

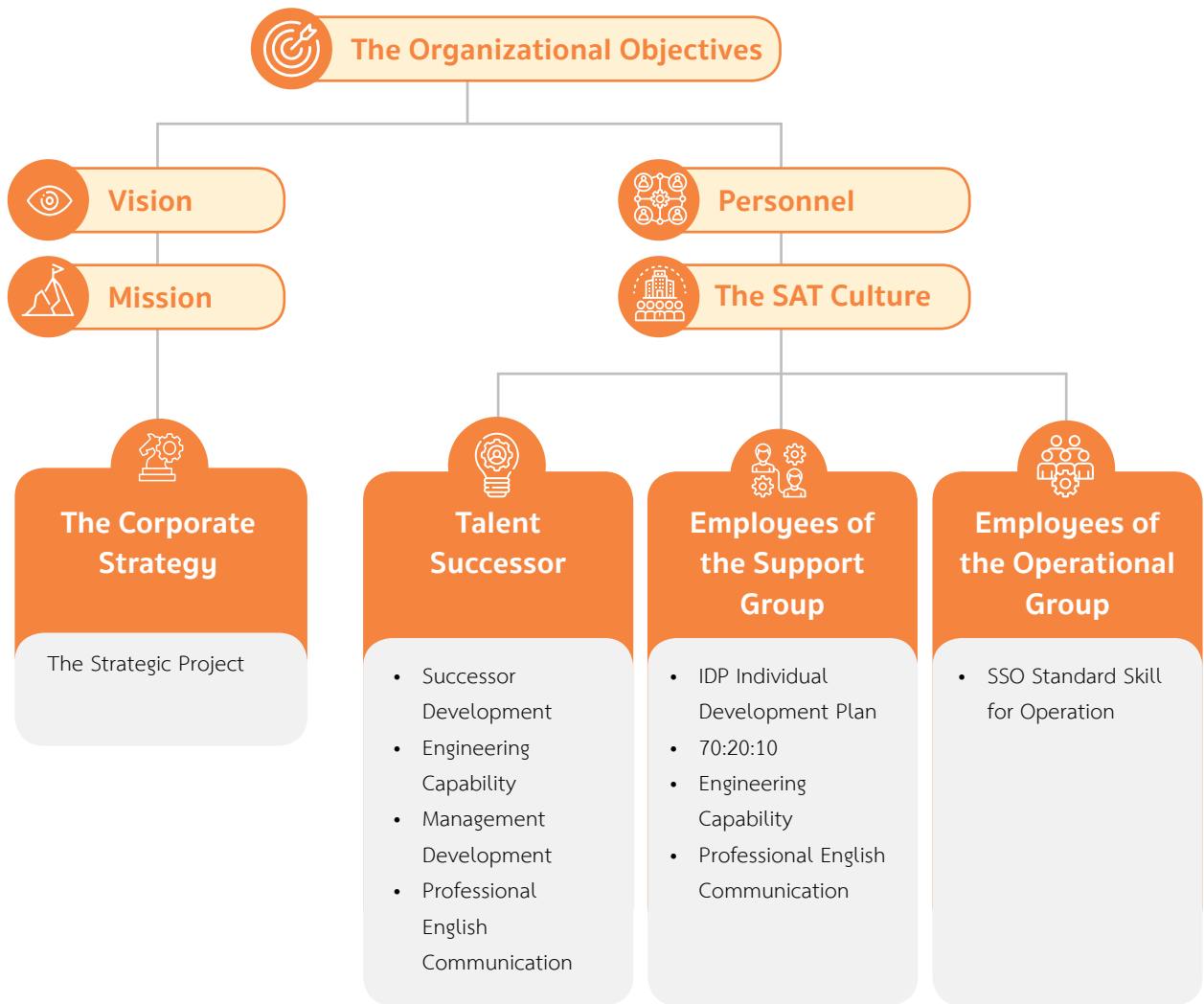
6.2 Smart People Development



Policy

The Company places an emphasis on the potential development of employees at all levels and focuses on laying the foundations of theory-based knowledge and competencies by developing hard skills; technical knowledge and skills required for working and soft skills; professional qualities, for example, teamwork and interpersonal skills. The development is integrated with the SAT Culture and applied in practice for the entire organization. With the aims to shape and improve personnel in the same direction, the organization's targets are to support employees to have career growth and be the main power for the organization continually which are the key success factors of the Company's sustainable development.

