

2025

A large group of diverse employees, including men and women of various ages, are posed on a modern office staircase. They are all smiling and many have their arms raised in a celebratory gesture. The entire scene is overlaid with a semi-transparent blue filter.

**EMPLOYEE DEVELOPMENT
PROGRAMS**

2025 EMPLOYEE DEVELOPMENT PROGRAMS

Blended Learning based on 70-20-10 Development Model

The company actively promotes continuous employee development through the 70-20-10 learning model, which is a globally recognized framework for effective learning and development. This approach helps employees build the knowledge, skills, and mindset required not only to perform effectively in their current roles but also to prepare for future career advancement within the organization.

The 70-20-10 model divides learning into three key components:



To maximize the impact of this model, **the company employs a blended learning approach**, combining various learning methods to create a dynamic and flexible learning environment. This ensures that development opportunities are accessible, engaging, and aligned with individual needs and business goals.

Examples of employee development programs utilizing the blended learning approach include **EBG Development Series and Joytopia**, with further details provided on the following pages.

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Example Program of Blended Learning Approach

In 2025, Thaioil launched EBG Development Series. This tier offers modular, series-based learning to address critical strategic actions. This launch represents our commitment to deepening technical expertise across the value chain.

Program	EBG Development Series I : High Value Business and New Venture Building Management Essentials
Target	Employees involving the execution of the organization's strategic priorities
Objective	To develop and ensure employees' capabilities to drive growth in businesses.
Content	<p>EBG Development Series I : High Value Business and New Venture Building Management Essentials is a structured development program that includes a 3-day workshop, followed by a 1-day group presentation and coaching session featuring external experts. Participants complete pre-class digital learning modules and post-class knowledge assessments. The program emphasizes peer learning and cross-functional collaboration to support EBG growth projects.</p> <p>It focuses on building essential skills, guiding participants from idea to execution to create sustainable value and expand market opportunities. It also emphasizes exploring new opportunities, understanding target customers, and developing strategies that deliver strong business impact.</p>
Learning Method	Workshop, Coaching, Peer-to-peer, Digital Learning
Quantitative Impact	<ul style="list-style-type: none">• The program delivered significant cost savings. By building internal capabilities instead of outsourcing to consultants, the company avoided approximately 2.5 million THB in consultancy fees. The program generated a strong ROI of approximately 316%, demonstrating high-cost efficiency and business value.• Continuous development under the EBG program enables the creation of new products for the market. In the future, it is expected to generate potential benefits of more than 10 million THB.



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Example Program of Blended Learning Approach

Employees are a key driver of business success, and the company remains committed to enhancing employee well-being and engagement under the concept of “**Your Value, Our Priority.**” In 2025, this commitment was strengthened through **Joytopia**, an employee hackathon program aimed at generating ideas to improve happiness across the organization and within individual departments. Participants also gained skills to turn their ideas into real, actionable solutions.

Program	JOYTOPIA
Target	Employees under the program (240 employees)
Objective	To enhance employee happiness and well-being by empowering employees to co-create practical solutions through Design Thinking and Hackathon approaches.
Content	Participants build their skills through two learning sessions : (1) Empathy Day – designed to strengthen deep empathy and understanding of others . Participants learn and practice active listening, observation, and in-depth questioning techniques to better understand the needs, perspectives, and feelings of the target audience. (2) Collaborative Session – provides a platform for experts from various fields and interested participant teams to exchange perspectives and experiences , helping to develop ideas with a more well-rounded approach. Participants are also equipped with essential skills and knowledge in Design Thinking and Hackathon methodologies , enabling employees to collaboratively design well-being solutions in a structured and engaging way.
Learning Method	Workshops, Coaching and Mentoring by both internal and external experts, and Project based Learning.
Quantitative Impact	<ul style="list-style-type: none">• The program generated approximately 80 unique ideas aimed at enhancing employee happiness and well-being. All department-level ideas were successfully implemented, while selected organization-wide initiatives were also rolled out, including the creation of a Green Co-working Space and the installation of air filters to protect employees from PM 2.5.• These employee-driven solutions strengthened engagement and workplace well-being, contributing to a 3% increase in the overall engagement score and demonstrating the value of inclusive, bottom-up innovation in building a positive workplace culture.



