

PTT GROUP READINESS



Today's Story

**PTT
Position**

Trends

**What we
plan to do?**

**HROE
Strategy**

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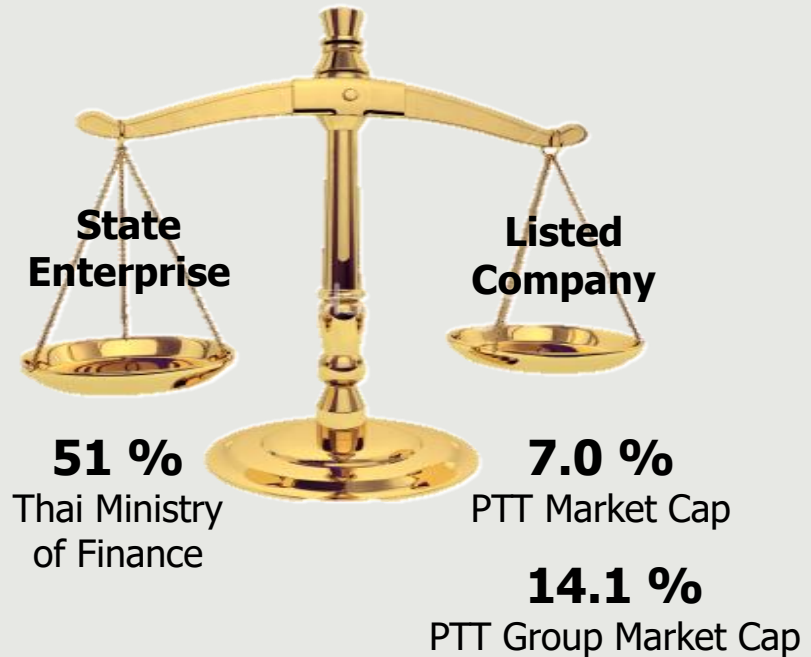
**HROE
Strategy**

PTT STRATEGIC FRAMEWORK



PTT STATUS

Balancing between the two roles



As of 31 Dec 2016

Since IPO, PTT Group has delivered continuous Growth via a series of Aspirations and Growth Strategy.... And what's Next?

Upstream : Core Value Creator
Downstream : Integrated Value Enhancer

BIG **LONG** **STRONG**



New Growth Strategy

>> PTT was established for 38 years, and played an important role as energy security of the country

>> PTT listed on the Stock Exchange of Thailand for 15 years

Growth Sustainability Profitability Technologically Advanced and Green National Oil Company