To improve the employees' capabilities of driving the strategy in creating business advantage, the Company has formulated a behavioral development policy which requested every employee to jointly express opinions; regarded as "the culture". The Company's competency development plan is set to divide people into different groups including the Talent Group; to develop management skills for future growth, the Production Support Group; to focus on the support which required a great proportion of interpersonal and teamwork skills (soft skills) whereas the skills required in working (hard skills) can be set to secondary level. The categorization is implemented with the Individual Development Plan (IDP) having 5 criteria considerations in each level. And the last categorized group is the Production Group which required a great proportion of hard skills; professional expertise while soft skills; interpersonal and teamwork skills are secondary here. This can be categorized into 3 levels of LCM. The Company has thus formulated the Personnel Development Policy as follows.



Management Approach

The Company drives the strategy of human resource development to comply with the organization’s business operational strategy by organizing the Knowledge Management (KM) system and internal training courses covering core and specialty courses as well as enhancing the management skill development for the Talent Group. The important projects are listed below.

1. Changing the SAT Culture to align with the business direction

In 2022, the Company has changed its vision and mission to become more challenging to achieve the organizational long-term objectives and create a competitive advantage. Therefore, the SAT Culture has been changed to be integrated with increased strength, adapted from the old approach that emphasized on the QCD to become behavior-based which is in line with the organizational direction.

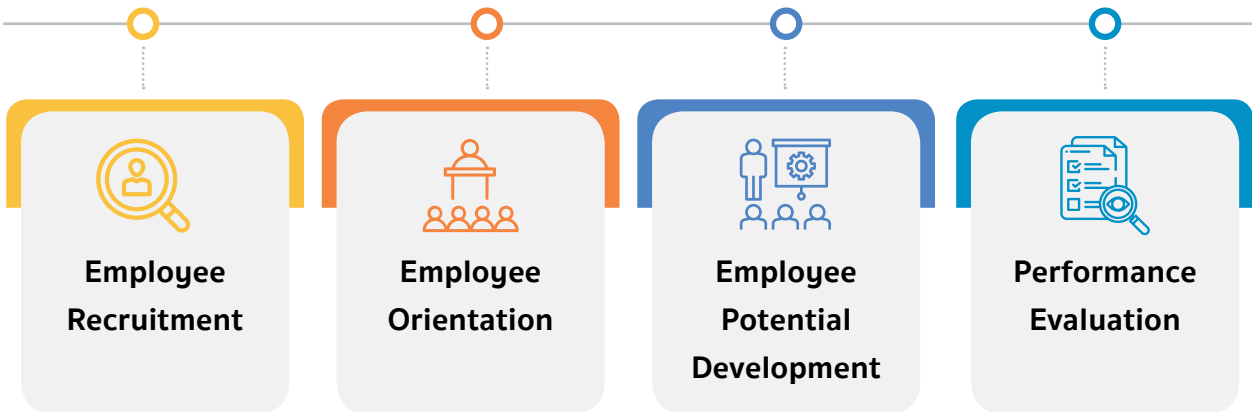
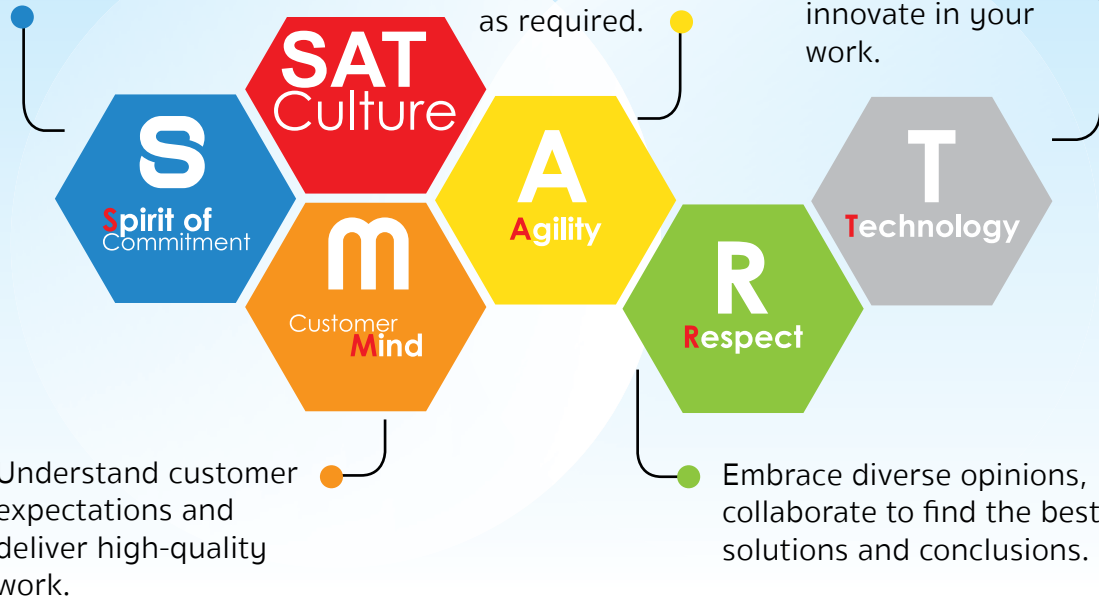
Hence, to facilitate the “smart” organizational culture transformation concretely, the Company has indicated 5 main behaviors and planned on the organizational culture operations through various following processes systematically



