petroleum Pipeline Company Limited (Thappline) was due to the dividend payment of THB 526 million while share of profit was recorded at THB 243 million.

**Liabilities** As of June 30, 2021, OR Group recorded total liabilities in the amount of THB 101,599 million, a decrease of THB 5,464 million from December 31, 2020, from the following:

**Current liabilities** increased by THB 3,449 million, mainly from:

- Trade accounts payables and other accounts payables increased by THB 4,194 million, mainly from higher volumes and costs from creditors of refineries in the PTT group, in line with significantly higher petroleum prices but partially offset by the payment to other accounts payables
- Income tax payable increased by THB 1,600 million in line with increase in revenue from sales and services.
- Long-term loans due within one year decreased by THB 2,827 million from due loan repayment

**Non-current liabilities** decreased by THB 8,913 million, mainly from:

- Long-term borrowings decreased by THB 10,277 million from loan repayment
- Long-term portion of finance lease liabilities increased by THB 1,772 million in line with the rise in rights-of-use
- Deferred tax liabilities decreased by THB 572 million.

**Equity** As of Jun 30, 2021, OR Group recorded total equity in the amount of THB 97,958 million, an increase of THB 60,042 million from December 31, 2020, mainly due to the issuing of share capital of 3,000 million shares at THB 10 per share and THB 53,497 million included as premium on share, which was offset by IPO expenses. Net profit was recorded in the amount of THB 7,228 million in the first 6 months of this year.

## Cash Flow Statement ended June 30, 2021

	(Million Baht)
Net cash provided (used in) by operating activities	10,234
Net cash provided by (used in) investing activities	(17,340)
Net cash provided by (used in) financing activities	38,122
Unrealized gain (loss) foreign exchange rate	12
Currency translation differences	(189)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>30,839</b>
Cash and cash equivalents at beginning of periods	18,398
<b>Cash and cash equivalents at end of periods</b>	<b>49,237</b>



**Net cash from operating activities** amounting to THB 10,234 million, mainly from net income from operations before taxes in the amount of THB 8,982 million that was partially offset by cash paid for income tax in the amount of THB 763 million, adjusted for depreciation and amortization, income tax expenses and financial costs. This also includes changes in operating assets and liabilities and an increase in trade account payables that was partially offset by the rise in trade account receivables and inventories.

**Net cash used in investing activities** recorded in the amount of THB 17,340 million, mainly comprising land, buildings, and equipment to expand service stations, food and beverage outlets, warehouses, and investment in LPG cylinders and related equipment of the company amounting to THB 2,502 million. OR also invested in Pluk Phak Praw Rak Mae Co., Ltd. (OH KA JHU) in the amount of THB 497 million, increased investment in Flash Group, Bangkok Aviation Fuel Services Public Company Limited (BAFS) and Brighter Energy Company Limited (BE) in the amount of THB 277 million, THB 166 million and THB 105 million, respectively. In addition, short-term investment was also recorded in the amount of THB 14,444 million.

**Net cash used in financing activities** of THB 38,122 million, mainly from the net cash received from the IPO in the amount of THB 53,497 million but offset by loan repayment in the amount of THB 13,119 million, by dividend payment in the amount of THB 1,192 million, and by cash used for financing costs and finance lease liabilities recorded in the amount of THB 962 million.

## Financial Ratios

	1H/20	1H/21
<b>Profitability Ratios</b>		
1. Gross profit margin (%)	6.5	8.1
2. Net profit margin (%)	1.1	3.0
	31 Dec 20	30 Jun 21
<b>Liquidity Ratios</b>		
3. Current ratio (times)	1.7	2.7
<b>Profitability Ratios</b>		
4. Return on equity (%)	22.9	20.1
<b>Operating Efficiency Ratios</b>		
5. Return on total assets (%)	5.9	7.9
<b>Financial Policy Ratios</b>		
6. Net Interest bearing debt to equity (times)	1.1	(0.2)
7. Debt service coverage ratio (times)	5.6	4.1

### Financial Ratios' Calculations:

- Gross profit margin = Gross profit (loss) / Sales and service incomes x 100
  - Net profit margin = Net Profit (loss) / Sales and service incomes x 100
  - Current ratio = Current assets / Current liabilities
  - Return on equity = Net Profit (loss) / Average equity x 100
  - Return on total assets = Net Profit (loss) / Average total assets x 100
  - Net Interest bearing debt to equity = Interest bearing debt - (Cash and cash equivalents + Current investments) / Equity
  - Debt service coverage ratio (times) = EBITDA + Cash and cash equivalents + Current investments / Proceeds from (repayment of) bank overdrafts and short-term loans + Repayment of long-term loans + Repayment of finance lease installments + Finance costs paid
- Interest bearing debt = Bank overdraft & ST borrowings + Current portion of long-term borrowings + Long-term borrowings + Lease liabilities

## Outlook 2021

**In the second half of the year, Thailand's economic outlook** is severely affected by the new wave of the COVID-19 outbreak, which prompts the government to lockdown in 13 high-risk provinces, consequently dragging economic activity. The Bank of Thailand forecasts Thai's economic growth at 0.7%, yet, dependent upon severity of the COVID-19 pandemic and control measures deployed. Positive factors include: (1) the recovery of the world economy and the global trade volume; (2) government spending; and (3) an unusually low growth base in 2020. However, significant uncertainties and downside risks include (1) the prolonged outbreaks and new virus variants leading to a public health crisis, spending challenges, and a delayed reopening to foreign tourists, (2) less than expected government spending on relief measures if the Emergency Decree approval delays or low disbursement rates, (3) fragile financial positions of businesses and households that will impinge economic activities and a rise in debt defaults, (4) higher-than-expected impact of supply disruptions and higher shipping costs on Thailand's manufacturing and export sectors, also, new waves of infections in trading partner countries could impact Thai exports and tourism.

