

## Value Creation and Social Care (People)

### Workplace Security

From the Company's commitment on operations pursuant to the maximum operating safety, and business operation excellence and sustainability policy (Safety & Operation Excellent) leading to the determination of safety value that was "E2E" (Education, Enforcement, Emergency Plan Response) for promoting to be the organization with Zero Accident at Work. The obvious operating success in 2022 is as follows.

- Petroleum Production Plant (PPP), Sukhothai, passed the operating certification in conformity to the requirements of the occupational health and safety management system (ISO 45001:2018) from Management System Certification Institute (MASCI) and it is effective from 21-22 October 2022

From the operating success in last year of PPP, Sukhothai, the Company had applied the body of knowledge acquired from PPP to cover all operating areas both in the country and abroad, and the operations in conformity to all of 14 complete elements of the production process safety management system standards. In 2022, the Company had already carried out for 9 topics as follows.

1. Contractor Safety Management (CSM)
2. Hot Work Permits and Non-Routine Permits
3. Emergency Planning and Response
4. Management of Change
5. Employee Participation
6. Incident Investigation
7. Requirement Compliance Audit
8. Mechanical Integrity
9. Employee participation

In part of other 5 elements that have not yet been carried out, the Company has continued to establish the plan and goal to be complete.

### Transfer to Practice

In the knowledge transfer and the employee skill development relating to the safety at work, the Company uses various forms of the action channels as follows.

- Declaration of the quality, security, safety, occupational health, environment, and social responsibility (QSHE) policy
- Targeting safety and Zero accident as joint Corporate KPIs.
- Permitting the employee sharing on safety in every Monthly Management's Meeting, and the plant sharing on safety in the meeting before daily work commencement by sharing alternation
- Employee training on safety at work, fire prevention and suppression, and first-aid
- Safety training for the contractors and visitors before each entry into the plant's area
- Health insurance and accident insurance for the employees
- Medical examination before employment/yearly medical examination by taking into consideration to be conforming to the occupational health and safety law, and existing risks.

## Creation of Participation

- Safety at work training activity for the employees and contractors



- Rehearsal of Event Suppression pursuant to the Emergency Response Plan

The Company understands the efficient and safe production is an important factor that creates the stakeholder trust on the Company’s production process. Therefore, the Company strictly manages safety of the employees, contractors, and communities around the plants, with the preventive guideline for accident or serious accident due to production, for instance, arranging the rehearsal of the preparedness to suppress the emergency of Petroleum Production Plant, Sukhothai, and Biogas from Energy Crop for Electricity Generation at Mae Taeng District, Chiang Mai, at the scene, and EMC/HO Help Center in accordance with the law of Department of Labour Protection and Welfare by simulating the emergency event. The rehearsal is in line with the procedure and manual for emergency response plan and fire prevention and suppression plan.



## Occupational Health and Safety

The Company emphasizes on health and occupational health of the employees with the expectation that the employees come to work and go back home with safety. To achieve the target, the Company executed the following.

- Petroleum Production Plant (PPP), Sukhothai, assesses the risks of all work activities affecting the employee health pursuant to the ISO 45001:2018 safety and occupational health system.
- Petroleum Production Plant (PPP), Sukhothai, assesses the nature of the environmental problems, and establishes the control plan pursuant to ISO 14001:2015 environmental system standard.
- The Company's KPI of safety is yearly defined with Zero Accident target.

## Operating Results for 2022

- Employee Injury from Occupational Accident up to Referral Stage for Medical Treatment = 0
- Accident Caused by Gas and Chemical Leakage = 0
- Injury Frequency Rate (IFR) = 0
- Injury Severity Rate (ISR) = 0
- Total Injury Frequency Rate (TIFR) = 0
- Loss-Time Injury Frequency Rate (LTIFR) = 0

From the Company's commitment on the operations in accordance with the maximum operation safety, and excellence and sustainability of business operation, led to the determination of safety value that was "E2E" (Education, Enforcement, Emergency Plan Response) for promoting to be the organization with Zero Occupational Accident.