Uphold integrity and demonstrate commitment in your communication, diligently pursuing success.

Listen attentively and adjust promptly, demonstrate adaptability, and formulate plans as required.

Explore and learn new technologies to improve and innovate in your work.



Evaluation results of 2022 organizational culture compliance

Group	Spirit of commitment	Customer Mind	Agility	Respect	Technology	Average
AGM up	4.53	4.00	4.00	4.21	4.26	4.20
MGR	4.31	4.22	4.18	4.14	3.98	4.17
Chief down	4.02	3.94	3.85	3.89	3.75	3.89
Grand Total	4.03	3.95	3.87	3.90	3.76	3.90

The full score is set at 5 ★★★★★

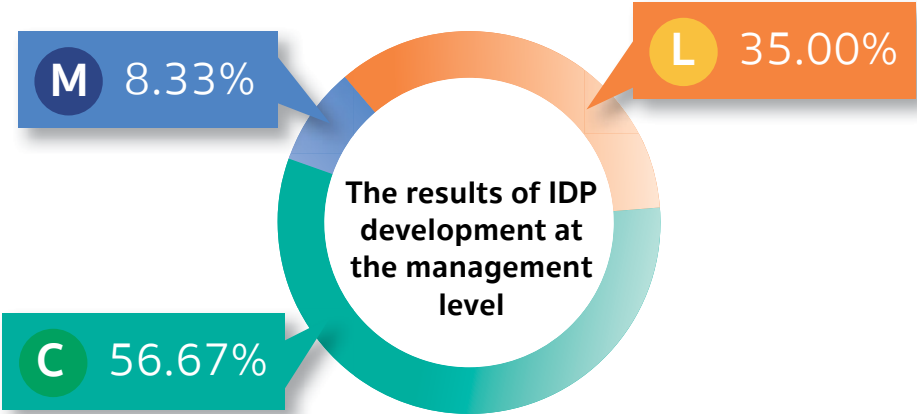
In addition, the Company has created the “Organization Cultural Caravan” to create awareness of the organizational culture genuinely and accessibly. And the result reached 100% of the target.



