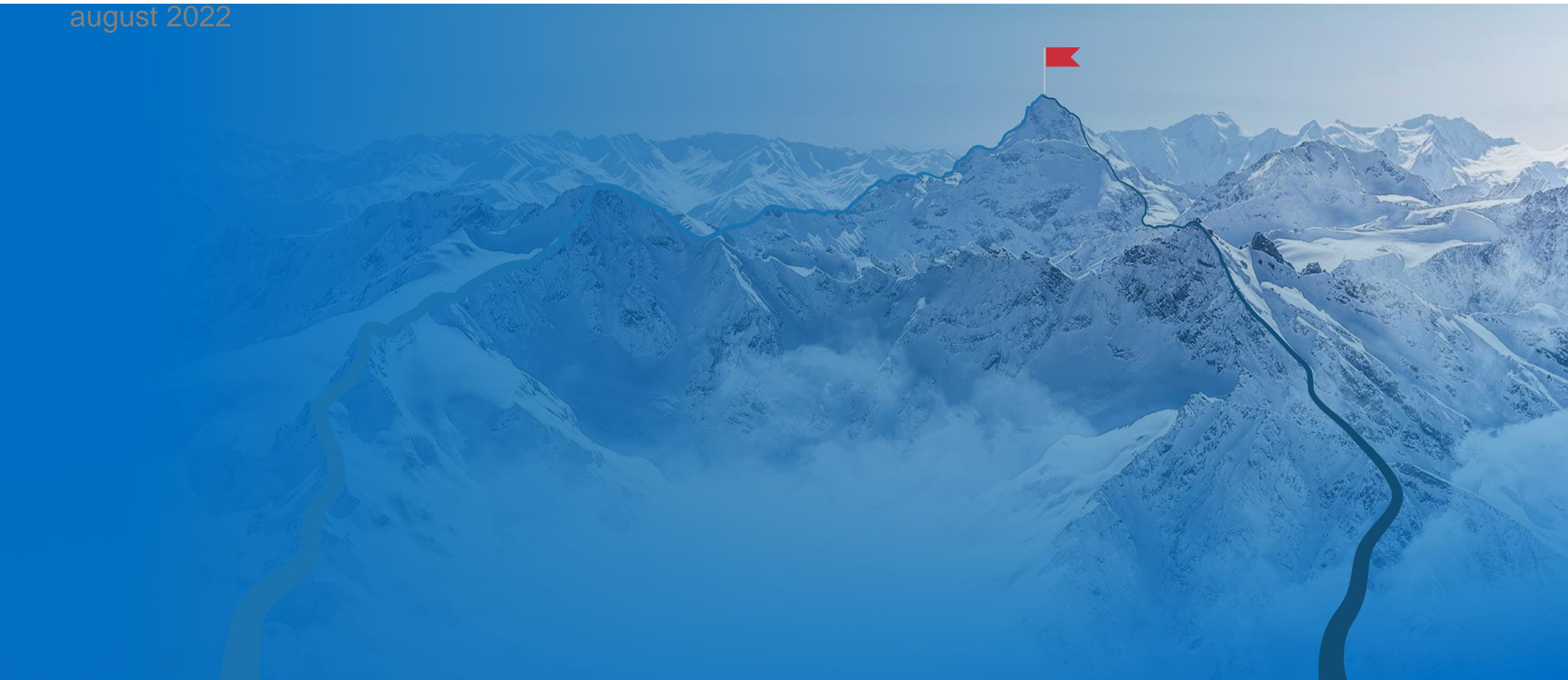


IOD Community of practice | business transformation

august 2022



Iod – community of practice | business transformation



Members



Akarin phureesitr

Chief People Officer

Central Pattana



Culture Transformation



Dr. Nattavut
Kulnides

CEO

ADGES



Leadership &
Organization



Natwut
amornvivat

President

True Digital Group



Strategy &
Business Case



Pattama
chantaruck

Country Managing
Director

Accenture



Digital Capabilities



Dr. Thana
slanvetpan

General Manager

AI and Robotics
Ventures (ARV)



Technology



Worawat
suvagondha

Head of SCB Academy

Siam Commercial
Bank



People Capabilities



Tomas Koch

Senior Advisor

McKinsey & Co.