Fortune Global 500 Ranking **95**

93 **146**



Revenue
Profit

2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016

IPO

Today's Story

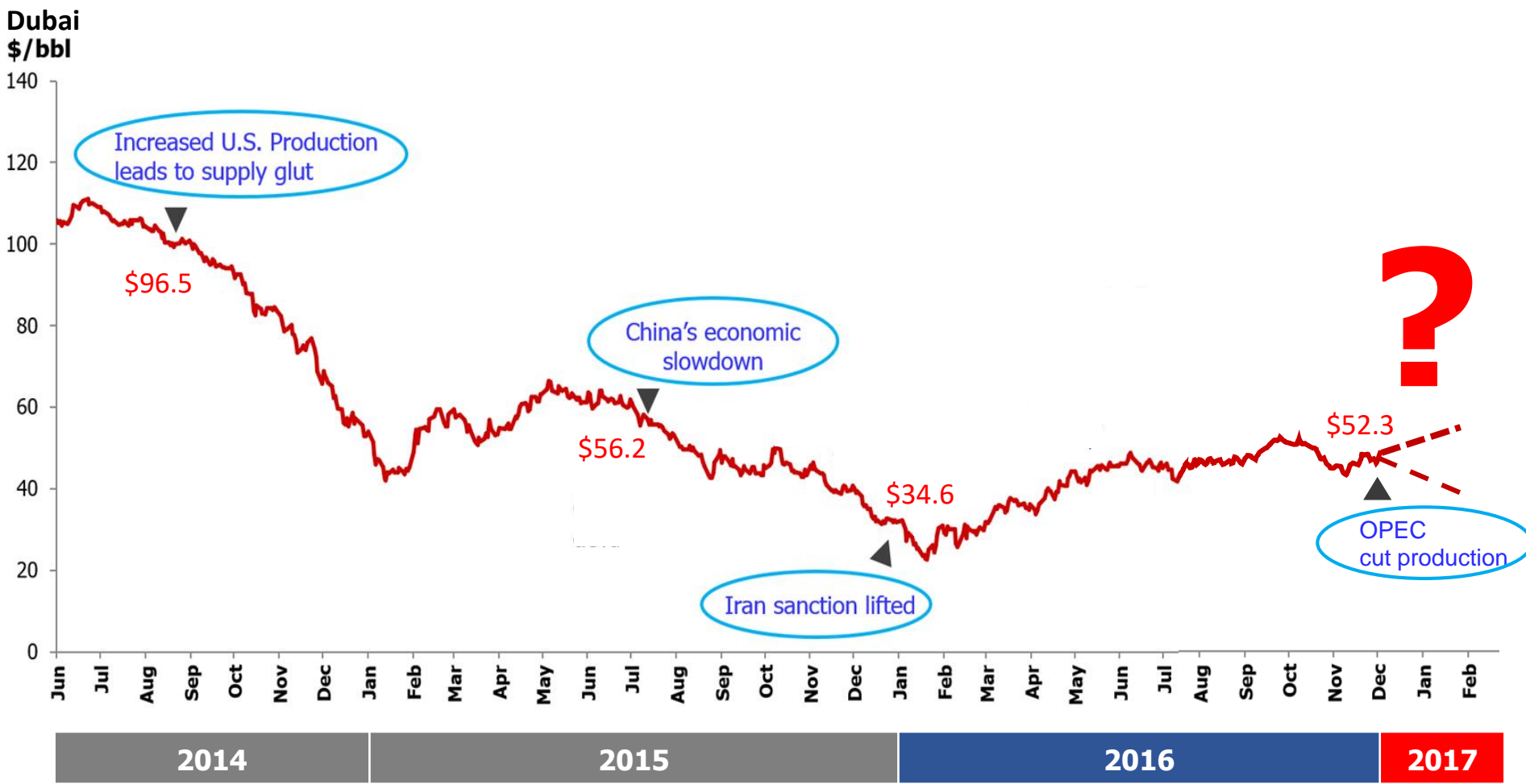
