



EMPOWERING ALL TOWARD
INCLUSIVE GROWTH

Human Capital Management

2026



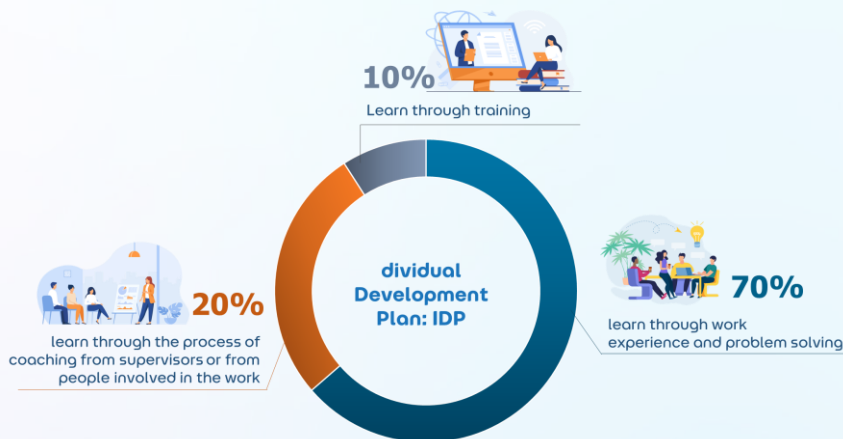
Training & Development Inputs

OR continuously supports employee capability development, beginning with the assessment of roles and responsibilities across job functions to identify core competencies and career paths, followed by the preparation of Individual Development Plans (IDPs). In 2025, this process covered 100% of employees who had completed performance evaluations and individual development planning (IDPs).

In addition, OR conducts Training Need Surveys to gather further insights into employees' development needs or interests that may not be fully captured in their IDPs. For functional programs, training needs are assessed by job function and department (job level / department). For QSHE programs, training is conducted in accordance with policies established and delivered by the Sustainability and Quality, Safety, Occupational Health, and Environment functions. OR also considers fundamental programs aligned with the organization's strategic plan, which are proposed for approval prior to implementation. These inputs are then used to formulate annual training plans and employee development activities for the subsequent year.

OR provided four categories of training courses:

- Core Competency courses that target all staff from the beginning of employment (OR Orientation) and staff development courses based on work level groups, focusing on both Leadership Development and Business Mindset.
- Functional Competency courses according to job positions
- QSHE courses, including three groups:
 - 3.1 Courses on laws, regulations, and licenses
 - 3.2 Courses on OR policies and strategies
 - 3.3 Courses to build awareness and strengthen skills.



OR utilizes a learning and development model known as 70:20:10, which is structured as follows:

- **70%** is learned through hands-on experience and problem-solving (experiential learning)
- **20%** is learned through coaching processes from supervisors or relevant individuals in the workplace. OR supports employee development through formal mentorship and coaching programs, offering personalized guidance, constructive feedback, and support for career development. These programs are designed with clear objectives and defined implementation timelines, with ongoing performance evaluation.
- **10%** learning through training programs, including in-house training, public training, and self-learning, as well as cross-functional knowledge sharing to enhance employees' knowledge, skills, and capabilities, enabling them to perform their roles and responsibilities more efficiently and effectively.

Long-Term Incentives for Employees

Long-Term Incentives for Employees

OR is committed to advancing sustainability efforts in accordance with its vision, "Empowering All toward Inclusive Growth: OR Fulfilling Opportunities for Growth Together" by establishing OR Strategic Framework. This framework includes key sustainability issues covering three dimensions: environmental (Planet), social (People), and economic (Performance). It aims to achieve the OR 2030 Goals and fulfill its business intention of creating growth opportunities for success, promoting a better quality of life, and fostering growth alongside a thriving environment. Therefore, OR 2030 Goals has been set to cover activities in three dimensions with specific performance linked to employee's long-term incentive:

OR 2030 Goals



Living Community (People)

Enhance the quality of life and build a livable community



Healthy Environment (Planet)

- GHG Emission
- Waste Generation



Economic Prosperity (Profit)

Creating growth and distributing wealth to stakeholders

Sustainability Performance

With OR 2030 Goals that containing corporate's long-term programs with specific targets on sustainability aspects i.e. waste reduction, conventional energy intensity, GHG emission (Scope 1-2), economic distribution etc. the performances measured during multiple years will be considered on providing incentive to employees upon achievement of such targets.