Strategy & Start-up

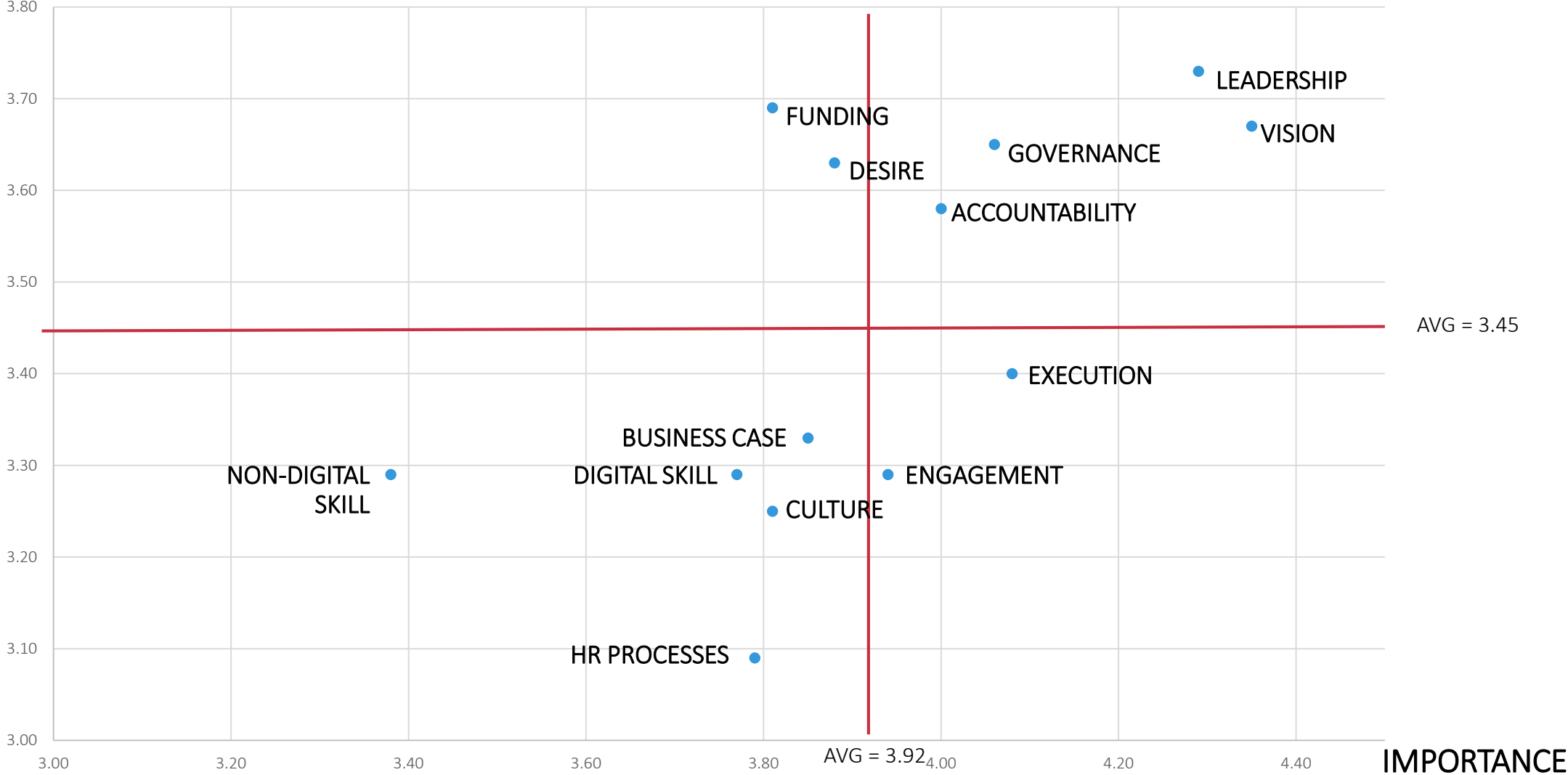
BUSINESS TRANSFORMATION READINESS

QUESTIONNAIRE

Dimension	Definition
Vision	The ability to clearly define the objectives and communicate what is to be achieved.
Desire	The desire to achieve the results and willingness to accept the impact that may on the organization.
Business Case	The identifying benefits that must be achieved and creating an imperative to succeed.
Funding	Form of fiscal resource that meets the transformation expenditures.
Leadership	Leadership keeps everyone 'on board' and keeps all focused on the strategic goals.
Governance	The ability to engage the involvement and support of all parties with an interest in or responsibility to the transformation.
Accountability	The assignment of specific responsibility, and recognition of measurable expectations by all parties.
Execution	It is clear to everyone how implementation will occur, how it will be monitored, and how realignment will be made.
Digital Skill	The ability of the enterprise to perform all digital and IT-related tasks required by the transformation.
Non-Digital Skill	The ability of the enterprise to perform all non-digital and IT tasks required by the transformation
Culture	An organization has the right culture in its own context to make the business transformation happens.
Engagement	The workforce feels engaged with the transformation and perceive it as a must and anticipates positive outcomes.
HR Process	HR Processes enable an organization to recruit, reward, and retain the right talent with a focus on the organization's capability to deliver.

BUSIENSS TRANSFORMATION READINESS

READINESS



Agile Leader Qualities



1,042 Top Executives
17 Industries
78 Countries
19 In-depth Interviews

4 Competencies
3 Behaviors



ENGAGEMENT



HUMILITY



HYPER
AWARENESS

INFORMED
DECISION
MAKING

FAST
EXECUTION

VISIONARY



ADAPTABILITY



Sustain and reinvent org. leadership diff.

Existing Player

Current Differentiator

Business Disruption

Future Differentiator



TOYOTA



Google

Your Organization



**Leadership,
Accountability**

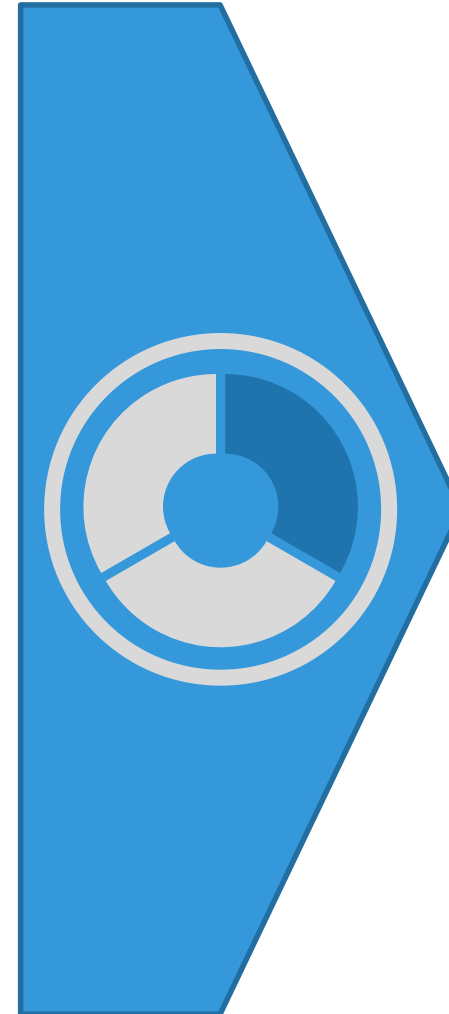
Innovation

Reliability

**Customer
Connectivity**

Learning

?



