

Human Capital Development

The competency improvement of each group and each individual is based on job family competency (functional behavioral competency and functional technical competency), core competency and leadership competency. Training and workshops are then designed accordingly, to build competent workforce, retain talents, and prepare for changes and integrated operations towards the organization's goals.

Competency improvement framework



1. Core Competency

Basic characteristics or ability that all individual employee should possess for competitiveness



2. Leadership Competency

Ability to efficiently manage their teams and conflicts, motivate team members, and be a good coach.



3. Job Family Competency

Functional Behavioral Competency

Positive personality traits that all should have, reflecting through supports to their teams

Functional Technical Competency

Professional skills and knowledge that employees need to successfully perform their jobs

In 2024, RATCH reviewed the leadership competency in alignment with the changes in the Company's business focus and the industry. The new set of desired competencies are expected to elevate the personnel's characteristics and skills, which will raise the Company's competitiveness and drive the organization towards success and sustainable growth. The 5 desirable characteristics are as follows:

Strategic Thinking : Rational thought process focusing on new ideas to influence holistic goals

1

Ability to understand the unique characteristics, overall picture, details and scope of operations of the organization; notice internal and external changes; make decisions; and formulate the direction and approaches to achieve goals.

Manages Complex Situation : Tackling complex issues with an all-round view

2

Skills to deal with complex issues by investigating the cause; cautiously analyzing the linkage of all relevant elements and factors; connecting the dots; foreseeing the overall picture of results; simplifying the data for easy understanding and clarity; analyzing solutions systematically; and preparing to confront complications to achieve an effective solution that will prevent the repetition of such issues.

Makes Quality Decision : Effective and data-based solutions

3

Ability to promptly make decisions, based on analytical thinking, knowledge, experience and personal judgement together with available data. Such decisions shall be practical even in uncertain or unclear situations, with technical supports and assistance from others for the highest effectiveness amid time constraints.

Drives Accountability : Awareness of obligations

4

Responsibility to duties and actions resulting from own decisions and actions; either positive or negative, to promote the accountability culture as well as win recognition from employees.