### • Yearly medical examination activity for the employees (Head Office)



## Creation of Good Customer Relationship and Customer Responsibility

The Company gave precedence to the fulfillment of customer demand with its full effort, and the responsibility on all procedures both before and after delivery of products and services, causing the customer trust on the Company through the continuous receipt of purchase orders.

The Company established the customer complaint management process in case where the problem of the Company's product and service usage was detected in accordance with the ISO 9001:2015 Quality Management System. If the customer complaint was arisen, the customer could inform the complaints, the Company raised the said issue into the audit process by inviting all related parties to attend the meeting for mutual discussion on the solution method and preventive process, and after that, replying to the customer were informed of the management and preventive guideline for non-recurrence of problem.

Besides the responsibility on the delivery of products and services, the Company also focused and emphasized on the selection of goods, raw materials, and services from the source of production or service providers that were quality, reliable, and acceptable in each industry. It was regarded as the very important first responsibility for creation of the customer acceptance on usage of products and services with maximum confidence.

### Creation of Good Customer Relationship

The Company emphasized on the product and service development planning in order to fulfill the customer needs in the changing and highly competitive market condition all the time. Thus, the management always reiterated the Sales Department about the requirement of the Company's real accessibility of the personnel to the customer needs by offering products and services that could appropriately address the customer problems.

Due to the existence of the COVID-19 pandemic was in better situation, many companies eased the rules and could be able to work in the office as normal. It was the good opportunity to meet the customer. Somehow, the new normal meeting as Virtual meeting remained since it would be more convenience and also had webinar with supplier and principal for technical product update that was benefit to both customer and suppliers.

Development of Two-Way Communication Mechanism between the Customers and Suppliers of the Company	Development of System and Technology for Relationship Support
<ul style="list-style-type: none"> <li>- Continuous development of customer contact channels both by phone and online media, for instance:                             <ul style="list-style-type: none"> <li>• Website, Email, Line</li> <li>• Mobile/ WhatsApp</li> <li>• Microsoft Teams</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Development of various access channels for fulfilling the customer needs without delay</li> </ul>
<ul style="list-style-type: none"> <li>- Regular customer meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Face to Face Meeting</li> <li>- Virtual Meeting via Microsoft Teams Program (particularly in the period of the COVID-19 pandemic situation)</li> </ul>
<ul style="list-style-type: none"> <li>- Yearly satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>- For development and improvement of products and services</li> </ul>

In addition, the Company also yearly conducted the customer satisfaction survey for the continuous improvement and development from the customer issues or suggestions, bringing about the fulfillment of the maximum satisfaction of the customers.