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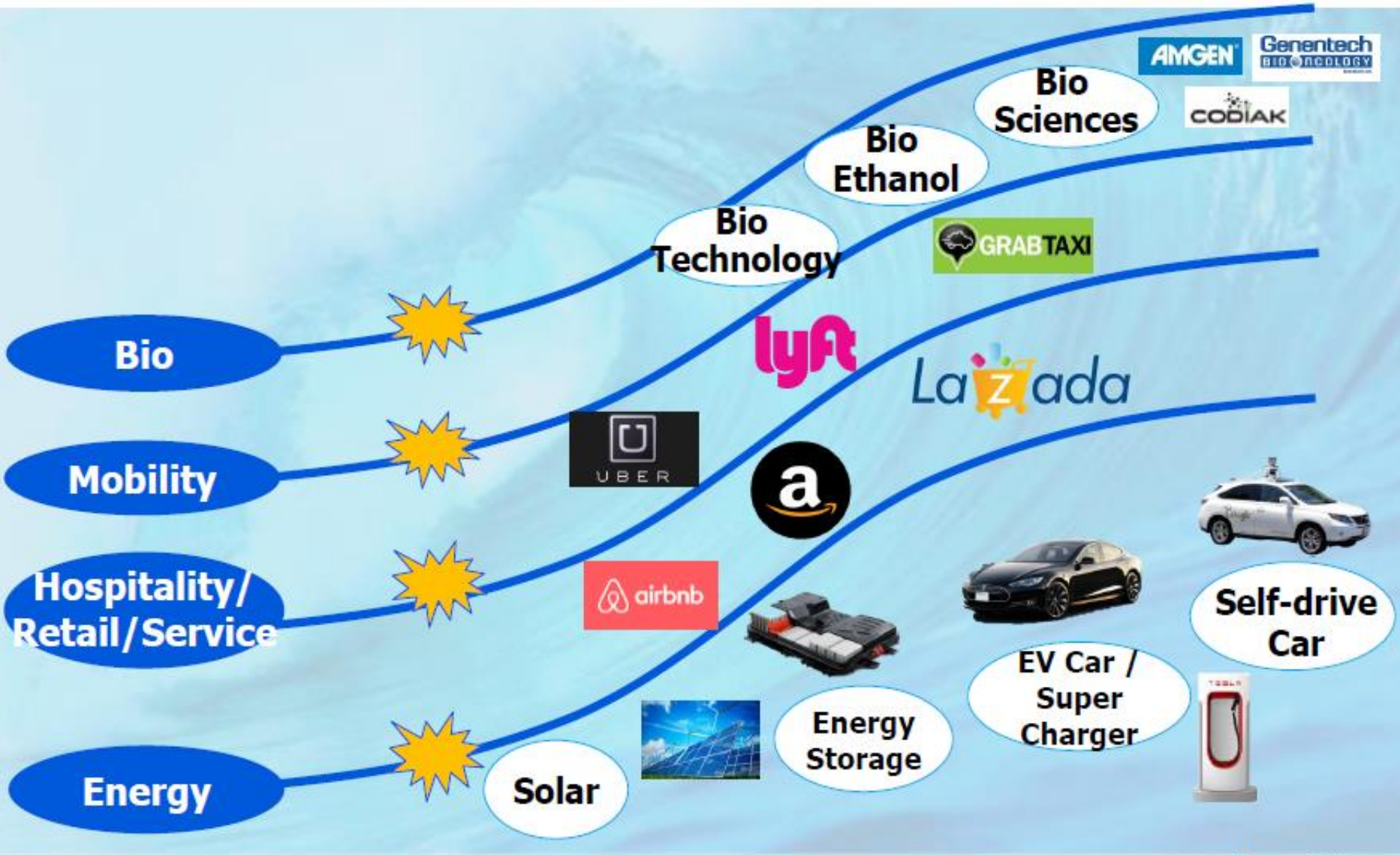
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Strategy