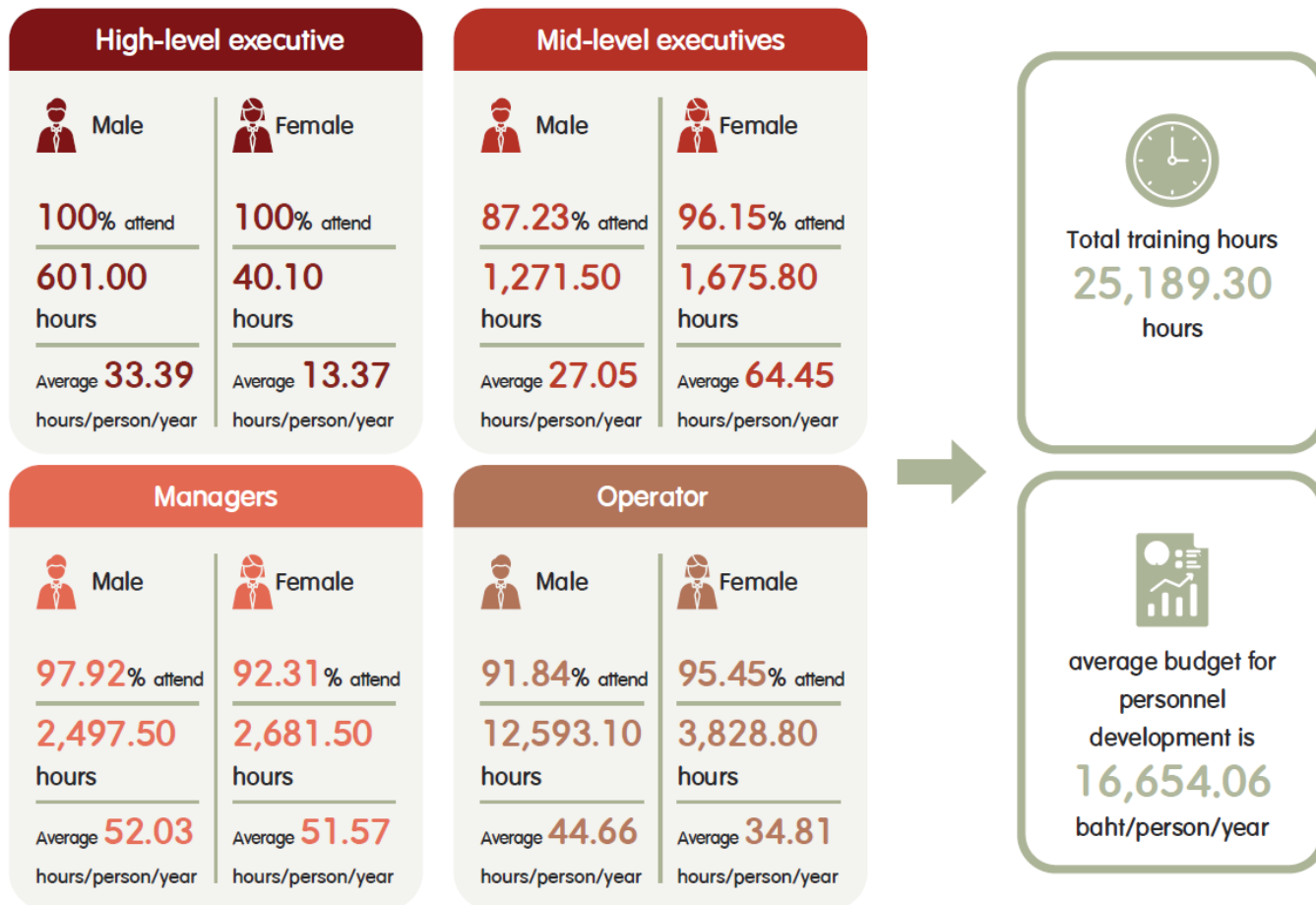
Agility : Quickness to change

5

Ability to adjust to changing situations, draw diverse solutions, and move quickly in serving all stakeholder groups to enhance operational efficiency and relationship for the best interests of all.

Performance in 2024

RATCH organized training courses to enhance the knowledge, skills and capability of employees at all levels, from low-level employees to high-level executives. In the year, 546 employees attended training courses, for a total of 25,189.30 training hours or average of 42.99 training hour per employee. The training expenses were valued at Baht 9,759,280.



Note: The scope of data encompassed RATCH, RGCO, RCO, RER, RAC, and RL which contributed 70.00% of total revenue.

Training Courses in 2024

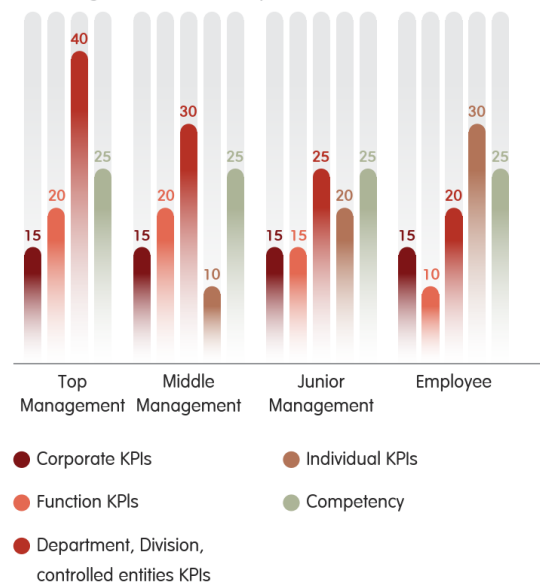


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Performance evaluation



KPIs weight of RATCH and operational-controlled entities (%)



Performance appraisal approach		
Indicators	Method	Evaluator
Corporate KPIs	90 degrees	Supervisors in the chain of command to functional chiefs
Function KPIs or assignments		
KPIs of department or equivalent level		
KPIs of division or equivalent level		
Individual KPIs		
Cooperation and participation in corporate activities		
Behavioral assessment in 6 areas: leadership, capability enhancement flexibility, responsibility, decision-making and strategic thinking	180 degrees	Supervisors, colleagues and the evaluated employee

Corporate Key Performance Indicator in 2024

The Company focused on driving 3S strategy (Strength, Synergy and Sustainability). In 2024, it aims to achieved the following indicators;

1. Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)
2. Net Profit before FX and special items
3. Budget Control
4. Asset Management
5. Investment in power business, energy related business and new businesses
6. Nature based GHG removal