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Development Program by Focused Area

The company recognizes the critical importance of investing in employee development as a strategic foundation for driving business growth and long-term sustainability. A skilled, adaptable, and future-ready workforce is essential for navigating today's rapidly evolving business landscape.

Alongside capability building, the company is equally committed to promoting employee well-being, acknowledging that individuals perform at their best when supported holistically—both professionally and personally.

To support this vision, the company offers comprehensive development programs that **go beyond the minimum development** requirements. These initiatives focus on enhancing **functional competencies**, cultivating **strong and agile leadership capabilities**, and equipping employees with **emerging skills** (such as **digitalization**, innovation) and **cross-cultural management**. In addition, the company places strong emphasis on **well-being development**, recognizing its vital role in sustaining long-term employee engagement and performance.

In addition, dedicated efforts are in place to prepare employees for future career transitions and ensure their overall well-being throughout their journey with the organization.



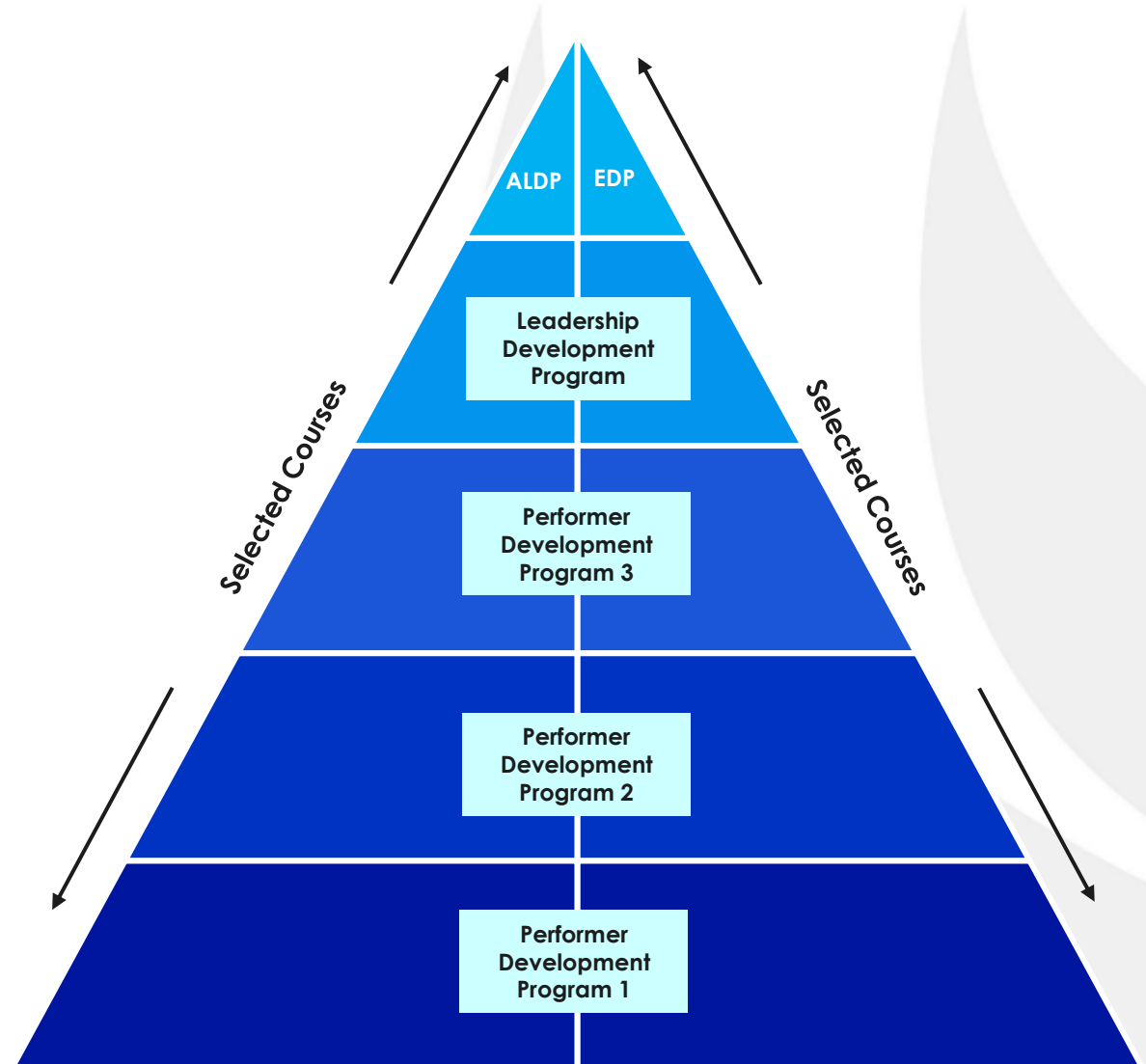
2025 EMPLOYEE DEVELOPMENT PROGRAMS

Leadership Development

Thaioil is committed to **developing leadership capabilities at all levels—ranging from individual contributors to top executives**. The focus is on enabling employees to lead themselves, lead them, lead the business, and lead the organization, in order to support both current performance and future leadership growth. In line with this commitment, **Thaioil has established a Soft Competency Development Roadmap** to guide the development of essential soft skills and leadership competencies across the organization which includes the following programs:

- Performer Development Program 1 (PDP 1) for Junior level
- Performer Development Program 2 (PDP 2) for Supervisor level
- Performer Development Program 3 (PDP3) for Senior level
- Leadership Development Program (LDP) for Manager level
- Advance Leadership Development (ALDP) and Executive Development Program (EDP) for Management Level

In addition to the soft competency development program outlined in the roadmap, the company also provides **additional leadership development programs for managers level and upwards**—such as the **Rewire Leader Workshops** (focused on Situational Leadership) to strengthen leadership skills and abilities in alignment with the organization's evolving context.