**Fast, Innovation,
Taking Risk**

Digital Experience

Individual Mobility

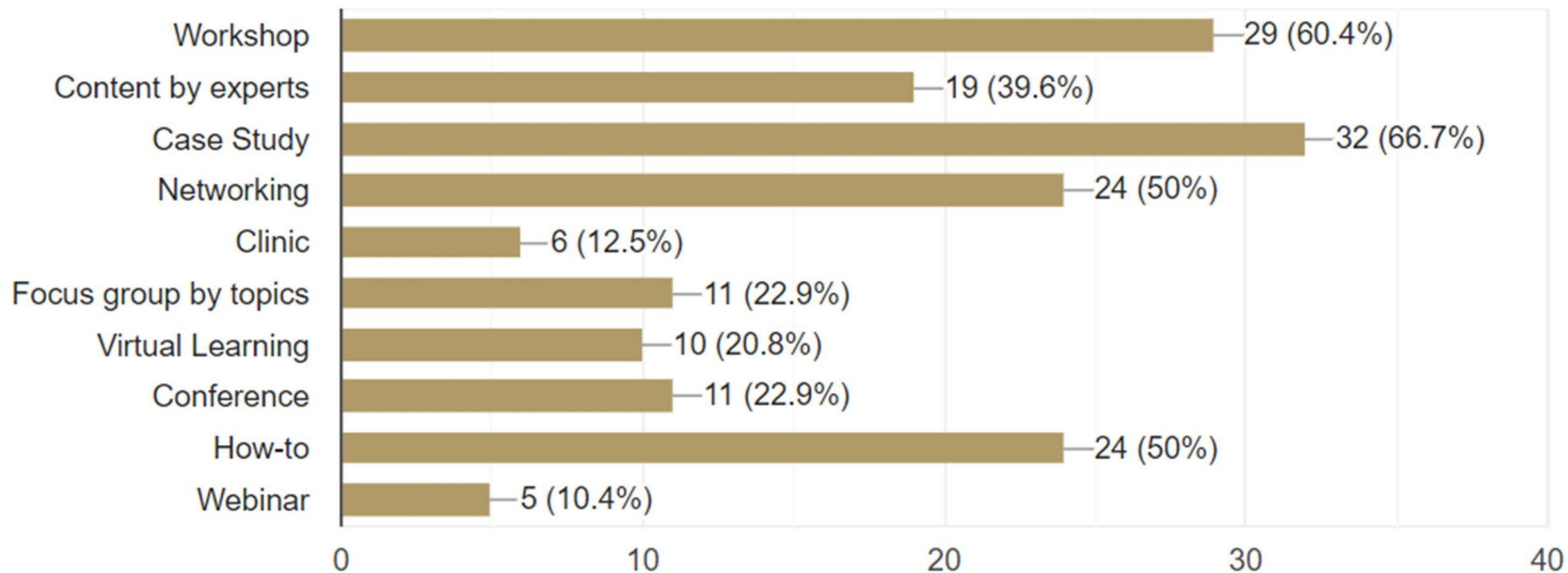
**Seamless
Connectivity**

Data Enhancement

?

What are topics and formats that you wish IOD to offer for Business Transformation Community of Practice?

Please select all that apply



Events – business transformation cop

AUG – What is Business Transformation?



SEPT – Transformative Leadership

OCT – Case Study, Business Case for Transformation



NOV – Case Study, AI & Robotics Deep-Dive



DEC – Business Transformation Study



JAN – Business Case and Fundraising Option for Start-up

FEB – Case Study, Transformative Culture



CONNECTING
TO THE COMMUNITY



LIVE

PANEL DISCUSSION ON

WHAT IS BUSINESS TRANSFORMATION ACTUALLY?

Share & Learn Together



ดร.ณัฐวุฒิ กุลนิเทศ

กรรมการผู้จัดการ
ADGES



คุณอครินทร์ กุฬสีห์

Chief People Officer
บมจ.เซ็นทรัลพัฒนา



คุณณัฐวุฒิ อมรวิวัฒน์

กรรมการบริหาร
บมจ.ทรู คอร์ปอเรชั่น



ดร.สนา สรานุเวทย์พันธ์ุ

ผู้จัดการทั่วไป
เอไอเอนต์โรโบติกส์ เวเนเจอร์ส



คุณวรวิจน์ สุขคนธ์

รองผู้จัดการใหญ่ ผู้บริหารสูงสุด
กลุ่มงาน SCB Academy
ธนาคารไทยพาณิชย์

SUPPORTED BY



true

IOD Business Transformation

By NATWUT AMORNVIVAT

Chairman, True Digital Group

10 August 2022



THE EMERGENCE OF DIGITAL COMPANIES ACCENTUATES THE IMPORTANCE OF DIGITAL TRANSFORMATION

Digital Communication Companies



"Traditional" Telecom Operators

ARV

THE JOURNEY TO FUTURE SUSTAINABILITY

THANA SLANVETPAN
10 AUGUST 2022

Rev 10-08-2022



PTTEP: Upstream Flagship of PTT Group

Play a pivotal role in Thailand's energy security.



Government of Thailand

63.27%¹



Thailand's national
energy company

63.79%²



Credit ratings equivalent to parent and country

S&P	Moody's	TRIS	FITCH
BBB+	Baa1	AAA	BBB+

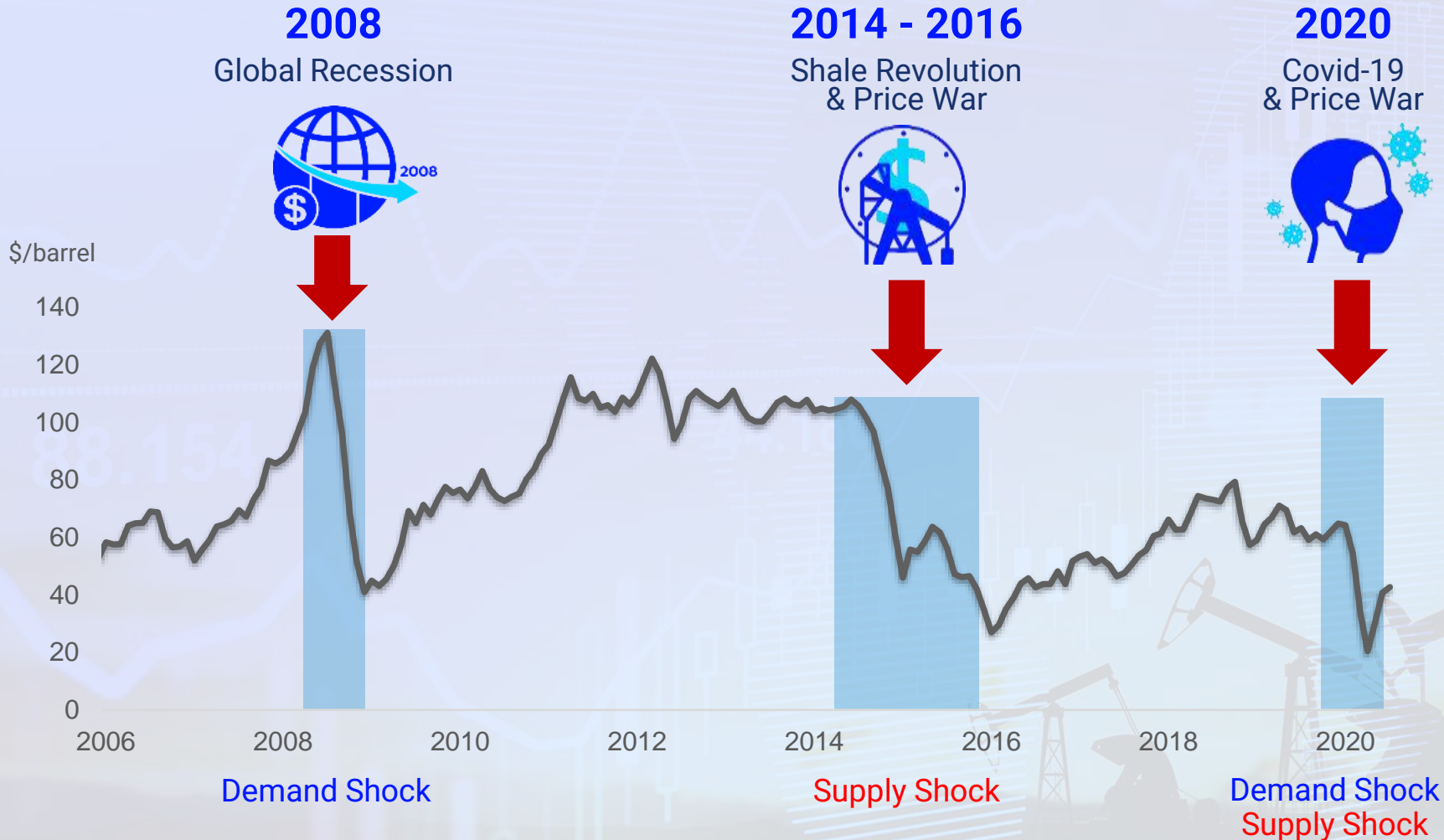
Notes:

1. 51.11% is directly held by the Government of Thailand (Ministry of Finance), with the remaining 12.16% held by the state-controlled Vayupak Fund I as of 1 Oct 2020
2. Ownership as of 14 August 2020

Industry Landscape

Oil price volatility remains a challenge in short and long term.

Historical Dubai Price



Industry Challenges



Fluctuating oil price outlook



Low carbon future & Energy transition
e.g. EV, Renewables



Transformation required to stay competitive

Transform to the New Normal

Lead Transformation to strengthen competitiveness and enhance agility.

Digital Transformation

+ Digital acceleration & Scale-up

Efficiency improvement through digital initiatives (e.g. Office tool, hardware, data analytics, etc.)

New Normal Transformation

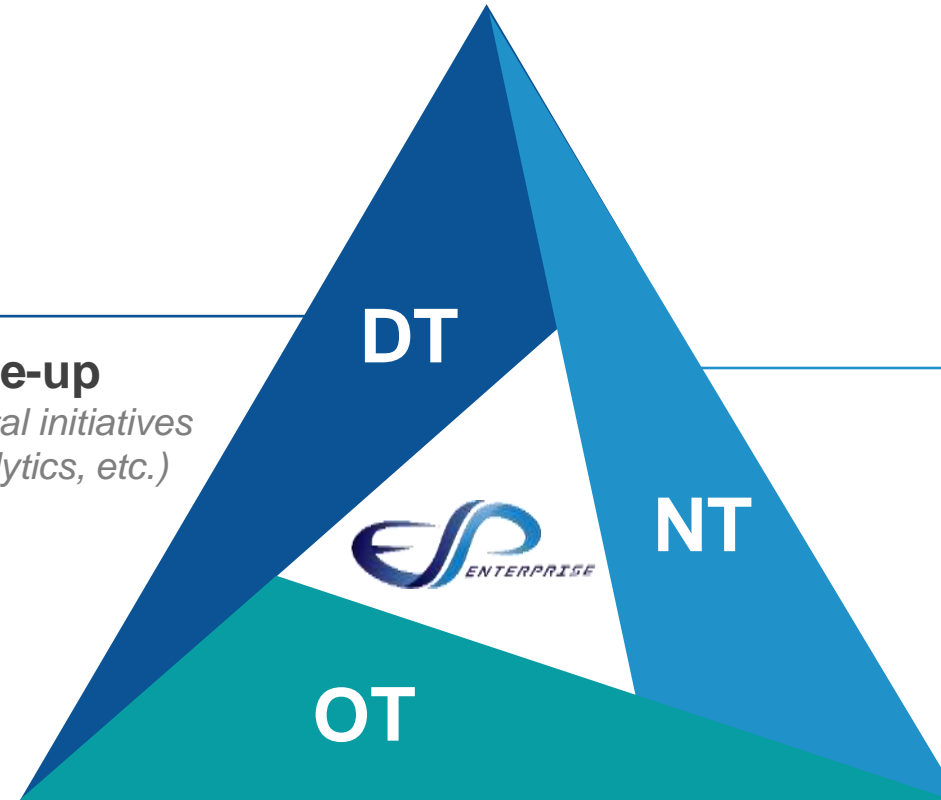
+ COVID19 and Oil price

New way of working (e.g. Work-from-home and office space sharing, etc.)

Organization Transformation

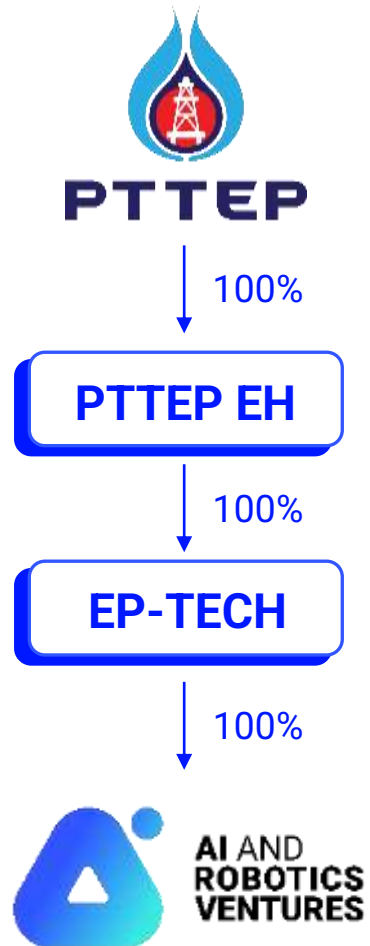
+ People and Process

Mindset, capability and process improvement (e.g. Streamline authority & process, empowerment, warp camp, digital academy, and 360's)



ABOUT ARV

Established September 2018



VISION

AI & Robotics partner of choice, driven by competitive performance and innovation culture.

MISSION

Leading AI and Robotics Solutions Platform to business enterprises and governments which enable them to capitalize on emerging AI & Robotics technology.

WHAT WE DO





AI AND ROBOTICS VENTURES

Technology & Business

AI and Robotics Ventures

ARV is the venture building platform of PTTEP. We leverage artificial intelligence and robotics technologies to unlock value and create business growth opportunities across industries spanning air, land, and sea. Through innovation, R&D, go-to-market and partnership activities, we aspire to deliver unparalleled experiences to the ecosystems we engage with.