2. The Individual Development Plan (IDP) and Professional Standards

2.1 The Individual Development Plan (IDP)

The Company has established an individual development plan (IDP) to be the guidelines on performance goal achievement for personnel. The main objectives are to improve gap analysis and create strength points in personnel’s job positions. Furthermore, this can be preparation for improving qualifications and work potential of higher job positions or career path as specified by the organization. The IDP is regarded as the essential tool connecting the needs of individual employees and the organization, resulting in organizational goal achievement. In addition, the plan provides monitoring and evaluation of employees’ learning continuously to utilize the data for further IDP development as well as for creating a plan for annual training courses of employees for greater efficiency.

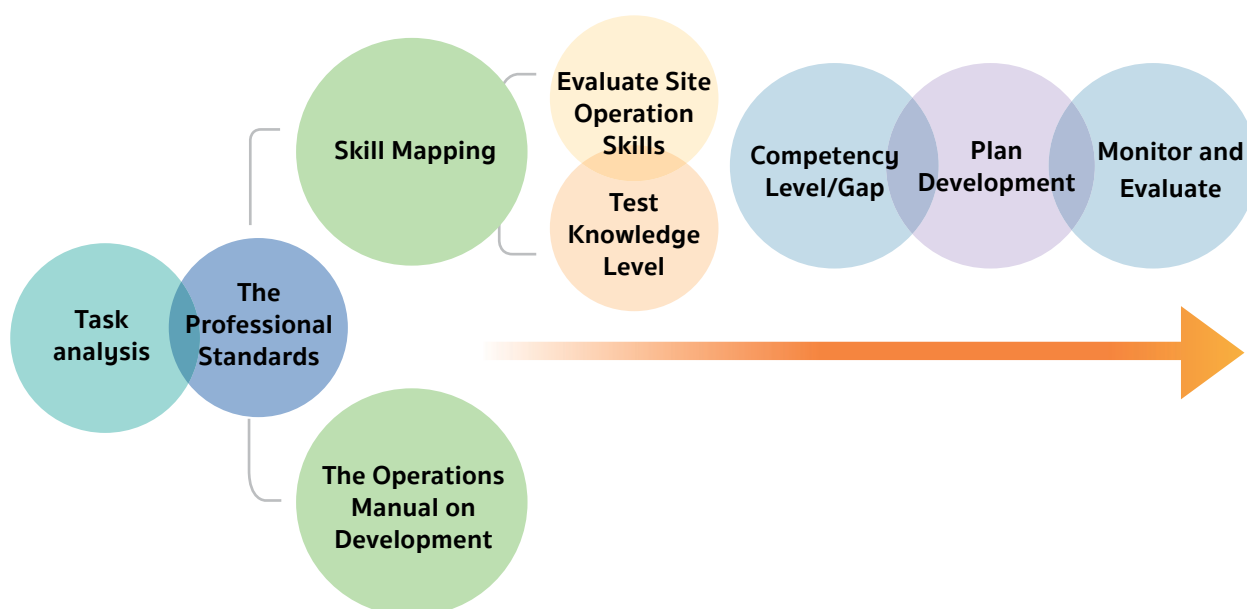


2.2 Developing the Operational Employees with the Professional Standards

The operational employees or Production Department will be developed using skill mapping to identify skill gaps and accurately analyze improvements, along with empirical evaluations of the development according to the professional standards the Company implemented in line with the organization's main key processes.

As the operational employees are the key mechanism in producing high quality merchandise according to customer needs, the processes of knowledge, skills and attitude developments are also significant for employees. Therefore, the importance of competency analysis process which complied with the site and processes of evaluation, development and monitoring the actual competency analysis shall be realized.