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Leadership Development

Thaioil Group strives to develop leadership potential, which is essential to drive the organization and working team. The Company focuses on leaders' readiness to handle the forthcoming changes and manage the team efficiently under uncertain and rapidly changing situations. In 2025, Thaioil Group provided Leadership Development Programs to the employees to support their leadership capabilities as the leaders as the following details.

Program	Rewire Leader Workshops
Target	Section Managers & VP Upwards
Objective	Build leaders' ability to motivate and empower teams and strengthen Situational Leadership skills to improve overall employee engagement.
Content	This program enhances Inspirational Empowerment skills to cultivate a positive mindset for both individuals and their teams, while integrating Situational Leadership to reshape personal perspectives . It includes a Management Workshop to build skills and strengthen engagement commitment at both corporate and individual levels, followed by Commitment Cascading Workshops where engagement concepts are shared with section managers and translated into individual commitments. Leaders then execute these commitments within their teams and departments, supported by Communities of Practice (CoP) , which provide peer learning sessions to exchange progress, challenges, and best practices in implementation
Learning Method	Workshop, Sharing session from external expert, Special Assignment, CoP
Quantitative Impact	These leadership development programs significantly improved engagement and retention across the organization. The overall Employee Engagement score increased by 3% , while engagement among managers remained consistently high compared to last year. This improvement was also reflected in the overall employee turnover rate, which decreased by 0.22% .



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Cultural Program

Thaioil emphasizes the importance in understanding diverse backgrounds of employees by providing cultural education as training programs and initiatives designed to increase awareness, understanding, and respect for different cultural backgrounds, practices, and perspectives. This type of training is crucial for Thaioil's operations across 4 countries and in diverse environments.



To support this, Thaioil developed our own digital learning module on “**Cross-Cultural Management**” available on our internal learning platform. This course, along with other diversity and inclusion initiatives, encourages employees to better understand cultural differences and embrace diversity in the workplace.