Energy Outlook "Oil Price Uncertainty" ...And what's Next?



Source : Economic and Industry Research

Disruptive Trends are creating both New Opportunities and Challenges for Businesses



Thailand New Growth Engine: First S-Curve & New S-Curve

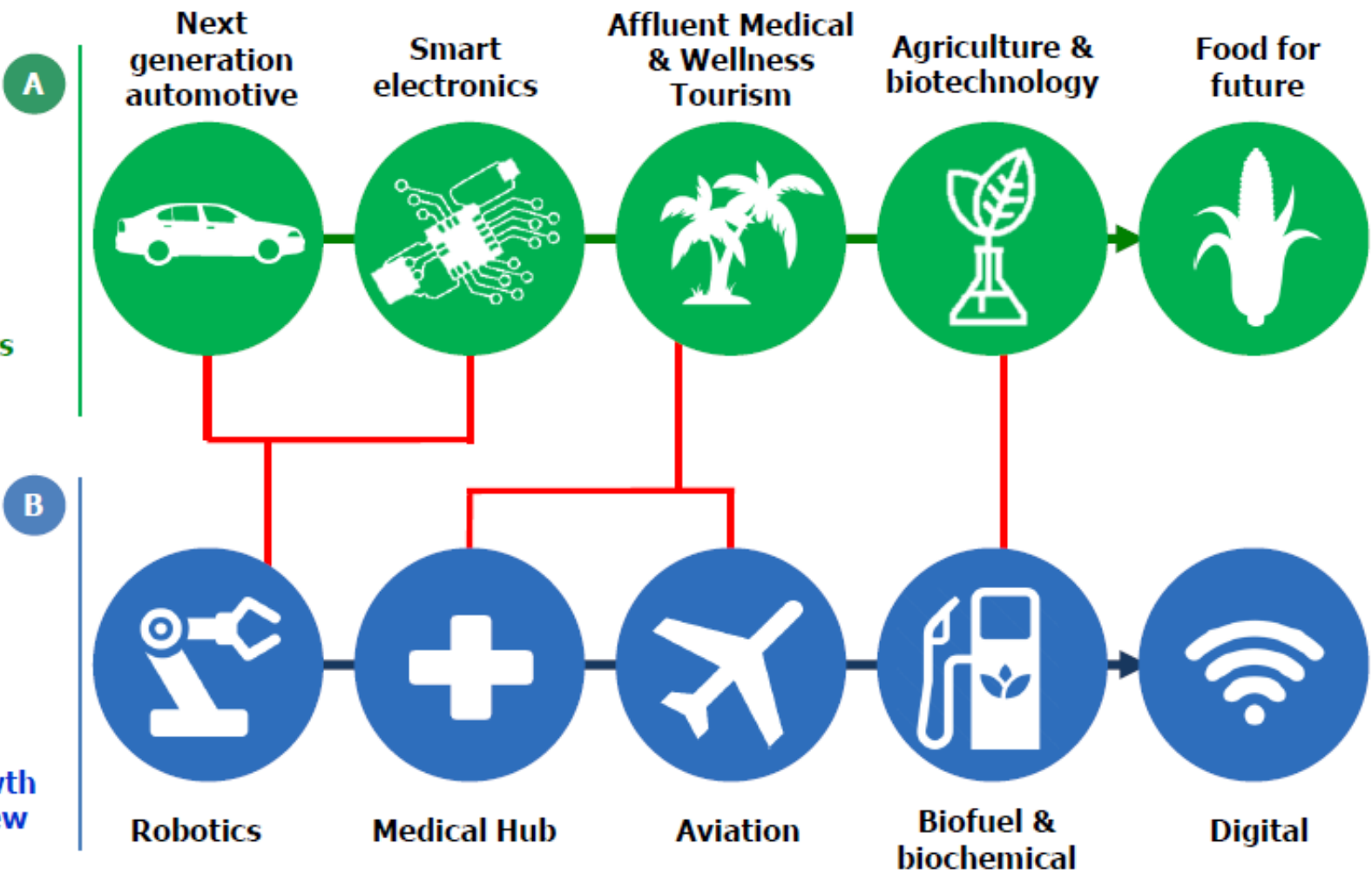
5

Strengthen 5 existing sectors (First S-Curve)



5

Seed new growth engines in 5 new sectors (New S-Curve)