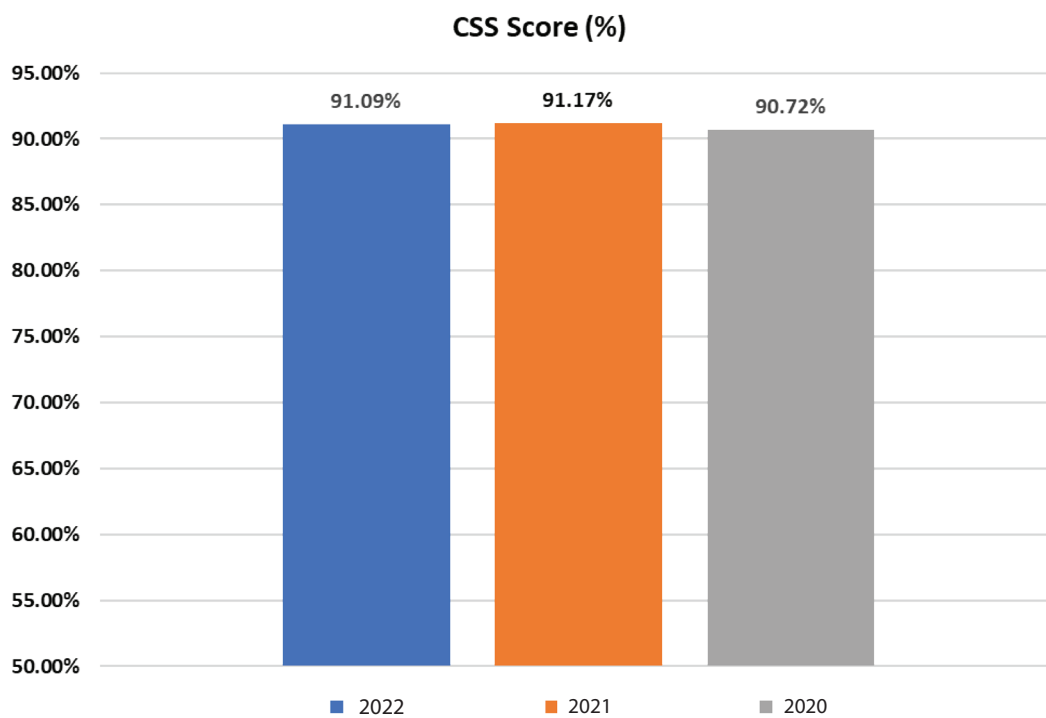
Criteria for Customer Satisfaction Assessment for 2021 are as follows.

- Quality
- Delivery
- Problem solving and prevention of recurrence.
- Services of the Company's Sales Department and officers.



### Customer Satisfaction Survey Result

Graph of Customer Satisfaction Assessment Result (3-Year Comparison)




In 2022, the satisfaction score was 91.09% higher than the set target that reflected to company development. The company had strong intention to bring suggestions from customers to further improve and developed products and services for their maximum satisfaction.

**“In 2022, the company did not receive any complaints from customers.”**



## Products and Services Responsibility

The Company adopted the ISO 9001:2015 quality management system standard to govern the procedure and method from the procurement, ordering, inspection and acceptance, and delivery procedures by adhering to the important operating guideline.



### Correction

The correctness of product, product requirement, and delivery shall be inspected in accordance with Checklist, terms and conditions of delivery, and correction of delivery documents.

### Time

The punctual delivery should be carried out based on the schedule and delivery standard requirements of the customer, and the next delivery shall be mutually planned.

### Rapidity

The Company focuses on the rapidity of product and service delivery, customer fulfillment in case of requirement of urgent product usage, and the procedure for managing the importance and service provision to the customers.

### Standardization

The Company continuously maintained the standard product and service delivery level, and listen to the suggestions for upgrading the standards and consistent with the laws, rules, and regulations of the government sector agencies.



## Employee Care

The company committed to have sustainable growth in all business groups according to the Company's values by driving the organization efficiently according to the Company's Core Value (WE R UAC). It would be along with knowledge and employee competency for their career advancement and happy work by the conceptual framework, goals and operations were as follows.

### Conceptual Framework of Employee Care

- Focusing on developing and built good relationship to organization (Employee Engagement)

The company encouraged the employees to have good quality of lives. Make them work happily by operating under the business ethics and employee ethics. Employees received fair compensation and focused on creating a good image of organization to joint venture and maintain good works continuously

### Manpower Planning and Recruitment

The Company had the manpower planning both internal and external that were very important to good human resources in order to be prepared for business expansion. And the Company had a strategy and recruitment plan. by preparing an enterprise risk management plan

### Recruitment Operation Guideline

1. Joining job fairs with colleges and universities in order to publish the organization. In the COVID situation, the company changed to Job Post Online on the website and on the HR page on Facebook for specific groups.
2. Coordinating with targeted universities to select applicants that reached the company qualifications.
3. Coordinate with universities that are the target group to be a special guest speaker. or organizing activities to provide the company information and job positions to students.
4. Job Search, selecting the spared candidate every week.
5. Proposed to selected candidates based on Competency, Ability/ Experience (70:30)
6. Proposed to all departments plan of new workskills for potential employees.