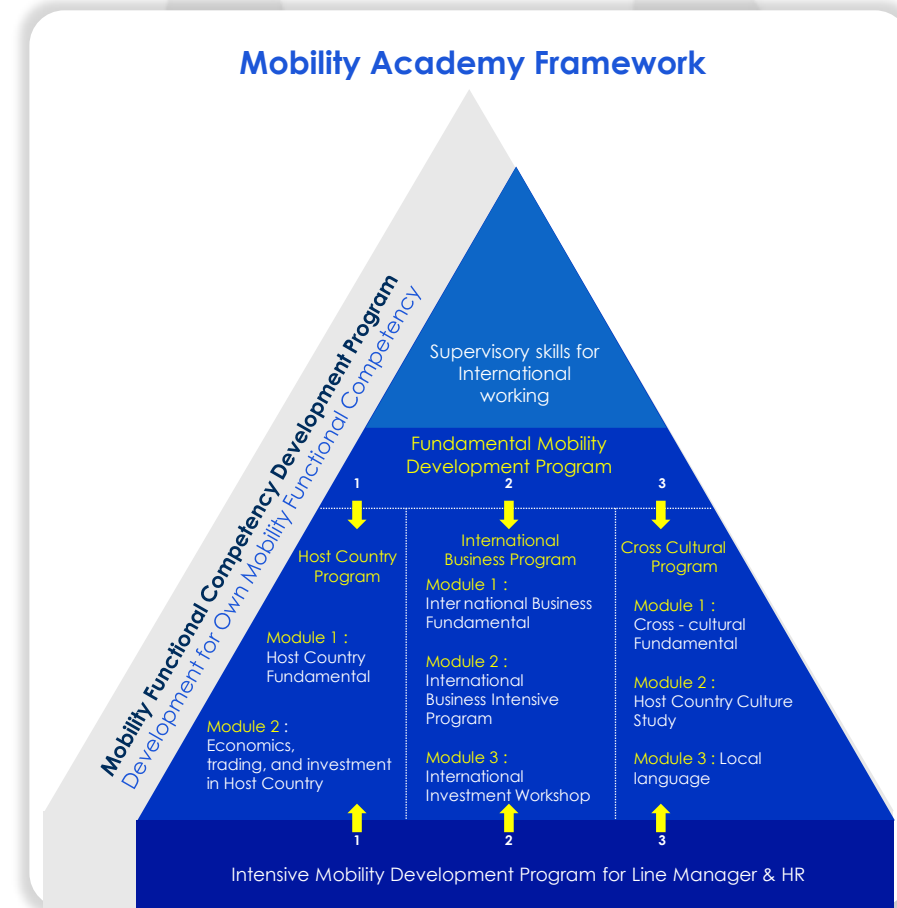
For employees assigned to international roles or those whose responsibilities involve working in a global context, Thaioil has established additional employee development program, called “Mobility Development” framework. This framework is designed to prepare employees with the necessary competencies to work successfully and live comfortably abroad. It covers the following key areas:

1. **Host Country Program**
2. **International Business Program**
3. **Cross-Cultural Program**

Focusing on cultural education, Thaioil is structured the development into three core modules:

1. **Cross-Cultural Fundamentals**
2. **Host Country Culture Study**
3. **Local Language**

For development, we partner with academic institutions to tailor programs to the specific destination country.



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Example of Cultural Program

Aligned with the company's strategy to expand its business both domestically and internationally, Thaioil prepares employees assigned to overseas roles through targeted development programs. These programs focus on enhancing both **functional** and **soft competencies**, as well as providing **cultural training** relevant to the specific countries where the company operates. For example, **in 2025**, the company provided a development program to prepare employees to work in Indonesia with a language and cultural course, as well as the EBG Series III: Commercial Management Essentials program, to prepare employees to work in a cross-cultural environment.