Today's Story

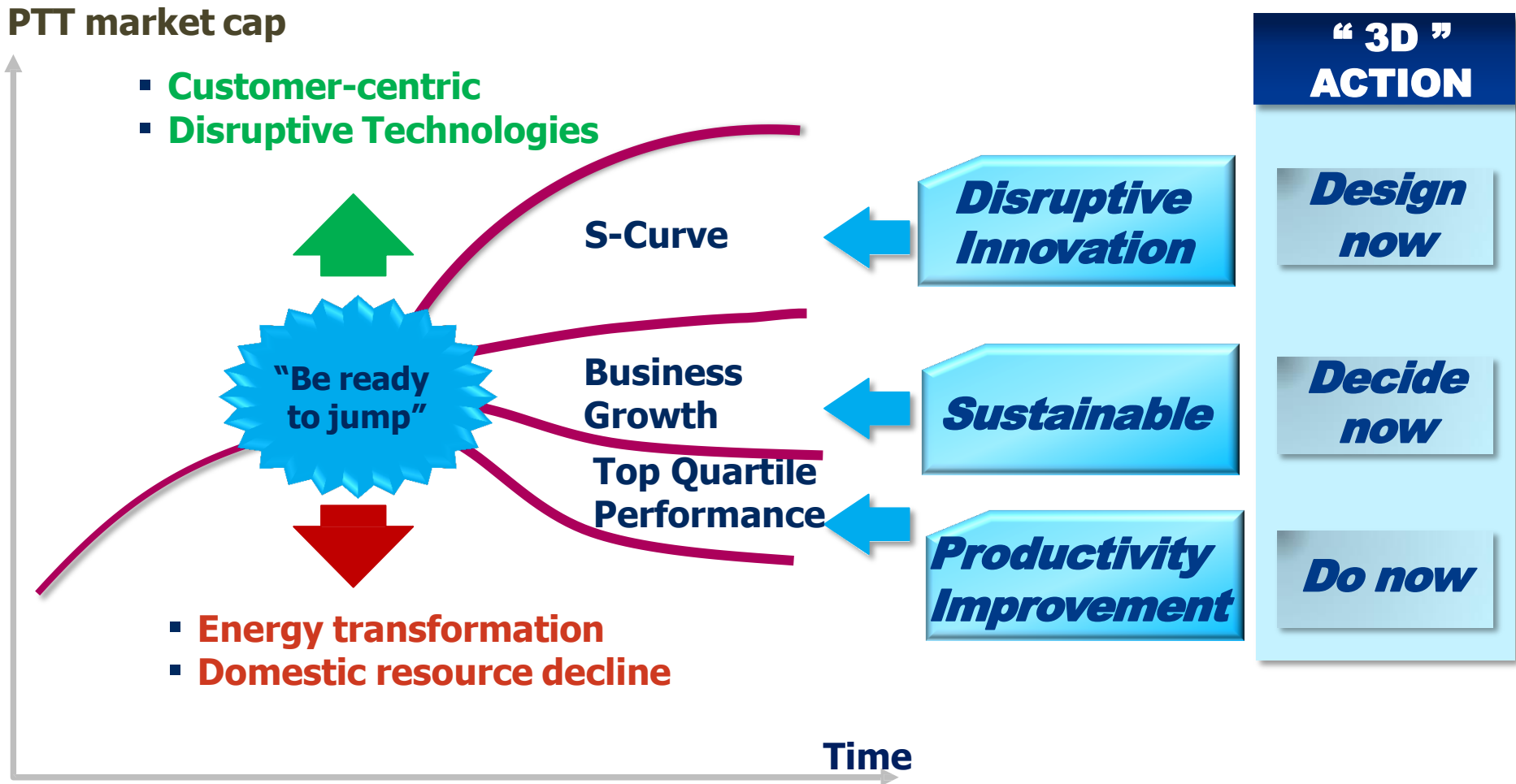
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“Make It Happen” with Productivity Sustainable & Innovation



DO NOW: Accelerate Productivity Improvement Initiatives to Achieve Top Quartile Performance

PTT Group EBIT



- ✓ Operation Efficiency
- ✓ Debottleneck
- ✓ Cost Reduction
- ✓ Retail Expansion
- ✓ Trading Expansion
- ✓ Share Service