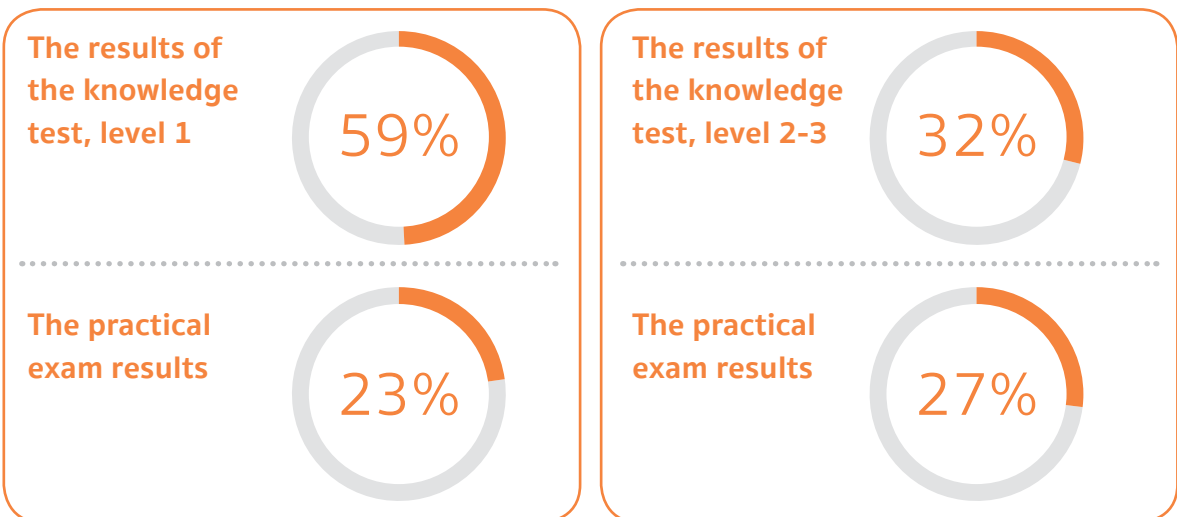
The process of personnel development implemented with the professional standards are as follows.



To genuinely perform the competency evaluation of operational employees and verify employee knowledge and skills for true development in compliance with duties and responsibilities, the process of competency evaluation is therefore essential. The two main processes include:

1. The site operation skill evaluation in compliance with the professional standards
2. The knowledge level testing in compliance with the professional standards

Test Results



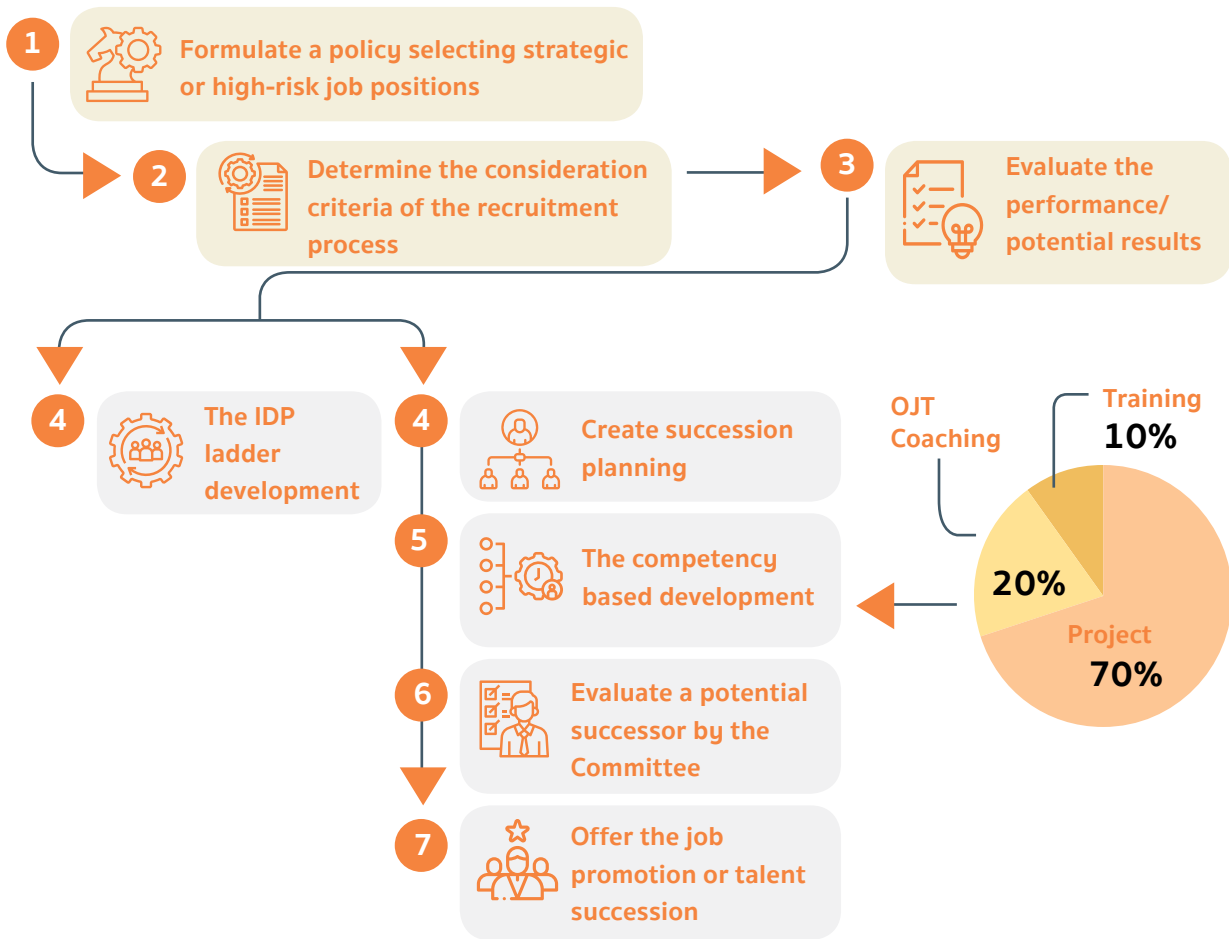
After that, input the evaluation results of those two methods into the skill mapping to understand the current individual employee competency together with the gap analysis to improve and accelerate the competencies for future growth of the employees.



