

## Employee Potential Development

The company places importance on developing personnel in terms of professional skills. By focusing and giving importance to developing professional skills in specific fields (Functional and Technical Competency) through the Learning Center in the water production line covering business areas. To support the development of in-depth personnel skills in the company's important businesses continuously Including developing leadership for executives and employees in each business area to have knowledge and ability in the management of more responsible lines of work.

The Company has implemented a professional management system for human resources to enhance the capabilities and competencies of employees for maximum benefit. This includes tailored learning programs from the employees' first day at the company until retirement age. Furthermore, the Company promotes continuous learning and skill development for employees of all educational levels, supporting their participation in seminars and training programs conducted by leading institutions.

### Human Resources Policy

with details as published on the website

<https://www.ttwplc.com/en/about-ttw/company-policy#tab-social-2>

### Goals for the year 2025

<p><b>100%</b></p> <p>All employees and executives are communicated and aware of human resources policies.</p>	<p><b>Not less than 15 hours/person</b></p> <p>Average number of employee training hours</p>	<p><b>100%</b></p> <p>Training according to safety training plan</p>
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### Long-Term Goals

<p><b>100%</b></p> <p>All employees and executives are communicated and aware of human resources policies.</p>	<p><b>Not less than 15 hours/person</b></p> <p>Average number of employee training hours</p>	<p><b>100%</b></p> <p>Training according to safety training plan</p>
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## Performance

Data Type	Results		
	2023	2024	2025
1. Employees and executives are communicated and aware of human resources policies	100%	100%	100%
2. Average number of employee training hours	15 hours/person	20 hours/person	22 hours/person
3. Training according to safety training plan	100%	100%	100%

## Key changes and developments regarding the review of policies, practices, on Employee Potential Development through the past year

In 2025, the Company undertook the work of developing employee competency. The summary is as follows

A major change is that organizations have aligned their competency development practices with the skills needed in the future by providing AI-based curriculum training for employees and management to add new skills and improve real-world tasks, streamline processes, and make organizations better ready for change.

## Framework for personnel development

To promote and develop the potential of executives and employees to work efficiently and effectively respond to the Company's strategies and goals, a personnel development framework tailored to each job role has been established appropriately. This is illustrated in the diagram below :

<b>Organization Level</b>	1. Corporate Culture Program 2. Management Program 3. Leadership/Supervisor Program
<b>Individual Level</b>	1. Functional Training 2. Related Training 3. Enable Training
<b>Primary Level</b>	1. Quality Concept and Standard 2. Safety and Health 3. Environment

In 2025, the company organized training courses aimed at developing and promoting individual competencies as follows :

1. **Course** AI-based Performance Enhancement
2. **Course** Effective Communication and Teamwork
3. **Course** Cyber Security
4. **Course** Problem Solving and Decision Making Techniques
5. **Course** Techniques and skills to work with people every generation
6. **Course** Supervisor's technique of providing feedback (Feedback Technique)
7. **Course** AI for executives.

<b>Courses</b>	<b>Trainees (Person)</b>	<b>Proportion of Employees Attending Training Compared to Total Employees (Percent %)</b>
1. AI-based Performance Enhancement	<b>80</b>	<b>25.07%</b>
2. Effective Communication and Teamwork	<b>40</b>	<b>12.54%</b>
3. Cyber Security	<b>38</b>	<b>11.91%</b>
4. Problem Solving and Decision Making Techniques	<b>40</b>	<b>12.54%</b>
5. Techniques and skills to work with people every generation	<b>39</b>	<b>12.23%</b>
6. Supervisor's technique of providing feedback (Feedback Technique)	<b>39</b>	<b>12.23%</b>
7. AI for executives.	<b>33</b>	<b>10.34%</b>

## Data Statistics of Employee Development

### Training hour

Unit : Hour

Detail	Gender	2021	2022	2023	2024	2025
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#### Classify by gender

gender	Male	2,544	4,788	3,542.50	4,924.06	5,355.29
	Female	729	1,329	1,209	1,561.20	1,688.92
	<b>Total</b>	<b>3,273</b>	<b>6,117</b>	<b>4,751.50</b>	<b>6,485.26</b>	<b>7,044.21</b>

#### Classify by position

Executive (Section Manager and above)	Male	157	331.50	414	554.45	730.89
	Female	221	370.50	493	596.90	439.40
	<b>Total</b>	<b>378</b>	<b>702</b>	<b>907</b>	<b>1,151.35</b>	<b>1,170.29</b>
Employee	Male	2,387	4,456.50	3,128.50	4,369.61	4,624.40
	Female	508	958.50	716	964.30	1,249.52
	<b>Total</b>	<b>2,895</b>	<b>5,415</b>	<b>3,844.50</b>	<b>5,333.91</b>	<b>5,873.92</b>