ROVULA

End-to-end AI-augmented Subsea Inspection Repair and Maintenance (IRM)



Xplorer AUV
Surveillance & inspection



Nautilus
Horizontal Repair & Maintenance



RotoClimber
Vertical Repair & Maintenance



Software & Data
Analytics & Insights



SKYLLER

Unmanned Aerial Vehicle (UAV) asset inspection and management platform



Drone Inspection



HORRUS
Automatic dispatching drone box



Asset Management Platform



HIGHLIGHT
Integrated autonomous aerial inspect solution



varuna

One-stop Service for AgroTech and ClimateTech Solutions



Smart-Farm



Smart Forrest



Smart-Credit



Service Matching



CARIVA

Healthcare Technology platform to empower people and the healthcare industry



NEXTCERCISE
Fitness Monitoring



ARVIC
Health Ecosystem Platform



BEAUT
Personalized Care and Wellness

JOINT VENTURES



with Mermaid Subsea Services



with Aerodyne Group and Digital Creation

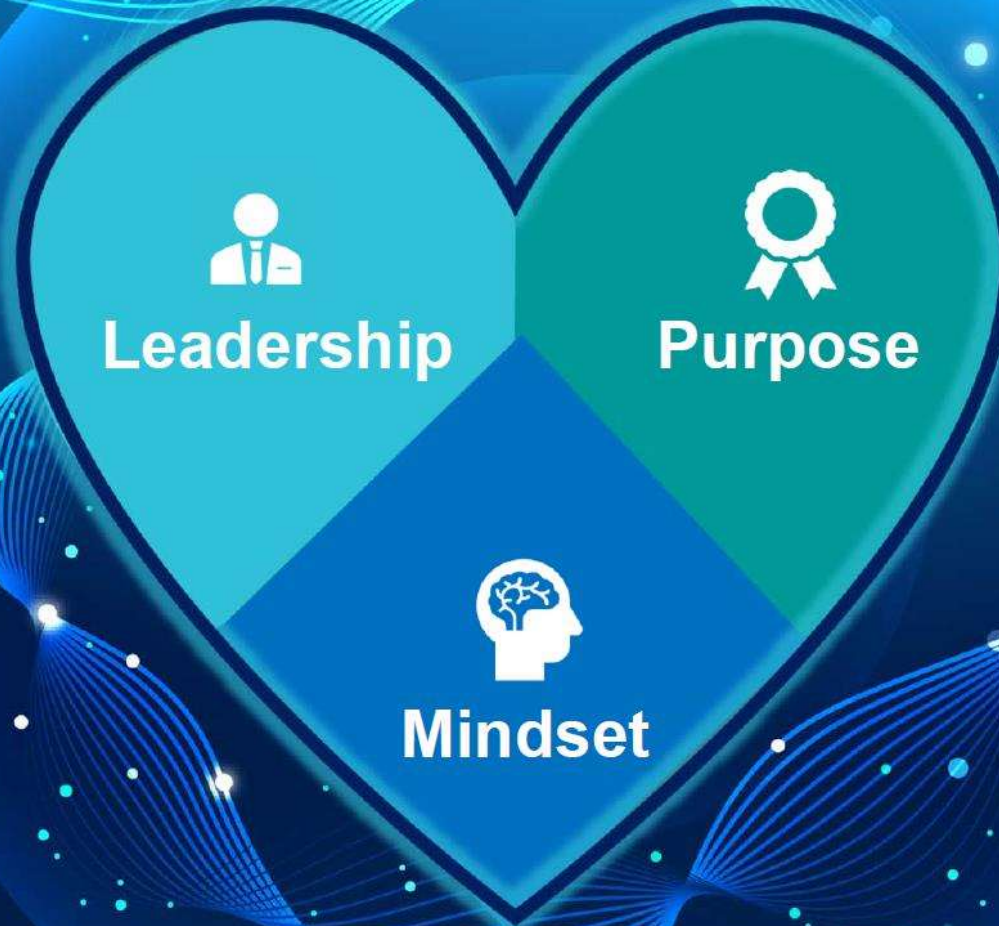


with Thaicom



with BJC

Key Success & Key Takeaway



Transformation is a **journey**. Still a long way

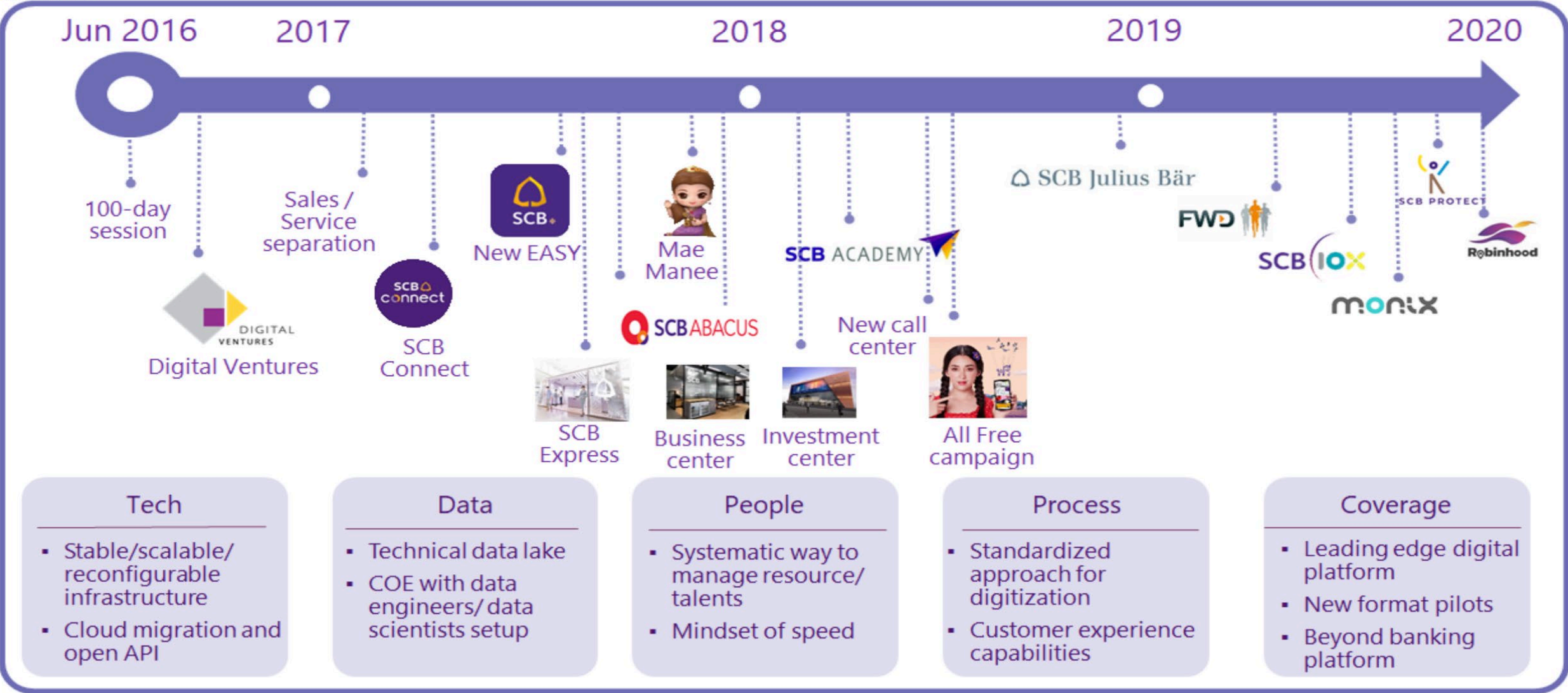


**AI AND
ROBOTICS
VENTURES**
A COMPANY OF PTTEP GROUP

SCB Academy

2015-2022

Over the past years, we put significant efforts in building foundation and capabilities for the future

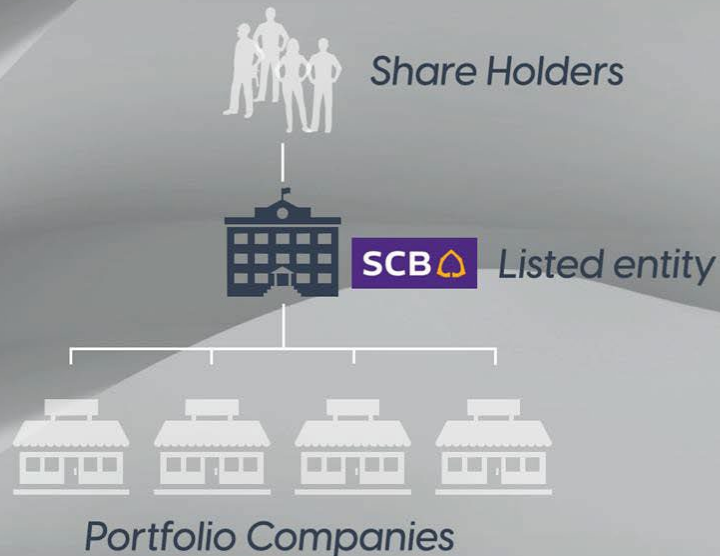


SCB^x

To set and align the group's strategic direction

แยกการเติบโต

From the current bank structure...



- React to changing business land scape by adding tech capabilities to bank structure.
- Bank holding high level of statutory capital
- Tech-driven subsidiaries operate under banking paradigm

...to a technology group.



- Enable flexibility and independence on strategic direction and execution for each portfolio company