### Operating Result

KPIs and Target	2022	2021	2020
Plan-Based Successful Employment Rate (%)	90.40%	100%	100%
New Employee Recruitment Period (Day)	Within 45 days	Within 45 days	Within 50 days
New Employee Hiring Rate (Person)	4	1	9

## Employee Training and Development

The Company had continuously developed the employee learning and development programs to create working professionalism, management cognizance, as well as essential skills and competencies for enhancing the efficiency and being ready for accepting the changes. The programs were classified into the following.

### 1. Leadership Development Programs

- Lessons Learnt from Financial Cases: How Board should React (RFP5)
- TLCA CFO Professional Development Program no 1/ 2022
- Nano Technology Scuba Course
- Wellness & Healthcare Business Opportunity Program for Executives (WHB) Batch no 2
- TLCA CFO Professional Development Program No 2/ 2022
- Financial Reporting Cases: A Monitoring Guide for Board
- Digital CEO #5
- TLCA CFO Professional Development Program No 3/ 2022
- TLCA CFO Professional Development Program No 4/ 2022
- Governance and IT Risk Management 4.0
- TICA CFO No 5/2022 Topic of "Restructuring Business for Growth"
- Human Capital Management (HCM) Batch No 1
- Advanced Master of Management Programme (AMM) Batch no. 9
- TLCA CFO CPD No 8/2022 Topic of "ESG Bonds in Corporate Financing"
- CEO Club Opportunities and challenges in Thai finance and capital market

### 2. Employee Development Program

- Environmental Manager
- Supervisor of air pollution treatment system
- TLCA Executive Development Program
- The Art of Ultimate Branding
- Data analysis techniques to increase energy efficiency and reduce electricity bills in industrial plants.
- Advanced Import - Export & Customs Case Study
- Director Leadership (DLCP 4/2022)
- Corporate Finance
- Corporate Funding and Liability Management
- Microsoft 365 Security Administration
- CSR Transformation SET SE 201
- Carbon Tax
- Leadership X
- Financial Reporting Cases: A Monitoring Guide for Board
- BCD Intensive
- Financial Analysis Batch no 1/65
- Taxation for finance
- Risk Based Annual Plan for Internal Auditor: From P2P (From Principle to Practical) Batch no 2/65
- Get to know more knowledge and practical Subject: Land, buildings and equipment and borrowing costs No 2/65
- Techniques and how to do stock inventories.
- Financial Statement (Workshop) Batch No 2/65
- Microsoft Excel for audit - Basic Level No1/65
- Integrated internal audit of sales and accounts receivable system. No 1/65
- TLCA Executive Development Program (EDP2022)
- Mindfulness Organization
- Boiler safety and good practice according to legal requirements.
- Bio-Processes Scale-Up & Equipment



- Basic knowledge of Personal Data Protection Act (Business)
- Reviewint the knowledge for boiler operators.
- Exclusive site visit Sweden and Denmark
- TICA CFO No 5/2022 Topic "Restructuring Business for Growth"
- The Power of the 7 Habits
- Beyond Training: Go Beyond Your Limit
- Installation and safety checklist for scaffolding
- TFRS 16-year 2022 Interesting principles and issues
- Human Capital Management (HCM) Batch No 5
- Synergy for Management Batch No 6
- Intensive tutoring100 New AGM Checklist year 2023
- Recycle wastewater for industry Batch No 2
- IR Sharing 4/2022 topic of 'ESG with the concept of corporate information disclosure. '
- Crane controller, Signal controller and material handler (for crane)

## Operating Results for 2022

Despite of the impact on delivery of the employee for external trainings due to the continuous COVID-19 pandemic situation occurrence for the second year, the company had also continuously organized in-house trainings in form of Online Training and delivered the employees for public trainings with the standard and famous institutions in form of On Site. The summary of the operating results in training was as follows.