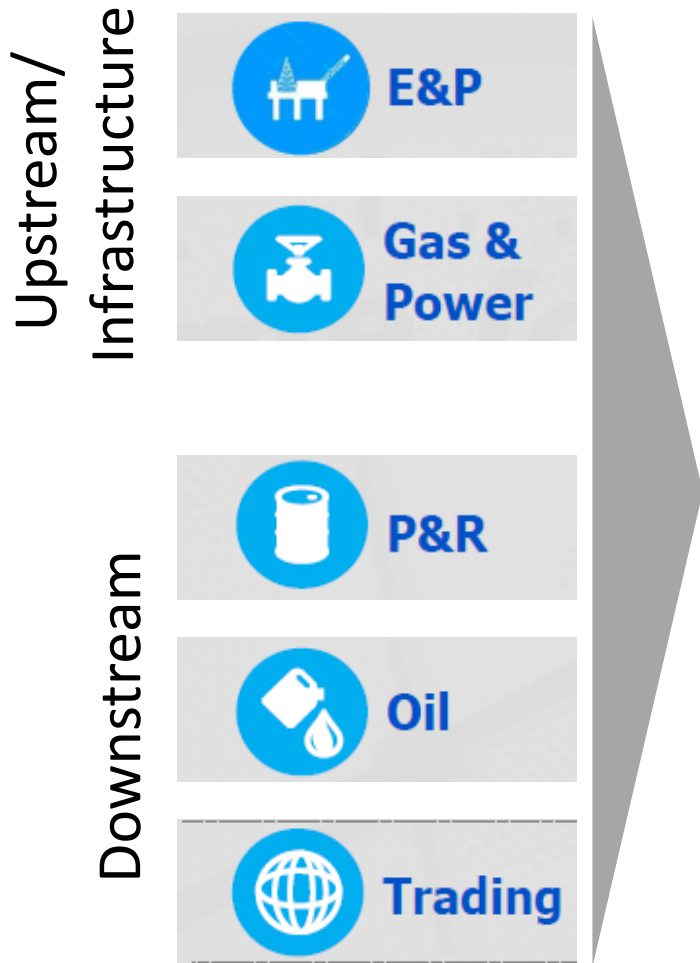
2015

Productivity improvement (2016 – 2017)

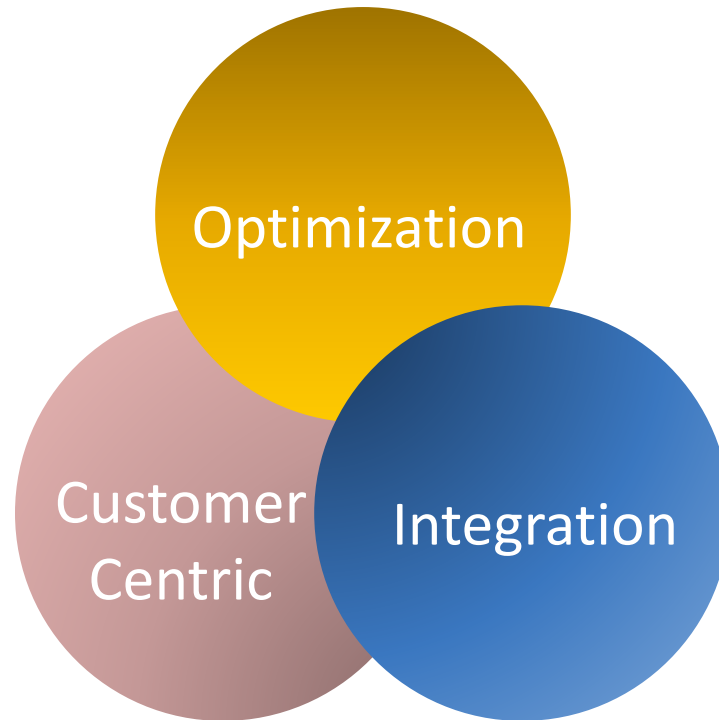
Gap to fill

EBIT for Top Quartile ROIC (2018)

DECIDE NOW: Sustain Growth Strategy For Business Expansion



- Strengthen in South East Asia
- Expand to low-cost countries



- Data Analysis
- Retail brand expansion
- Portfolio restructuring

DESIGN NOW: New S-Curve (Innovation)

Seed the options

- ASEAN Power value chain
- Smart City
- Material science
- Bio-Economy
- Electricity Value Chain