- Effectively ring-fence the bank from risks associated with new investment impacts
- Agility for business expansion and talent management with clear value-based measures of success

SCB^x

A New Growth Mothership Accelerating innovation to create long term value

Cash Cow

Growth

SCB^x

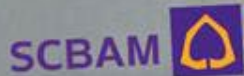


SCB Julius Bär

Digital Banking



SCB PROTECT



Uniquely positioned

Existing customer base allowing for effectively onboard to new platforms

Strong business franchise for scaling up and seeking global partnership

SCB Bank as a cash cow business to support new growth



Data X



TOKEN



AISCB

Alpha X



Card X

Auto X

CPG-SCB VC Fund

SCB Securities

A leap in digital adoption and engagement

23m

2Q22 digital users ^{1/}

+35%

digital user growth

YoY

48bn

2Q22 digital loans o/s

THB

+69%

digital loan growth

YoY

~4%

1H22 digital revenue

of total income

+85%

digital revenue growth

YoY



- **13.7m** registered users
- **82%** of users as monthly active users
- **88%** of the financial transactions on SCB EASY (vs 1% at branch)



- **3.1m** registered users
- **251K** merchants and **31K** riders
- **143K** orders per day

^{1/} Combined users of all digital platforms under SCBX Group.

Gen 2: Key business updates - 1H22

XX YoY growth

CardX^{1/}

3.4mn

accounts
(Cards & Personal loans)

107bn THB

loan o/s **0.3%**

2.0%

NPL%

9.0bn THB

1H22 revenue **-1%**

SCB ABACUS

2.2mn

registered users **>2x**
(Money Thunder App)

2.5bn THB

loan o/s **>3x**

2.7%

NPL%

1.5bn THB

total fund raised

monix

2.4mn

registered users **>2x**
(Finnix App)

5.0bn THB

loan o/s **>3x**

3.2%

NPL%

4.5

avg. app review rating
(out of 5)