KPIs	Target	Results	Remark
Hours per year of training	> 20 hours /year	23 hours /year	Considered by hours of training hours All courses averaged per year.
% Satisfaction of participants	> 85 % after training	92%	Considered from the evaluation scores after training - on average per year.

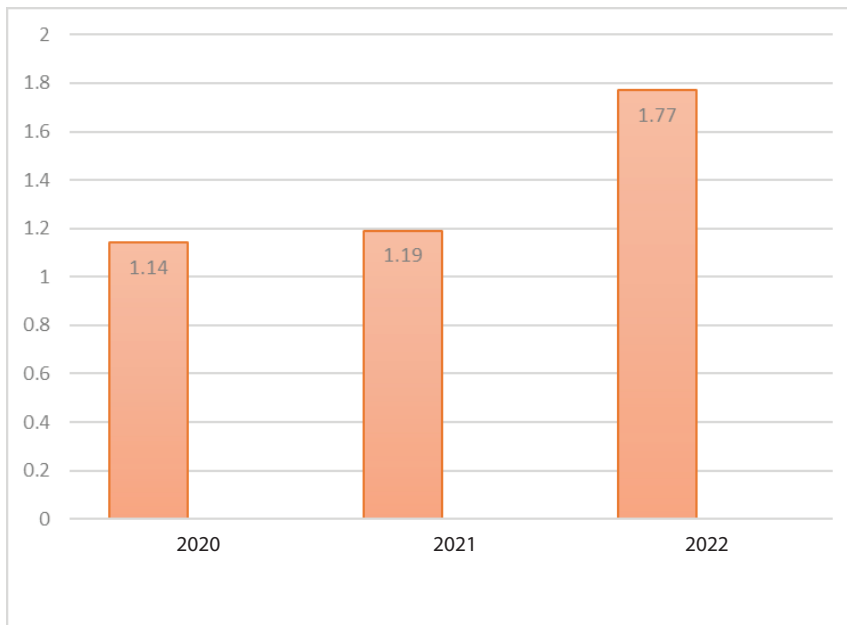
## Number of course training in 2022

Type	Courses	Training (hours)	Participants (person)	per person / course
In-House trainings	19	2,872	656	35
Public trainings	80	1,935	80	80
Total Courses/ Participants	99	4,807	736	115

Average Number of Employees  
Training Hours for 2022 (In-House/ Public)  
42 hours per person per year

## Table for Personnel Development Expenses in Comparison between 2020 - 2022

Expense (Million Baht)



Average Employee Training Expenses  
for 2022  
15,776 Baht/Person/Year

The company targetted the employee turnover rate not to exceed the industry average. That was no more than 10 percent.

## Operating Results for 2022

Turnover Rate (%)	Market Survey (%)	Petro, Oil, Energy (%)	UAC (%)
2022	11.60%	11.80%	5.26 %
2021	19.70%	13.65%	1.74%
2020	18.50%	19.20%	5.22%



# Performance Assessment and Remuneration Management

## Performance Assessment

### Special Criteria-Based Promotion (High Potential & Fast Track)

The Company considered the employee with the continuous good performance based on the criteria of employee promotion consideration to be consistent with Career Management together with the essential specific skills for the higher position, as well as the appropriate personality or leadership skills to be used for supporting the consideration and selection of the qualified person for promotion.

### Remuneration Management

The company had the wage management policy. Remuneration would be suitable for their roles and responsibilities. It would help to motivate more efficiency work by grading their job evaluation in every job position and clear salary structure and compensation.

The appropriate remuneration management in each level was an important part of engagement creation and step toward the high-efficient organization. The Company conducted the remuneration and welfare benchmark survey between the similar industries and market overview.

