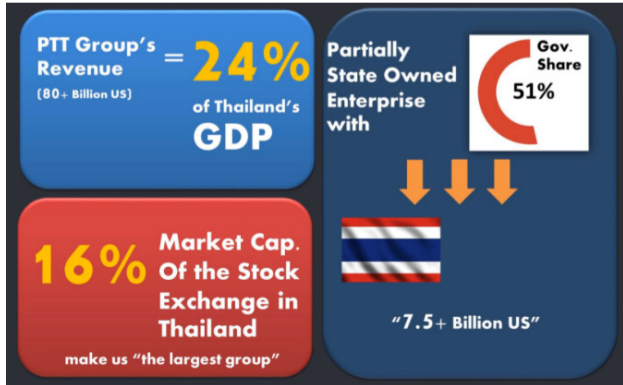


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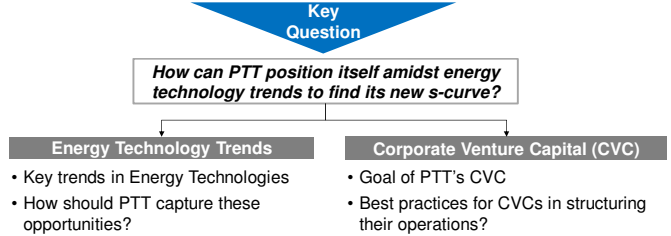
Alex Swirski, Partha Sharma, Rodrigo Roquete and Yoshi Takahashi

**Company Background**



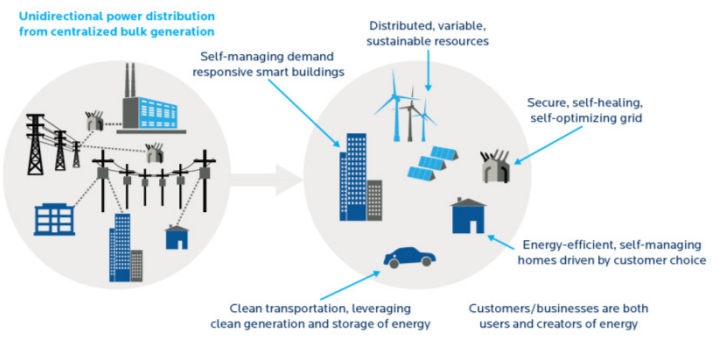
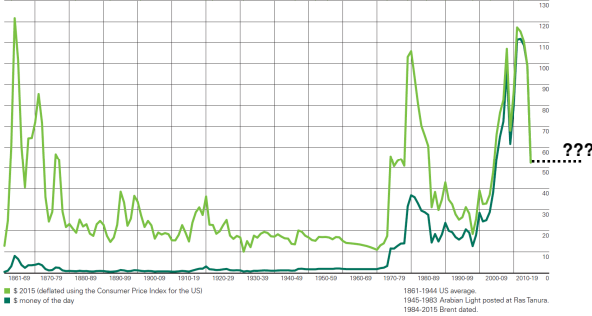
**Project Background**

- | Situation  | Complication  |
|--|---|
| <ul style="list-style-type: none"> <li>PTT has grown to become a global player (Fortune 100)</li> <li>Conscious of sustainability – Dow Jones Sustainability Indices (DJSI)</li> </ul> | <ul style="list-style-type: none"> <li>Complex capital projects on time and to budget</li> <li>Talent management</li> <li>New technologies that could disrupt the industry</li> </ul> |



**Energy Trends and Areas of Focus**

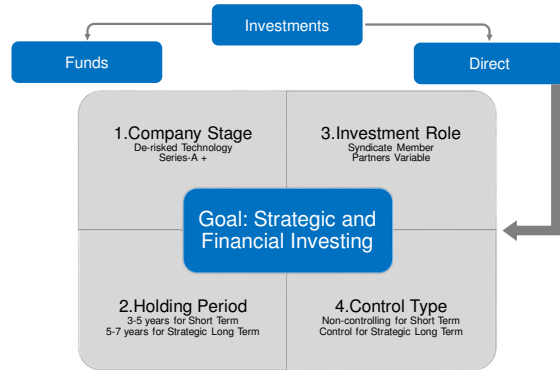
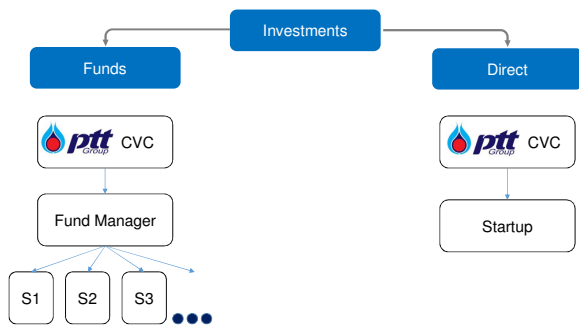
**Future of Petroleum Industry Is Uncertain...**



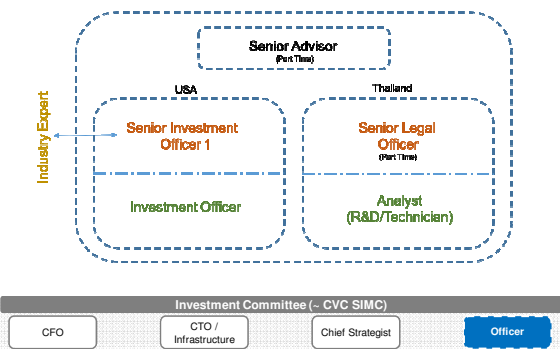
*Investments in disruptive energy technologies will ensure energy security and continuous developments of the Thai economy*

**CVC Blueprint**

**Types of Investments**



**CVC Structure - Summary**



**Key takeaways**

- 1 The energy landscape is changing. Invest in future possibilities.
- 2 Develop a flexible mindset. Willingness to fail and adjust.
- 3 Build long-term relationships with the VC community.
- 4 CVC investment is about optionality.
- 5 Start small to learn. Scale when prepared.