Program	Bahasa Indonesia	EBG Series III : Commercial Management Essential
Target	Employees preparing to work in Indonesia	Employees involving the execution of the organization's strategic priorities
Objective	To equip learners with foundational Indonesian language and culture , enabling them to communicate effectively in everyday situations such as greetings, self-introduction, daily activities, and common topics like family, food, and directions.	To develop global business leadership skills for entering new markets, managing international operations, and driving customer-centric strategies, while strengthening cross-cultural communication and collaboration .
Content	This language and cultural development program helps increase awareness, understanding, and respect for different cultural backgrounds including: <ul style="list-style-type: none"> • Basic Language Foundations (Ex: Indonesian alphabet and pronunciation, Numbers and quantities, Basic vocabulary (body, home, food, family)) • Everyday Communication Skills 	This program focuses on case-based learning. The curriculum covers key aspects of Commercial Management Essentials, including cross-cultural management . Participants learn to understand cultural differences, be successful amid those differences, and adapt their management styles accordingly , while also building collaboration and trust within teams to work together effectively.
Learning Method	Personal Training & Coaching (20 hours)	Workshop, Sharing from External Expert
Quantitative Impact	<ul style="list-style-type: none"> • This language and cultural program significantly affected the internationally assigned employees. Their engagement score increased 8% and satisfaction score remained high as in 2025. • It enhanced cross-cultural communication and eased transitions into new environments. As a result, in 2025, the company was able to generate more than 8 billion baht in revenue from its international business operations. 	

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Digital Transition Program

The company fully recognizes the significant role that technology plays in enhancing work efficiency. As a result, it has prioritized preparing employees with the necessary digital skills, knowledge, and competencies to effectively collaborate with technology. Employees are categorized into different groups based on their level of involvement with technology, and **each group receives targeted development programs tailored to their specific needs.**

Digital Driver

Responsible for driving digital transformation across the organization. These individuals are equipped with the knowledge and insights necessary to make effective strategic decisions.

Example training program : Cybersecurity Awareness for Management

Digital Leader

Leaders at this level are expected to foster collaboration and guide teams through digital initiatives. They are equipped with leadership skills for the digital age.

Example training program : AI & Advanced Application For Corporate Communication & Risk

Digital Catalyst

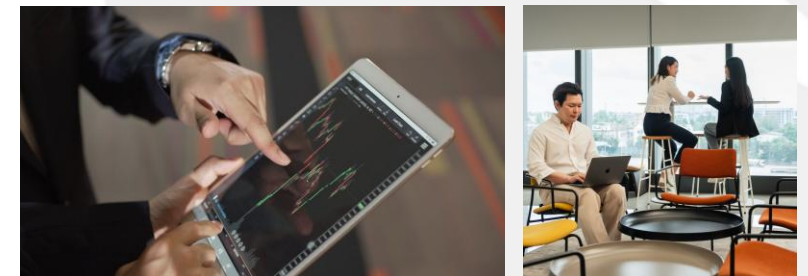
Responsible for adopting digital technologies to transform operational processes for greater efficiency and effectiveness. These catalysts are equipped with specialized digital knowledge to develop deep expertise in applying digital solutions.

Example training program : Agentic AI Theory and Practice for Developer, Academy of Business Intelligence ABI, LLM Theory and Practice from Rag to Multi-agent

Digital Adaptor (All staff)

Involved in digital transformation at a basic level. These employees are familiar with digital tools and organizational policies, and they apply technology primarily to support their daily tasks.

Example training program : Datathon 2025, Basic Power BI, Advance Excel, Chat GPT & AI



In addition to digital skill enhancement programs, Thaioil also focused on raising awareness and preparing employees for the digital transition through the “**DG Wise**” initiative. This initiative delivered practical knowledge and engaging activities tailored to employees at all levels across the organization.

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Digital Transition Program

To strengthen organizational readiness in the digital era, this program equipped employees with essential digital skills, data-driven thinking, and practical tools to improve efficiency, enhance decision-making, and support business transformation.