### Creation of Organizational Engagement

The Company yearly conducted the employee opinion survey to take the acquired opinions for improving the execution in the employee engagement creation. In 2022, from the survey result, the Company earned Overall Engagement Score. The survey result was classified into two parts as follows.

## Operating Results for 2022



## Technology in workplace and communication

The Company applied technologies in working under the concept of “Workflow Digitalization”, to useless papers and bring more technologies to fast work and communication. There was usage of MS-Outlook, Microsoft Team, Microsoft 365, LINE and Yammer, etc.

## Promotion Activities for Happiness and Organizational Engagement Creation (Happy Workplace)

The Company encouraged the happy working for both physically and mentally happiness. That would become a fundamental concept for Happy Workplace that there were some activities as following.

Activities	Details
Happy Body	<ul style="list-style-type: none"> <li>- Pre Employment Medical Examination</li> <li>- Post-Employment Medical Examination (Yearly)</li> <li>- Exercising</li> <li>- Health Insurance, Employee Accident Insurance</li> </ul>
Happy Relax	<ul style="list-style-type: none"> <li>- Team Building Activity</li> <li>- Yearly SD Day &amp; Night Party Activity</li> <li>- Songkran's Day Activity</li> </ul>
Happy Soul	<ul style="list-style-type: none"> <li>- Mental Vaccine Activity for Provision of Buddhist Doctrine and Ethical Concept</li> </ul>
Happy Money	<ul style="list-style-type: none"> <li>- Happy Money planning by SET</li> <li>- Giving financial knowledge, saving money, debt management</li> <li>- Provident Fund</li> </ul>
Happy Heart	<ul style="list-style-type: none"> <li>- Basket for visiting the sick employee in case of the illness and hospitalization, and the employee who takes maternity leave</li> <li>- Awarding the employees who worked 15 /20 and 25 years</li> </ul>
Happy Family	<ul style="list-style-type: none"> <li>- Wedding Ceremony Grant</li> <li>- Buddhist Ordination Grant</li> <li>- Funeral Grant</li> <li>- Accident Insurance (in case pass away)</li> <li>- Fire allowance</li> </ul>
Happy Brain	Encouraged employee to learn more and develop themselves.
Happy Society	Encouraged employee to help the community nearby in each area with CSR activities

## Return of Value Compensation to Our Community

The UAC Group gave precedence to the participation in community and social development in accordance with the guidelines of sufficiency economy and sustainable development and endeavored to grasp the needs and expectation of short-distance communities (at area level), and long-distance society (at country level) in order to appropriately build the good relationship and fulfilled the community expectation and needs. Most expectations had been the following matters.

- (1) Implementation of safety activities
- (2) Fast communication in the event of emergency
- (3) Community participation in the activities that are useful for the community and society

### Performance

In 2022, the Company had participated in the community and social development in each main aspect as follows.

#### SET Social Impact Gym 2022 Project

The Company participated in SET Social Impact Gym 2022 under the idea of Idea to I-done. This project was to develop skill for Social Enterprise to run business with strength and efficiency. With the aim of having social business people take part in caring society, agriculture, vulnerable group community, society development, health, education and environment. It also included sustainable business and social expansion.

In 2022, the company joined as a volunteer coach for Songsuk Social Enterprise Co., Ltd. which was a social business providing consulting services and training, disseminating life coaching skills to provide society with solutions. It was reduced social impacts that had stress, suffering problems, and strengthen the society. Moreover, Songsuk Social Enterprise Co., Ltd. also taught life coaching to the Children's Council, which was an agency that brought leaders in each community. who were students to learn Life Coaching.