#### Classify by course

Professional Course	Male	456	1,667	803.50	1,790.06	438.89	
	Female	381	801	363	1,171.20	350.17	
	<b>Total</b>	<b>837</b>	<b>2,468</b>	<b>1,166.50</b>	<b>2,961.26</b>	<b>789.06</b>	
Vocational Course (Optional)	Male	75	157	708	240	1,684.80	
	Female	39	135	474	60	906.15	
	<b>Total</b>	<b>114</b>	<b>292</b>	<b>1,182</b>	<b>300</b>	<b>2,590.95</b>	
Safety Course	Male	2,013	2,964	2,031	2,894	3,231.60	
	Female	309	393	372	330	432.60	
	<b>Total</b>	<b>2,322</b>	<b>3,357</b>	<b>2,403</b>	<b>3,224</b>	<b>3,664.20</b>	
Average training hour (Hour/Person)			<b>10</b>	<b>19</b>	<b>15</b>	<b>20</b>	<b>22</b>

## Trainee

Unit : Person

Detail	Gender	2021	2022	2023	2024	2025
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### Classify by gender

Gender	Male	226	225	250	265	264
	Female	48	54	56	56	55
	<b>Total</b>	<b>274</b>	<b>279</b>	<b>306</b>	<b>321</b>	<b>319</b>

### Classify by position

Executive (Section Manager and above)	Male	17	12	19	19	20
	Female	19	10	16	16	14
	<b>Total</b>	<b>36</b>	<b>22</b>	<b>35</b>	<b>35</b>	<b>34</b>
Employee	Male	201	193	231	247	244
	Female	37	31	40	39	41
	<b>Total</b>	<b>238</b>	<b>224</b>	<b>271</b>	<b>286</b>	<b>285</b>

### Classify by course

Professional Course	Male	50	78	88	111	44
	Female	22	35	41	53	31
	<b>Total</b>	<b>72</b>	<b>113</b>	<b>129</b>	<b>164</b>	<b>75</b>
Vocational Course (Optional)	Male	11	14	72	40	115
	Female	11	4	44	10	50
	<b>Total</b>	<b>22</b>	<b>18</b>	<b>116</b>	<b>50</b>	<b>165</b>
Safety Course	Male	165	178	247	258	255
	Female	15	17	51	54	55
	<b>Total</b>	<b>180</b>	<b>195</b>	<b>298</b>	<b>312</b>	<b>310</b>

## Training Course

Unit : Course

Detail	2021	2022	2023	2024	2025
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### Classify by course

Professional Course	55	43	42	85	87
Vocational Course (Optional)	8	6	6	1	22
Safety Course	7	17	15	27	18
<b>Total</b>	<b>70</b>	<b>66</b>	<b>63</b>	<b>113</b>	<b>127</b>

### Classify by training organization

In-house Training	15	32	14	32	21
External Training	55	34	31	49	48
<b>Total</b>	<b>70</b>	<b>66</b>	<b>45</b>	<b>81</b>	<b>69</b>

## Training Expense

Unit : Baht

Detail	Gender	2021	2022	2023	2024	2025
Classify by gender						
Gender	Male	224,800	744,811	790,257	935,673.50	1,351,356.46
	Female	56,200	186,203	176,960	356,325.50	442,746.60
	<b>Total</b>	<b>281,000</b>	<b>931,014</b>	<b>967,217</b>	<b>1,291,999</b>	<b>1,794,103.06</b>
Classify by position						
Executive (Section Manager and above)	Male	2,500	189,667	60,040	210,620	465,734.83
	Female	13,500	103,109	50,560	163,780	173,397.44
	<b>Total</b>	<b>16,000</b>	<b>292,776</b>	<b>110,600</b>	<b>374,400</b>	<b>639,132.27</b>
Employee	Male	238,550	596,550	730,217	725,053.50	885,621.63
	Female	26,450	41,688	126,400	192,545.50	269,349.16
	<b>Total</b>	<b>265,000</b>	<b>638,238</b>	<b>856,617</b>	<b>917,599</b>	<b>1,154,970.79</b>
Average Training Expense (Baht/Person)		<b>856</b>	<b>2,882</b>	<b>3,160</b>	<b>4,037.50</b>	<b>5,624.15</b>

## Average Training hour

Unit : Hour/person

2021	2022	2023	2024	2025
<b>10</b>	<b>19</b>	<b>15</b>	<b>20.27</b>	<b>22</b>

## Value of Investment in Personnel

Baht / Person / Year

	2022	2023	2024	2025
Average hiring cost / FTE	<b>512,476</b>	<b>546,191</b>	<b>597,329</b>	<b>603,500</b>

## Total Value on Employee Investment

Unit : Million Baht

Position	2021	2022	2023	2024	2025
Executives (Director positions and above)	<b>29.52</b>	<b>32.30</b>	<b>32.26</b>	<b>29.05</b>	<b>25.68</b>
Employees	<b>122.44</b>	<b>133.33</b>	<b>134.08</b>	<b>163.29</b>	<b>170.46</b>
<b>Total</b>	<b>151.96</b>	<b>165.63</b>	<b>166.34</b>	<b>192.34</b>	<b>196.14</b>