Example Program

Program	Datathon 2025
Target	All employees under this program (78 employees)
Objective	<ul style="list-style-type: none"> Strengthen employee data literacy in analyzing, summarizing, and communicating insights effectively using Power BI and advanced Excel tools (Pivot Table, Power Query, Data Analysis). Build practical capability in dashboard design and data visualization to support decision-making and accelerate the organization's transition toward a Data-Driven Organization.
Content	<p>The program journey began with Orientation & Networking, followed by three core workshops focused on building essential data management and analytics skills, including the installation, application, and utilization of Power BI. Participants then received mentoring support, progressed through a Pitch Readiness Workshop, and continued with additional mentoring to refine their solutions. The program concluded with Demo Day and a Final Pitch, where participants presented their outcomes and actionable initiatives. In alignment with our learning strategy, this program served as a prime example of Project-Specific Programming, where defined project scopes and deliverables were used to achieve tangible business goals while simultaneously developing human capital.</p>
Learning Method	Workshop, Mentoring, Pitching, Project-Based Learning
Quantitative Impact	The program's 10 innovation projects improved efficiency by reducing processing time, minimizing redundancy, and increasing accuracy. They also strengthened data-driven decision-making, enabling actionable insights and enhancing organizational agility and competitiveness, with potential business benefits generated potential business benefit of 236 MB/year .



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Well-being Transition Program for Employees

Thai Oil places great importance on supporting employees throughout their entire journey with the company—from the first day on the job to retirement (**Hire to Retire**). This commitment is reflected in the company's approach to people management and development, aiming for excellence while also promoting a high quality of life for employees across all dimensions.

To ensure employees are well-prepared and supported at every stage of their working life, the company provides targeted development programs tailored to different age groups:

- **New Employees** : A mentorship program called **HR Cool Mentoring** is in place to help newcomers transition smoothly into the organization and achieve a **strong start** to their careers.
- **Employees 22- 34 years old** : They are developed through the **Vital Spark: Ignite Your Wellness** program, which provides knowledge on health care, workplace adaptation, and financial planning—supporting young professionals in achieving balance and resilience early in their careers.
- **Employees aged 35-44 years** : This group has access to an online program called **Balance-Foward: Build Your Resilience** , which offers guidance on preventive health practices to reduce the risk of serious illnesses, cultivating happiness for oneself and others, and comprehensive financial planning.
- **Employees 45-54 years old** : They participate in the **Core Strength: Sustain Your Vitality** program, designed to prepare them for Pre-retirement. It covers health maintenance, emotional well-being, financial security, and lifestyle planning to ensure a smooth and fulfilling transition.
- **Employees aged 55 and 58 and above:** As retirement approaches, these employees are enrolled in various programs such as **Golden Flow: Embracing Gloden Aging program, Healthy and Happy Retirement program** which specifically focuses on preparing them for a successful and satisfying retirement journey.



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Well-being Transition Program for Retiring Staff

In 2025, the company provided comprehensive retirement preparation for employees—covering physical health, mental well-being, and financial readiness through key programs, as detailed below.