Guideline	Result	Output	SE Result according to SDGs Goal
<b>Song Suk Social Enterprise Co., Ltd.</b>			
Consultation, giving opinions, in-depth suggestions in administration and social business management.	SET Social Impact Gym 2022 from August to October 8, UAC Global Public Company Limited participated as a volunteer coach for 19.60 hours for 5 weeks and business planning consulting throughout the course, both at the SET. office and online	1. Songsuk Social Enterprise Co., Ltd. understood operational problem. and knew how to solve problems through Business Model Canvas 2. Songsuk Social Enterprise Co., Ltd. could analyze the business, strengths, weaknesses, as well as obstacles and opportunities of its own company. To improve business performance while being able to create sustainable and clear social result.	<b>Target 3:</b> Ensure healthy lives and well-being for all ages. <b>Target 16:</b> Helping peaceful and inclusive societies for sustainable development. Providing the fairness and building effective, ccountable and inclusive institutions at all levels.

## Safety and Hygiene Project

Projects/Activities for 2022	Details
<p>Dengue Fever Prevention and Control and Community Waste Management Project, Mae Taeng District, Chiang Mai Province</p>	<p>Biogas power plant from energy crops Chiang Mai Province Participated in the prevention and control of dengue fever and waste management with Mae Taeng Municipality.</p>
<p>Project to support masks, consumer goods, beverages, Chiang Mai Province</p>	<ul style="list-style-type: none"> <li>• Mae Taeng Plant donated masks, household items, and beverages to the Community Health Center in Mae Taeng District, Chiang Mai Province.</li> </ul>
<p>Medical Equipment Support Program in Sukhothai Province</p>	<ul style="list-style-type: none"> <li>• PPP donated equipment to help prevention the spread of the COVID-19, such as ATK testing kits, alcohol for Ban Prak Rak STD Hospital, Sukhothai Province.</li> <li>• PPP donated equipment to help prevention the spread of the COVID-19, such as face masks, alcohol to the Korat Subdistrict Administrative Organization and Krai Nai Subdistrict Administrative Organization in Sukhothai Province for the patient or someone who needed.</li> </ul>

## Educational Project

Projects/Activities for 2022	Details
National Children's Day Supporting Activity	Sponsored 15 bicycles as prizes of National Children's Day Activity for Krai Nai SAO/Krai Nok SAO/Krai Klang SAO, and 5 bicycles to Krai Nai SAO
Computer Donation Project	PPP Plant and UAC Energies Co., Ltd (subsidiaries) donated 2 computers to Prak Rak School and 2 for Wat Rat School for using in the computer subject and searching data for their reports

## Social and Quality of Life Project

Project/Activities 2022	Details
Fertilizer Knowledge	Mae Taeng Plant and the municipal met the people of Mae Ka Subdistrict to give soil improvement materials and educate people about the fertilizer.
Love water, Love Forest, Love land	Mae Taeng Plants participated in the project of Love water, Love Forest, Love land together with Mae Taeng municipal office in Chiang Mai Province
Giving HDPE pipes to communities in Sukhothai Province	PPP donated 4 HDPE pipes, size 8 inches, to Khlong Wang Thong Temple. and Wat Khlong Takhe, amount of 10 pipes at Korat Sub-district, Kong Krailat District in Sukhothai Province
Air Con Donation to police stations in Sukhothai Province	PPP donated an air conditioner to Kong Krailat Police Station Kong Krailat District in Sukhothai Province

## Culture and Tradition Conservation

Activities for 2021	Details
Royal Kathin Robe Offering Activity	Royal Kathin Robe Offering Activity in Bangkok area
Yearly Khunnam Festival Activity	The representative joined Traditional Khunnam Ceremony Activity Customs Festival in the area of Mae Taeng District, Chiang Mai

## Future of Community and Social Participation Plan

The Company also emphasized on participation in caring the communities around the plants together with business operation, and continuously supports or organizes the activities for the communities to mutually develop for improving the quality of life, livelihood of the community people, and created good relationship with the communities around the plants for sustainable and friendly co-existence and creating the trust on the plant safety. In each plant area, the community development plan was yearly prepared in collaboration with the community to be consistent with the Company's policy guidelines.