Big bet in selected parts

- On Process

Shape the space

- On Process

Enabler

ExpresSo
Express Solutions

Innovation Center

CVC

Corporate Venture Capital

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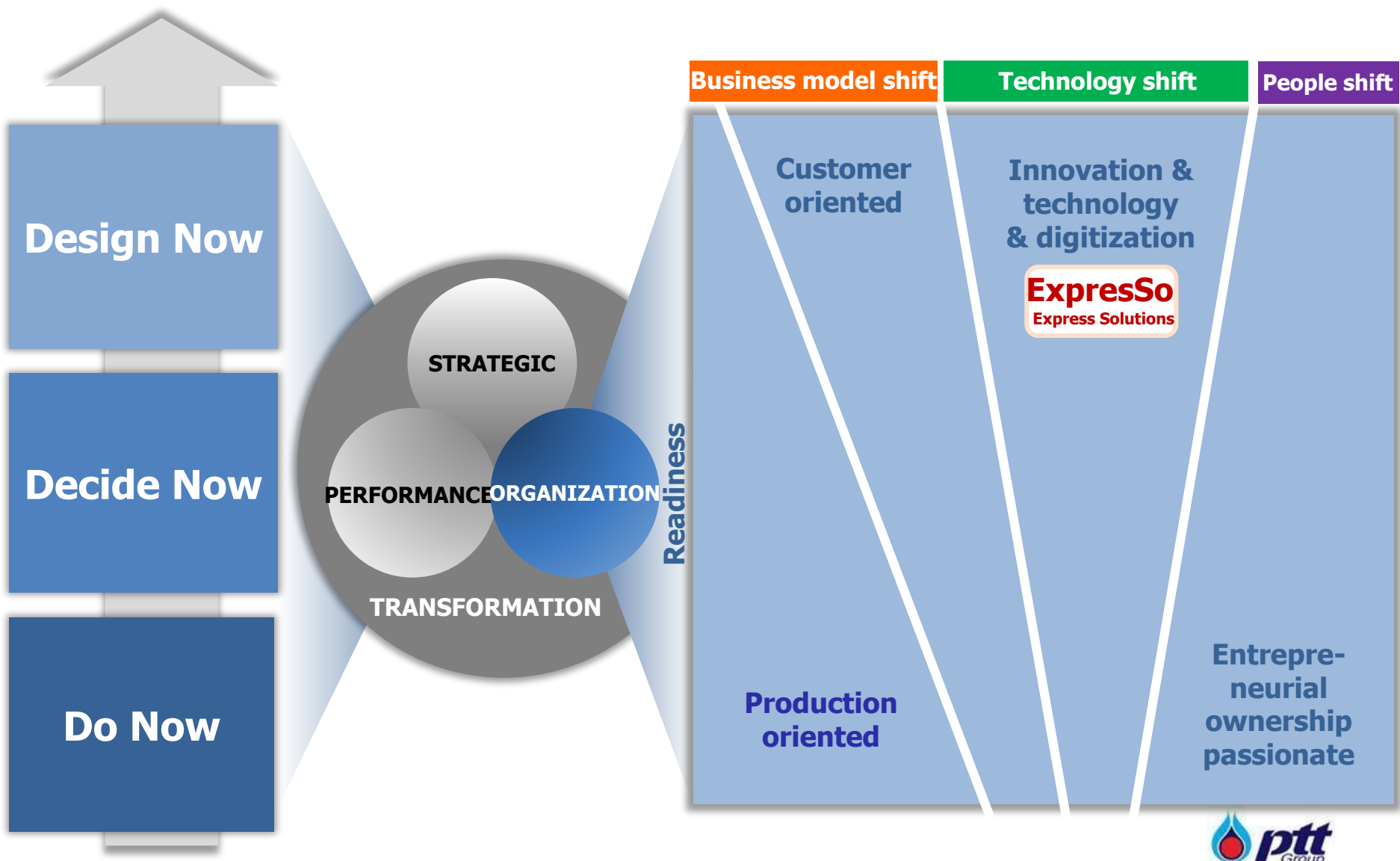
Trends