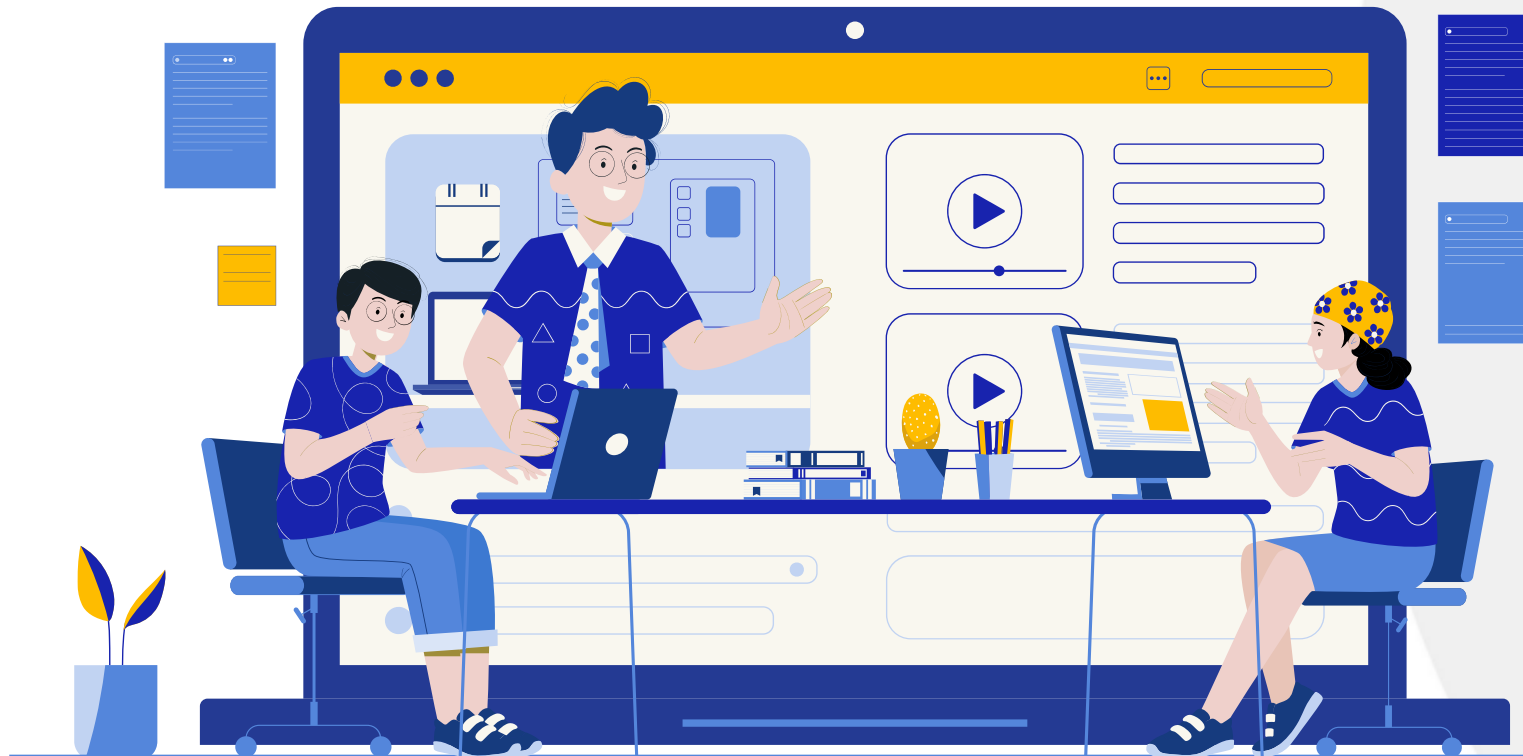
Program	Golden Flow : Embracing Vital Aging	Healthy and Happy Retirement
Target	Employees over 55 years old	Employees aged 58 upwards
Objective	To ensure a holistic transition for long-term employees by focusing on three strategic pillars: Positive Mindset Cultivation, Purposeful Life Design & Long-term Health Management.	To help employees prepare for retirement in areas of health, mind and finance.
Content	The curriculum provides a comprehensive development experience by integrating physical health management and emotional wellness with strategic retirement transition planning and professional legacy handover modules.	This course prepares participants for a fulfilling retirement by covering essential topics such as alternative healthcare, mental and physical well-being, tax planning, and provident fund management. It also includes inspirational talks from retirees to help employees navigate life after work with purpose and confidence.
Learning Method	Lecture, Workshop, Knowledge Sharing and Activity based learning	
Quantitative Impact	These transition programs helped employees plan confidently for the next phase of life. As a result, engagement score and satisfaction level among this age group remained very high which was more than 90%.	



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Program for Contractual Employees

In 2025, Thaioil had **three seconded (contractual) employees** - two at the executive level, and one at the management level. All were fully integrated into the organization and were **treated equally to full-time employees**. As such, they had **full access to all development programs** offered by Thaioil, including leadership, digital, cultural, and other learning initiatives.



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Thaioil Group is committed to enhancing its competitive capabilities and fostering business growth by transforming into a learning organization. The Company has developed a

Learning Organization Roadmap to promote continuous learning among employees.

In addition, the Company encourages its employees to leverage their knowledge to create innovations that add value to the business through the “**5 Dimensions of Learning Organization**”, which includes : **Goal & Strategy, Organization Transformation, Strategic Knowledge Management, People Dynamic Learning, and Learning Ecosystem.**

As part of **People Dynamic Learning**, the company promotes knowledge sharing among employees through various activities such as Corporate Lunch & Learn and **Communities of Practice (CoP).**

5 Dimensions of a Learning Organization

Goal & Strategy

A clearly defined goal and strategy to transform into a learning organization (LO) that is aligned with business strategies.