Employees applies to the program

Covering 100% of employees below senior management level :

- Middle management (Level 14-15)
- Junior Management (Level 11-13 and Level 9-10 who responsible as Manager)
- Senior Employee (Level 9-10 excluded Manager)
- Employee (Level 8 and below)

Type of long-term incentive program

During multiple years of OR 2030 Goals implementations, long-term targets and KPIs will be measured and tied with the bonuses as progress payment paid to employees on average paid-out longer than 3 years. Thus, incentive is allotted according to progress against yearly targets, while company's heading toward its goal setting in 2030.

Trend of Employee Wellbeing

EMPLOYEE ENGAGEMENT

OR believes that when employees are happy and engaged to their work and company, it will make the employees' work efficiency better. As a result, the company can run business more sustainable. The company listens to employees' opinions, suggestions, needs and expectations through annual employee engagement survey.

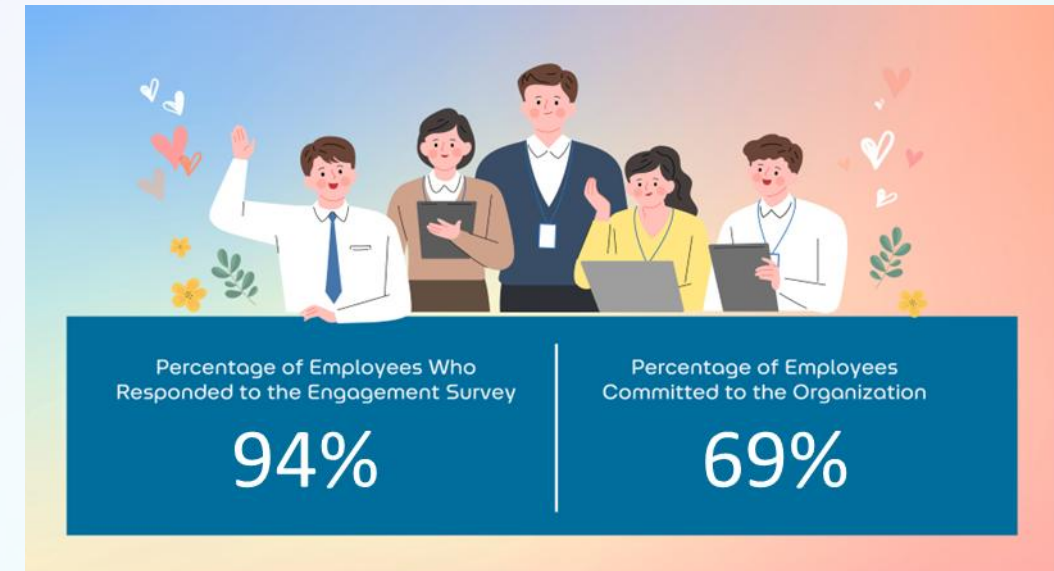
Survey Methodology

The survey results will be analyzed to understand the needs and expectations of employees in each group and dimension, and to develop HR policies and guidelines to improve employee engagement to be comparable to the leading organizations. In the Employee Engagement Survey for 2025, 94% of employees who responded to the survey, and it was found that 69% of the employees are committed to the organization from the 2025 target of reaching at least 71%. The 2025 employee engagement survey results and improvement plan were presented to the Human Resources Management Committee (HRMC) to acknowledge the survey results and endorse the improvement plan.

Scale used in the Survey

6-point scale:

"strongly agree", "agree", "slightly agree", " slightly disagree",
"disagree", "strongly disagree"



Measurement

In a survey, employees evaluate their opinions on various factors.
The levels of opinion are classified into six scales.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree



Employee Metrics:

Aspects in employee surveys	Questions
Job satisfaction	Overall, I am satisfied with my organization.
	I perceive the value of my work.
	This organization motivates me to contribute more than is normally required to complete my work
Purpose	This organization's mission provides meaningful direction to me
	Senior leadership provides clear direction for the future
	I am aware of the organization's direction/strategy/goals for 2030.
	I want to be part of the team that helps the organization achieve its goals.

Employee Metrics:

Aspects in employee surveys	Questions
Happiness	Given the opportunity, I tell others great things about working here
	I rarely think about leaving this organization to work somewhere else
	It would take a lot to get me to leave this organization
	We have a work environment that is accepting of diverse backgrounds and ways of thinking
Stress	The balance between my work and personal commitments is right for me
	My work-related stress is manageable for me



**EMPOWERING ALL TOWARD
INCLUSIVE GROWTH**

OR เติมเต็มโอกาส เพื่อทุกการเติบโต ร่วมกัน

*Harnessing OR
competencies to support,
fulfill, and elevate*

*Sustainable growth
with Living Community,
Healthy Environment, and
Economic Prosperity*

*Moving forward with
strong determination and
leaving no one behind*

*6 groups of
OR stakeholders*