**The global economic outlook** The International Monetary Fund (IMF) projected the global growth at 6.0% supported by vaccination progress, the US stimulus packages, and strong recovery of global trade. However, recovery will be uneven as coronavirus mutations and differences in vaccination efficacy remain. **The U.S. economy** in 2021 is expected to expand strongly in the second half of the year despite the spread of the COVID-19 Delta variant and inflationary pressure. The IMF revised up the forecast for the US economy to 7.0% driven by a strong recovery, and President Joe Biden's infrastructure and social spending plans. **The Chinese economy** in 2021 is projected to continue expanding in the second half of this year but slightly slower than in the first half, weighed down by uncertainty of the new COVID-19 outbreaks in local and trading partners countries and from geopolitical risks with the US shifting level from bilateral to multilateral stage. Still, China has ample fiscal and monetary policies as measures to support economic expansion nearing the IMF 's growth forecast 8.1% in 2021

### The trend of crude oil price and petroleum products

World oil demand in 2021, as reported by the IEA as of July 2021, projected that demand would increase by 5.4 MMBD to 96.4 MMBD. Oil price tends to rise due to fundamentals and investment from financial markets and from crude oil inventory decrease in the US, Europe and Japan. Bank of Thailand (BOT) data retrieved in June 2021 forecasted Dubai crude price average in 2021 at US\$62.3 per barrel, an increase from the previous forecast at US\$2.3 per barrel.

Crude oil price in 3Q/21 is expected to improve slightly as the US, Europe, and China's economic growth are expected to recover to pre-COVID-19 levels, and from OPEC+ agreement to ease their production cuts to prevent insufficient supply, due to potential increase in demand as forecasted by the IEA, at the end of the year. Nevertheless, the negotiation between Iran and the International Atomic Energy Agency (IAEA) on nuclear weapons development that includes the US lifting sanctions on Iran may increase the oil supply and negatively impacting crude oil prices. Moreover, the Delta variant of COVID-19 spreading across East Asia will also negatively affect crude oil prices.

Refined petroleum products prices in 3Q/21 are likely to remain higher than market expectation due to the easing of lockdowns worldwide, easing of travel restrictions, and from economic recovery. Gasoline demand is expected to increase from 'driving season' in the US and from limited supply from China. Diesel demand is expected to increase slightly due to recovery in the industrial sector in Europe and India, and from the resumption of refineries after maintenance season is over. Aviation fuel demand is expected to increase slightly from an increase in domestic flights in Western countries, from a decline in India's infected cases and from lower aviation fuel inventory level in Singapore. However, factors pressuring aviation fuel demand

include new waves of COVID-19 in Asia, the postponement of air travel bubble campaign between Australia and Singapore, the no spectator policy of the Olympics in Japan, and the continued suspension of international flights in several countries.

## Progress of Important Projects

OR continues to invest in expanding our network in the oil and non-oil business segments both domestically and internationally. As of 30 June 2021, there are 2,367 service stations under the ptt station brand, 3,729 Cafe Amazon outlets, 2,118 convenience stores and 81 Texas Chicken outlets. Moreover, there are 31 EV charging stations located in ptt stations, comprising 6 quick charge and 25 normal charge stations, with plans to expand to 100 charging stations by the end of 2021. In addition, OR also invested in several important projects aimed at elevating our potential, with the following progress:

### Bakery Plant & Distribution Center



Cafe Amazon Distribution Center began operations in May 2021.

Construction of Central Bakery & Dry Mix Plant to develop new products, increase operational efficiency, and improve control of standards and quality, were in partial operations starting in June 2021 and will operate according to planned capacities in September 2021.

### New Terminal & Jetty



Construction of a new terminal and jetty in Myanmar through our joint venture company,

Brighter Energy Company Limited (BE), to support the expansion of the oil business in Myanmar, with the progress of terminal at 69% and jetty at 88% of completion. Constructions have been delayed due to the political unrest in Myanmar.

## Sustainability Management

The company places great emphasis on the sustainability of our business operations by adhering to fair and verifiable business operations for the benefit of our partners, employees, shareholders and all stakeholders in a balanced manner. The company also manages the environmental dimension as well, such as setting a supply chain

management goal for the Cafe Amazon, through expanding our collaboration with the Royal Project Foundation to Phase 3 for the research and development on coffee planting and production to promote natural resources conservation for sustainable development. In addition, the 'Le Tor' Royal Project Development Center, in Mae Ramat District, Tak Province, educates coffee farmers on planting, harvesting, and processing coffee beans in an environmentally friendly manner, including waste management from the coffee production process as well. All of which aims to promote sustainable production and consumption of coffee beans. Furthermore, these raw coffee beans are also purchased to be used at Cafe Amazon outlets to create additional income for farmers. Moreover, OR continues to engage in projects such as the Plastic Reborn project, Yak-Lak-Yim project, and the construction of EV stations at our ptt stations.

In addition to the existing sustainability management projects on the social dimension, especially during this challenging time amidst the COVID-19 pandemic, OR has continuously helped various communities in various ways through the "#ORStayStrongTogether" project: OR donated the "tOgetheR Box", a set of 15,000 medicines and medical supplies, to hospitals and care units to disseminate to patients for home isolation. Moreover, OR donated money, medical equipment, oil refuel coupons, and OR merchandise to medical personnel across more than 250 hospitals, including community isolation centers, volunteer units, schools, and communities affected by the pandemic. This reflects our value in promoting the health and safety of all our stakeholders and is a significant element of our strategy in adding value to the communities in which we operate and allow these communities to grow sustainability together with us.