3. Talent Successor

The Company has formulated the policy and puts an emphasis on the leadership readiness development for driving forward the sustainable business by setting the process of determining and developing high potential employees. The process is designed using a unique developmental project with focused empirical learning through the 70:20:10 Model for Learning and Development by providing the learning plan, monitoring and the actual evaluation.





70:20:10 Development Plan & Result

According to the Talent Successor process, the key development framework of the 70:20:10 model is demonstrated as follows.

The framework development of high potential employees in accordance with the 70:20:10 model

Plan Actual	Learning By Self (10 %)	Learning Thought Other (20 %)	Learning By Doing (70 %)	Evaluation Guideline & Results
Plan	<ul style="list-style-type: none"> Self-learning for training courses 	<ul style="list-style-type: none"> Coaching by internal and external coaches Job shadowing with the superior directly 	<ul style="list-style-type: none"> Execute Performance/projects in compliance with the organizational strategy 	<ul style="list-style-type: none"> Guidelines: Developing the empirical based evaluation guidelines according to competencies with the superior under the HRD supervision
Actual	<ul style="list-style-type: none"> Learning topics are set according to development required competencies 	<ul style="list-style-type: none"> The evaluation results of coaching and job shadowing processes 	<ul style="list-style-type: none"> The achievement results of performance and gained knowledge 	<ul style="list-style-type: none"> Results: The project outcomes reflect the required competencies which majorly based on the learning and development process

Remark: The development goal is set, and the actual evaluation is conducted.

The numbers of high potential personnel (talent successors) in 2022 are divided by the ladder levels.



