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

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

Long-Term Goals

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

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 :

Organization Level	1. Corporate Culture Program 2. Management Program 3. Leadership/Supervisor Program
Individual Level	1. Functional Training 2. Related Training 3. Enable Training
Primary Level	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.

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

In addition, the Company has encouraged executives and employees to attend external training programs on climate change to strengthen their capabilities in addressing climate-related risks and mitigating potential impacts on business operations. The training programs include:

1. Decoding IFRS S1 & S2: Transforming Sustainability Reporting into Sustainable Business Value – The Stock Exchange of Thailand (SET)
2. The Role of Listed Companies in Advancing Biodiversity – Securities and Exchange Commission, Thailand (SEC)
3. Scope 3 Greenhouse Gas Management – The Stock Exchange of Thailand (SET)
4. Net Zero Actions & Collaboration – The Stock Exchange of Thailand (SET)
5. Climate Risk Management under IFRS S2 – The Stock Exchange of Thailand (SET)

Data Statistics of Employee Development

Training hour

Unit : Hour

Detail	Gender	2021	2022	2023	2024	2025
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
	Total	3,273	6,117	4,751.50	6,485.26	7,044.21
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
	Total	378	702	907	1,151.35	1,170.29
Employee	Male	2,387	4,456.50	3,128.50	4,369.61	4,624.40
	Female	508	958.50	716	964.30	1249.52
	Total	2,895	5,415	3,844.50	5,333.91	5,873.92
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
	Total	837	2,468	1,166.50	2,961.26	789.06
Vocational Course (Optional)	Male	75	157	708	240	1,684.80
	Female	39	135	474	60	906.15
	Total	114	292	1,182	300	2,590.95
Safety Course	Male	2,013	2,964	2,031	2,894	3,231.60
	Female	309	393	372	330	432.60
	Total	2,322	3,357	2,403	3,224	3,664.20
Average training hour (Hour/Person)		10	19	15	20	22

Trainee

Unit : Person

Detail	Gender	2021	2022	2023	2024	2025
Classify by gender						
Gender	Male	226	225	250	265	264
	Female	48	54	56	56	55
	Total	274	279	306	321	319
Classify by position						
Executive (Section Manager and above)	Male	17	12	19	19	20
	Female	19	10	16	16	14
	Total	36	22	35	35	34
Employee	Male	201	193	231	247	244
	Female	37	31	40	39	41
	Total	238	224	271	286	285
Classify by course						
Professional Course	Male	50	78	88	111	44
	Female	22	35	41	53	31
	Total	72	113	129	164	75
Vocational Course (Optional)	Male	11	14	72	40	115
	Female	11	4	44	10	50
	Total	22	18	116	50	165
Safety Course	Male	165	178	247	258	255
	Female	15	17	51	54	55
	Total	180	195	298	312	310

Training Course

Unit : Course

Detail	2021	2022	2023	2024	2025
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
Total	70	66	63	113	127
Classify by training organization					
In-house Training	15	32	14	32	21
External Training	55	34	31	49	48
Total	70	66	45	81	69

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
	Total	281,000	931,014	967,217	1,291,999	1,794,103.06
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
	Total	16,000	292,776	110,600	374,400	639,132.27
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
	Total	265,000	638,238	856,617	917,599	1,154,970.79
Average Training Expense (Baht/Person)		856	2,882	3,160	4,037.50	5,624.15

Average Training hour

Unit : Hour/person

2021	2022	2023	2024	2025
10	19	15	20.27	22

Value of Investment in Personnel

Baht / Person / Year

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

Total Value on Employee Investment

Unit : Million Baht

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