Organization Transformation

Implementation of policies, organizational structure, roles, and processes to support learning.

Strategic Knowledge Management

Implementation of effective systems and knowledge management processes.

People Dynamic Learning

A fostering of a learning culture in alignment with the goal of becoming a learning organization.

Learning Ecosystem

Designed learning technologies and platforms that facilitate and contribute to building a learning organization.

Key Activities

Develop a **strategic plan** for a Learning Organization (LO) and create an **LO roadmap** to systematically outline the operational phases for building a learning organization.

Establish the **TOP LO Policy and appoint representatives** for each department as LO Inspirers and Knowledge Owners.

Focus on critical knowledge capture and sharing, as well as providing opportunities for employees to develop **E-Learning content through KM E-Learning Creation Award** initiative.

Encourage employees to embrace LEAD behaviors and organize initiatives to drive learning organization, such as Corporate Lunch & Learn and **CoP.**

Develop and promote a **Learning Ecosystem** by integrating various learning platforms into a cohesive system.

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People Dynamic Learning : CoP

Community of Practice (CoP) aims at creating, sharing, storing, and utilizing knowledge, as well as integrating it into work processes. The participated departments develop best practices that aligned with strategic goals, with knowledge management also being integrated into the employee development process. Up to 2025, Thaioil has established **50 Communities of Practice (CoP)** under **14 functions**, with **40 facilitators** and **1,908 members** to facilitate the exchange of specialized knowledge and expertise.

Example of CoP

CoP Name	Crude Compatibility
Target	Laboratory Staff
Objective	<ul style="list-style-type: none"> To provide a guideline for managing, consolidating, and transferring knowledge in crude oil compatibility analysis/testing, including development of a Crude Compatibility Database. To drive innovation by advancing knowledge and developing AI for crude oil sedimentation and compatibility analysis to improve operational efficiency (EBITDA uplift), maximize HMR value in feedstock selection, and enhance Operational Excellence.
Key Activities	<ul style="list-style-type: none"> Consolidate : Bring together scattered knowledge on Crude Compatibility from across the organization and testing laboratories into a single, structured system, as this knowledge currently exists only as informal, company-specific know-how. Develop : Deepen and expand this knowledge base to better support Crude Oil selection and procurement decisions that directly impact EBITDA uplift. Sustainably Advance : Ensure this knowledge is not lost with individual personnel and can be continuously passed on in the long term, both within the company and across related testing laboratories.
Quantitative Impact	<ul style="list-style-type: none"> The CoP helped achieve cost savings of 0.1 million Baht on internal work process improvement, and generated approximately THB 15 million in benefits from crude oil selection and procurement optimization. Improved the accuracy of the Crude Compatibility Database from 85% to 91%.



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Employee Development Performance 2025

Through employee development and knowledge management under the Learning Organization framework, the company has achieved notable outcomes. **The performance in 2025 is summarized** in the table below:

Human Resource Development Operations Performance in 2025

Knowledge Capital

- **Learning organization assessment** resulted at **85% (Level 5: Optimized*)**. The assessment was developed upon domestic and international best practices with the external consultants.
- **A total of 73 ideas were** generated through the Innovation Culture Promotion project, and the practical ideas have generated the potential benefit of **approximately 465 million THB per year**.
- **331 Online Courses created** by employees' knowledge and expertise.

Human Capital

- The **Human Capital Index (HCI)** of the Company was **at 86**.
- **253 of knowledge** that has been generated from Knowledge Management (KM). The Company's benefits that have gained from leveraging knowledge for further development were amounting to **473.7 million THB**.
- **95% of employee readiness** based on employee **core competency assessment**.
- The average annual employee development hours per person **equal 374 hours per FTE****. Average employee **development cost of 385,181 THB per FTE****.

Note:

* An Optimized Level indicates that the Company has integrated learning as the core of the business strategy and organizational culture. At this level, the organization has successfully implemented all dimensions of learning with exceptional proficiency.

** FTE, or Full-Time Equivalent, represents the number of hours worked by a full-time employee per person per year.

THANK YOU

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