No. of VP Pool

9



No. of GM Pool

8

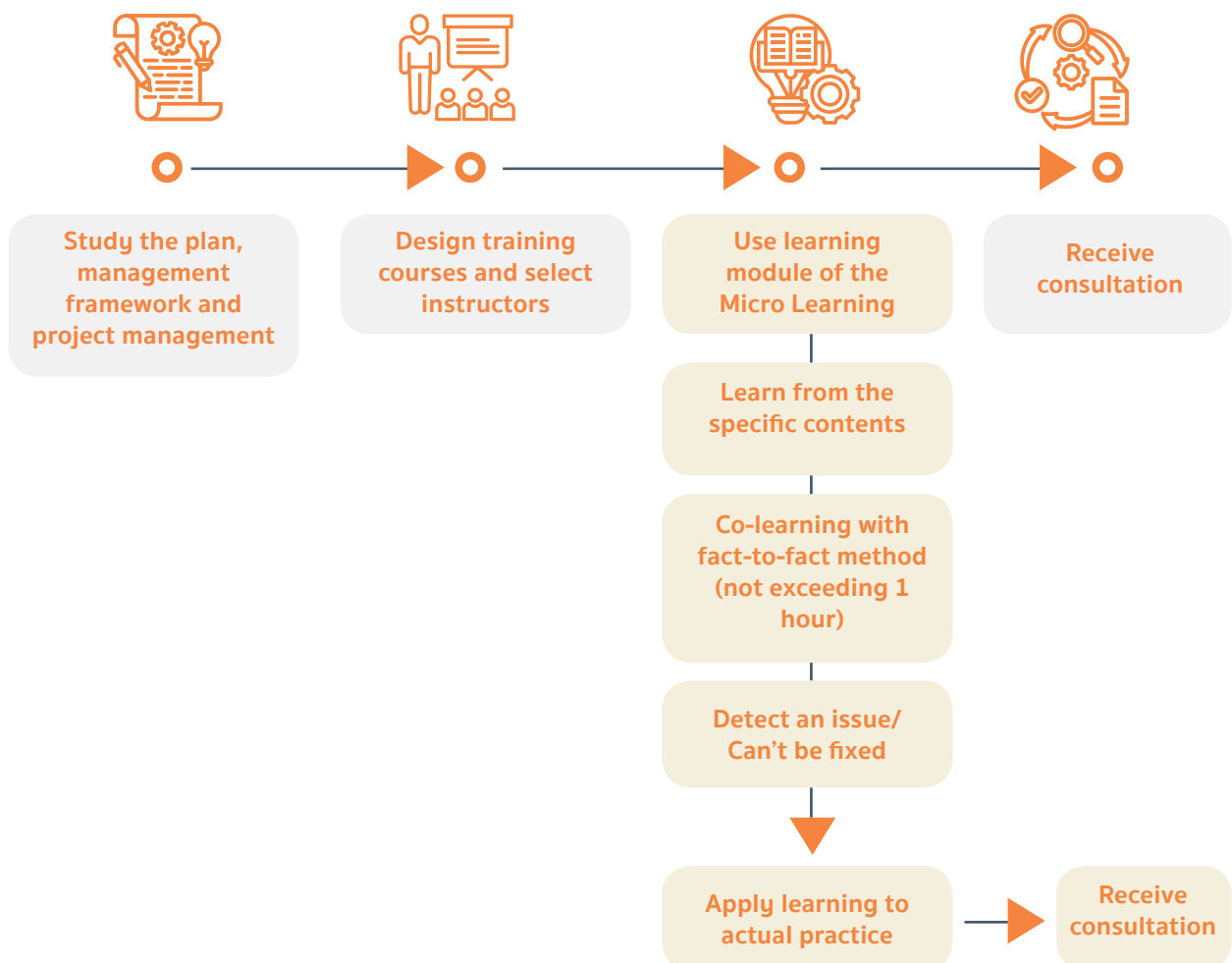


No. of Manager Pool

30

4. Micro Learning: Short-Term Learning with Applicable, Concise and Precise Contents

Due to the current management changes that require greater diverse duties and responsibilities of the managers at middle to high levels, the process of learning and development is a necessity. While simultaneously the learning timeframe for the management may be limited, short-term learnings based on concise and precise contents are considered the essential tool for assisting the development of knowledge and skills in critical issues. In addition, the managers can apply the gained knowledge to actual practice or management. Micro learning is instructed by the Company Management or the advisor on various topics, for example, performance result evaluation, giving performance feedback for the performance evaluation and review of the culture understanding.



Furthermore, the personnel development process still emphasizes the existing approach of contributing the fulfillment to the organizational strategy and vision, both in the aspects of soft and hard skills under 4 following frameworks.



The empirical evaluation is conducted according to the performance results and the gained knowledge and competency levels through the competency evaluation in compliance with the personnel development guidelines and the individual development plan (IDP).

The targeted employee training hours:
8 Hours

The 2022 performance results:
11.96 Hours