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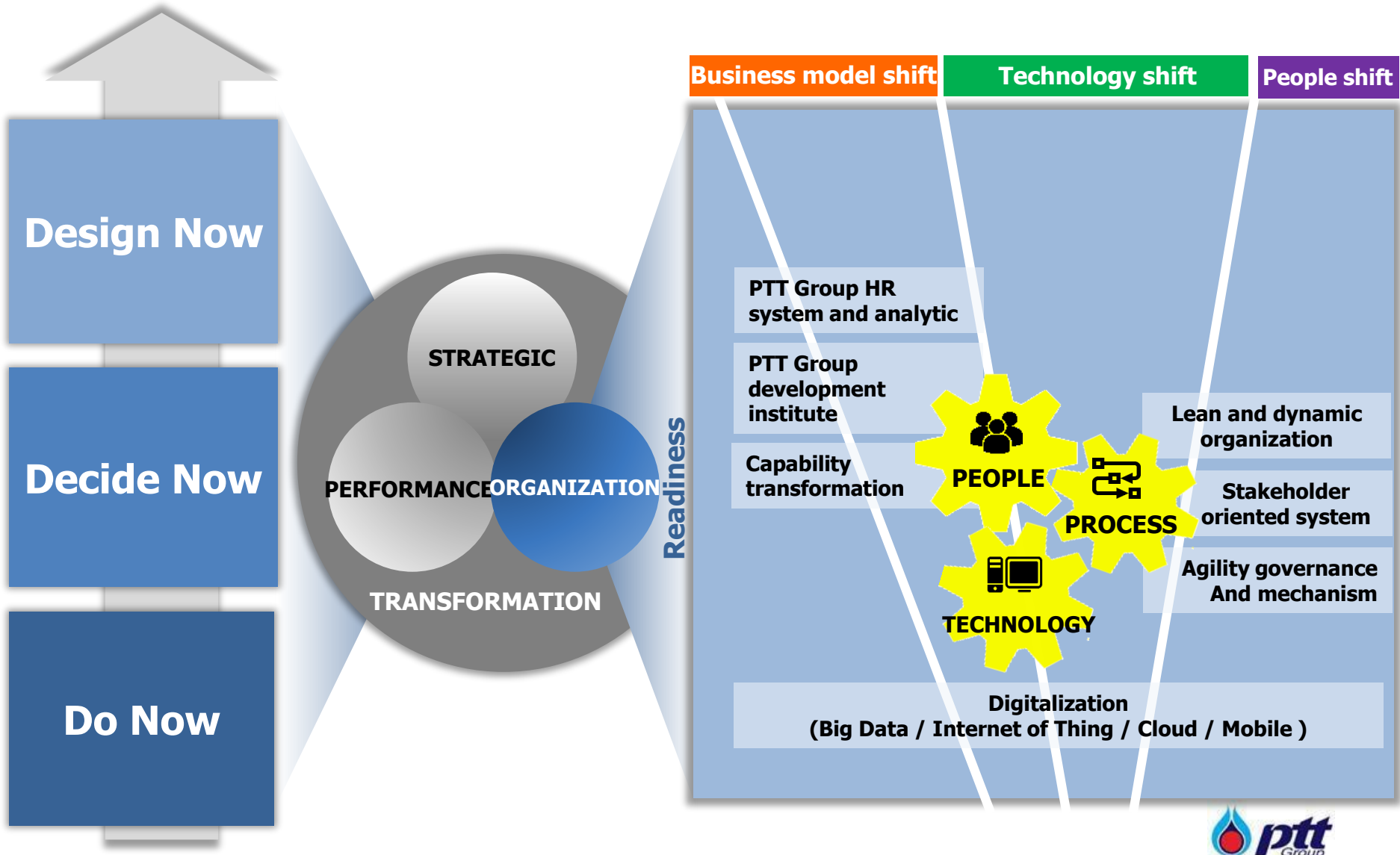
PTT strategy moving forward: *both current business and new s-curve*





HROE strategy

Human Resources & Organization Excellence



Key Take Away



One Goal



Trends for Future



Strategy: "3 D"
(Do Now / Decide Now / Design Now)



Implementation



Benchmarking



Thank you