autoX

706

branches

0.5bn THB

loan o/s

1,500

salesperson

50%

of salesperson with
insurance license

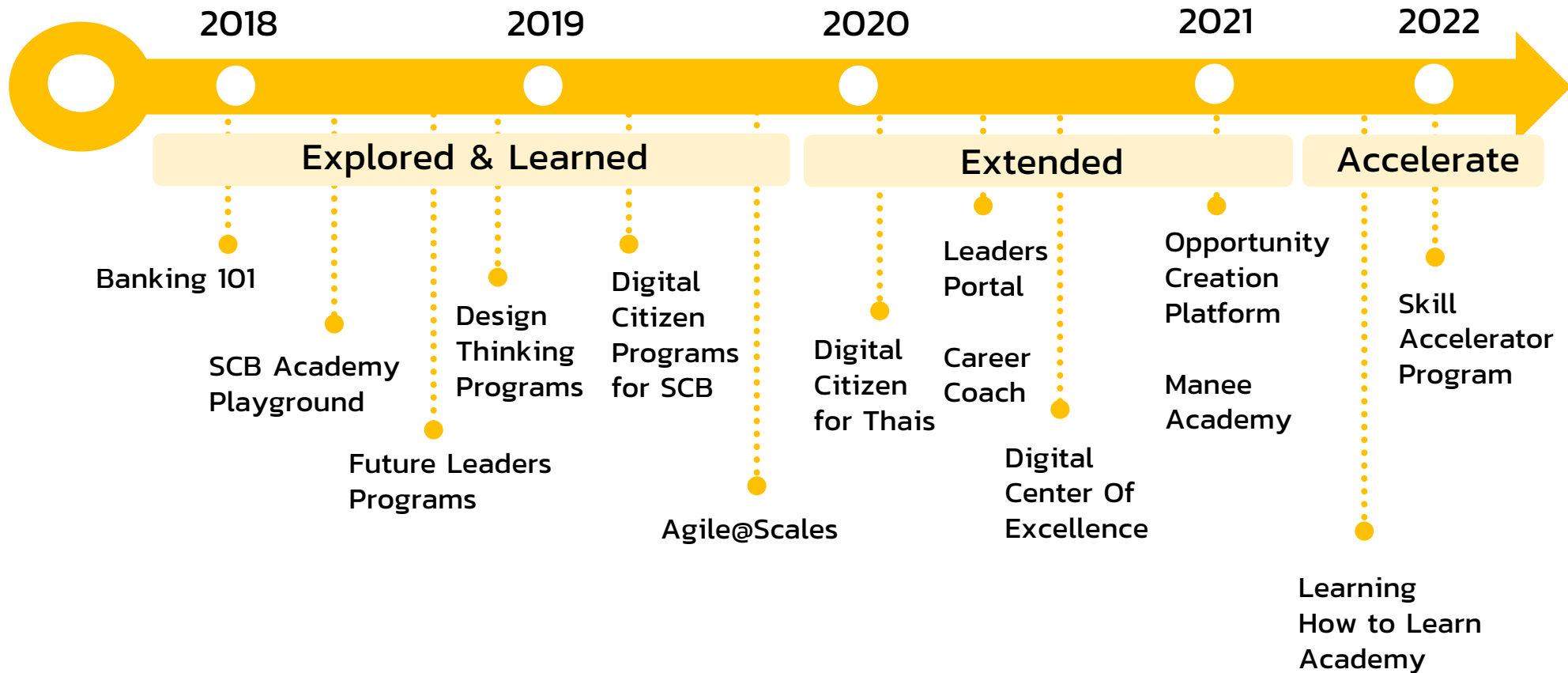
(As of 15 July)

^{1/} Estimate based on the loan portfolios to be transferred to Card X; Subject to actual transaction value as of the transfer date

SCB ACADEMY

สร้างโอกาสให้ทุกคนมีความสุขในการค้นหา
และพัฒนาศักยภาพตนเอง
เพื่อสร้างคุณค่าให้กับผู้อื่น

Since 2018, SCB Academy missions are to enable SCB people to deliver business performance and be ready for the future while creating the value added services to our customers and all Thais



Co-Create and Co-Working Space

- Open space for skills building
- Place to re-connect

Coaching Capabilities and Network

- Executives as coach
- Future Leader Foundation

Business Impact Enabler

- Learning in the flow of work
- Learning as an integral part of the business success

Future Readiness Accelerator

- Digital Citizen (Basic, Intermediate, Advance)
- Data, Design Thinking, Lean & Agile

Academy as a platform

- Connecting knowledge, skills and workforce with job/business opportunities

Key Lesson Learned

- The sponsorship is the most important part to get the program to reach its potential
- Aligning the business needs with the learning expected outcomes is one of the key factors to gain strong sponsorship
- The key to future of work is the learning agility and learning organization
- Technology is important but always start with why and customer problems
- Partnership is the key to unlock so many potential with the fraction of a cost

Our key experiment points

- Leaning the process first/Refine the operating rhythm and breaking down the jobs will help make the development program more successful and sustainable
- The emerging Ed-tech trend may help connect the dots between learning, engagement and company performance
(Career Mobility/Talent Market Place platform)



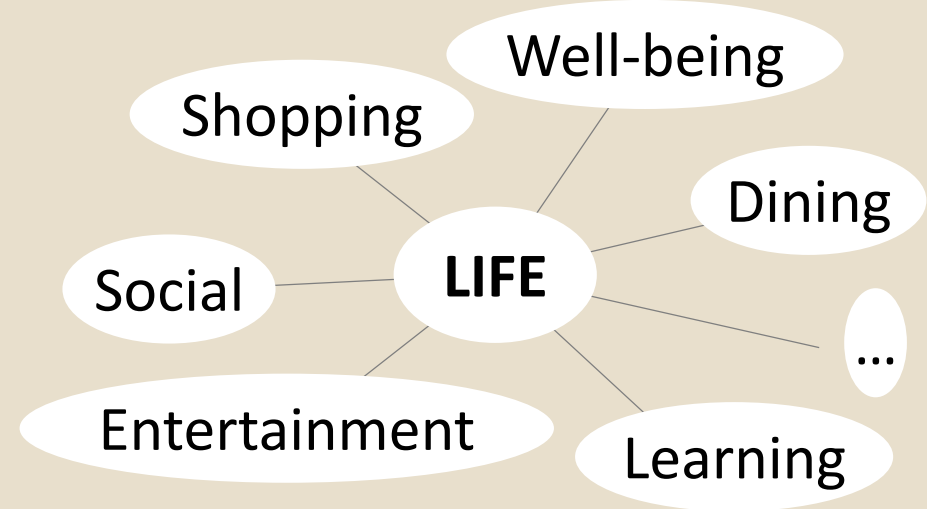
Imagining Better Futures for All

มุ่งสร้างสรรค์สิ่งที่ดี เพื่ออนาคตที่ยั่งยืนสำหรับทุกคน

Our Purpose-Led Transformation

1

Shopping



2

**Landlord
(B2B)**



**Business Platform
(B2B2C)**

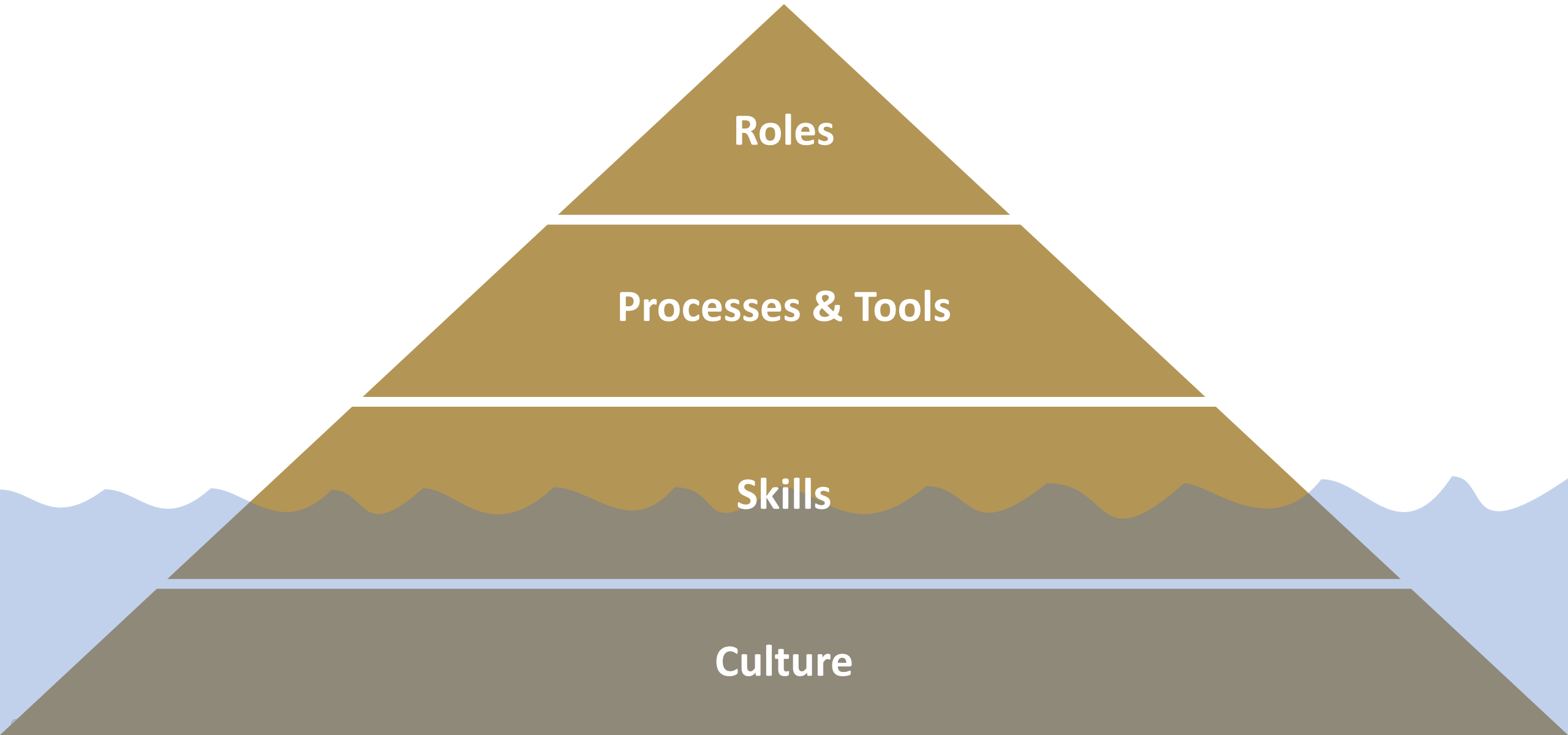
3

**Physical
(Offline)**

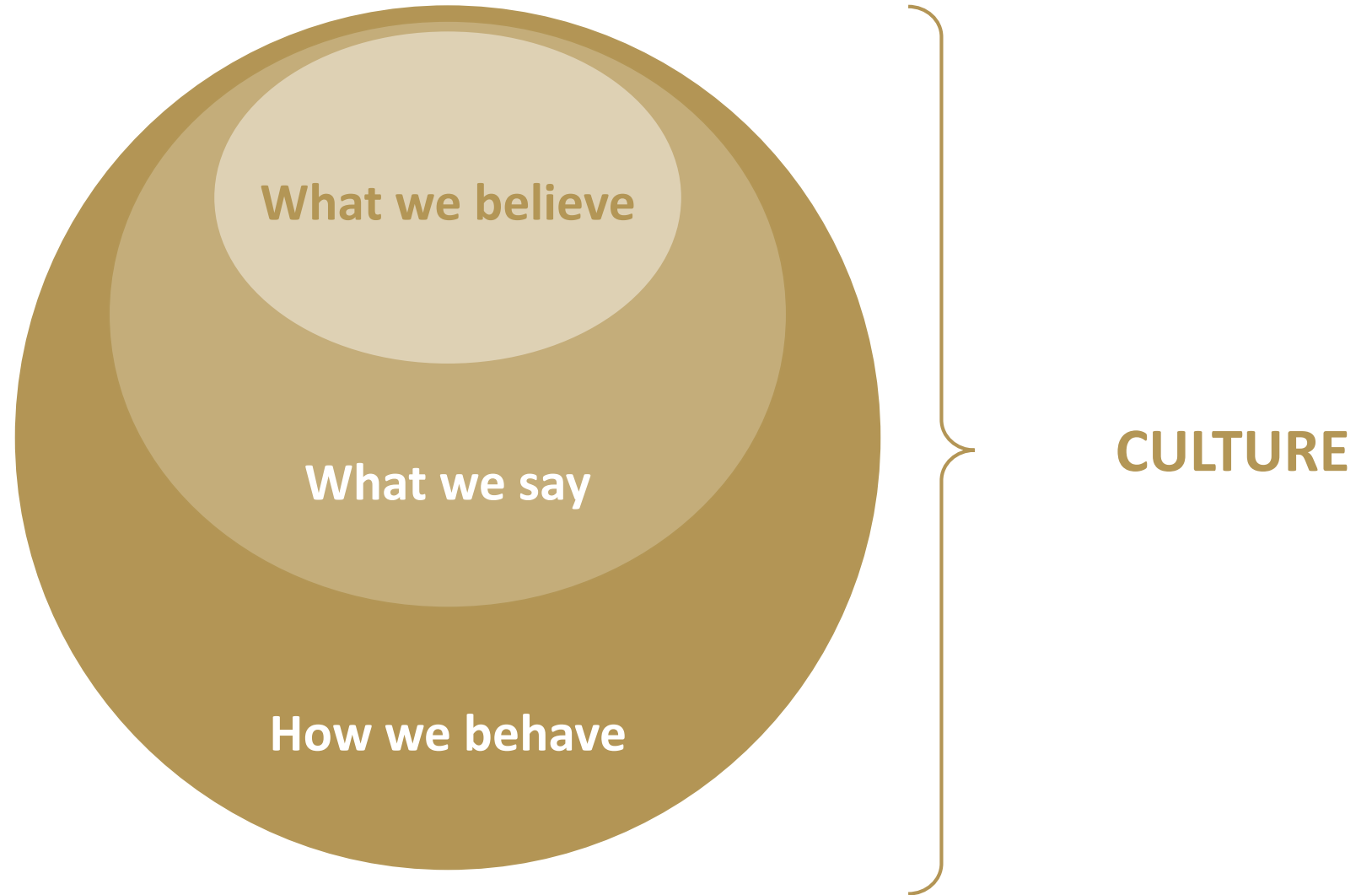


**Omni-Channel
(Offline ↔ Online)**

What is Transformation?



From Beliefs To Behaviors



Continuously Reinforcing Cycle

