

TANACHIRA

Employee Potential Development

Tanachira Retail Corporation Public Company Limited (“the Company”) places strong emphasis on the continuous development of employee potential. The Company focuses on enhancing knowledge, skills, and capabilities to improve work performance and empower employees to grow sustainably alongside the organization. The personnel development plan is designed based on a Training Needs Analysis (TNA) process that covers organizational, departmental, and individual levels. This analysis takes into account the Company’s strategic business goals, market trends, and evolving technologies, as well as data derived from Performance Evaluations, which help identify individual strengths and areas for improvement.

Personnel development approaches are divided into 2 main groups: management group and general employees group. Each group receives development that is appropriate to their roles and responsibilities.

1. Management Level (from Department Manager and above)

The Company focuses on developing managers to become leaders who can drive the organization forward. To support this, a Business Plan Workshop is organized, covering key topics such as:

- ☐ **Strategic Planning:** Enables managers to analyze strengths and weaknesses in their work areas and apply the insights to formulate effective business strategies.
- ☐ **Goal Setting:** Encourages leaders to define clear, measurable, and aligned goals that support the Company’s vision.
- ☐ **Cross- Functional Collaboration:** Promotes collaboration across departments to create a unified and integrated business plan.

In addition, the Company monitors and evaluates post-training effectiveness by requiring managers to prepare action plans for their departments and present them to senior executives for feedback, which helps enhance the quality and effectiveness of the plans.



Illustration : Business Plan Workshop Training

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2. General Staff (Below Department Manager Level or Equivalent)

The Company promotes the development and management of employee potential to support future business expansion. A variety of training formats are provided, including hands-on workshops that allow employees to build skills and gain practical experience relevant to their roles.

Sales Staff Capability Development

Sales staff play a crucial role as they directly interact with customers and help shape the Company's brand image. Therefore, the Company places great importance on equipping this group with essential skills by offering training programs such as "New Staff Training" and "Group Store Manager Development". These programs are designed to strengthen knowledge, capabilities, and work-related skills to align with business objectives, support career advancement, and adapt to changes in the retail industry, thereby enhancing competitiveness both now and in the future.

The Company also conducts ongoing monitoring and evaluation of training effectiveness. Post-training assessments are implemented to ensure learning outcomes. For example, in the "New Staff Training" program, employees must pass tests covering brand and product knowledge, along with a customer service role-play test. Meanwhile, the "Group Store Manager Development" program emphasizes planning and presenting store improvement strategies to assess the readiness of store managers in leading operations effectively.

Key Training Programs in 2024

Topics	Hours per Person per Year				
	TRC	HG	TAT	TRH	Total
Total training hours	4,061	1,345	1,885	70	7,361
Total number of trainees (not counting duplicates)	906	346	548	35	1,835
Average training hours (per trainee)	4.5	3.9	3.4	2.0	4.0
Average number of employees	324	141	111	95	671
Average training hours (per average number of employees)	12.5	9.5	17.0	0.7	11.0

In 2024, the Group supported employee participation in a total of 25 training programs, amounting to a combined total of 7,361 training hours. This results in an average of 4.0 training hours per employee, which meets the target of 4.0 training hours per person per year.

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Training Data for 2024

Training Programs

Training Project	New Staff Training	Group Store Manager Development
Objective:	Understand brand history and values Develop personality and service skills Enhance product knowledge and sales techniques Establish service standards	Develop leadership and team management skills Understand SWOT analysis and strategic planning Develop communication and personality management skills Elevate operational standards
Training content:	Brand history and identity Training on personality suitable for sales work Product knowledge and sales techniques Service standards	SWOT analysis and action plan development Learning the DISC model and adapting communication styles Operational standards and quality control
Training period:	2 days (12 hours)	2 days (12 hours)
Benefit to employers:	Deep brand understanding Enhance service skills and personality Strengthen sales confidence Communicate effectively	Develop planning and decision-making skills Increase confidence in communication and team management Identify weaknesses and development opportunities Learn clear operational standards
Benefit to the Company:	Enhance service quality Increase sales and customer satisfaction Strengthen brand image	Increase operational efficiency and service quality Increase sales and reduce operational problems Promote effective management Build customer confidence and increase credibility

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Illustration : New Staff Training



Illustration : Group Store Manager Development Training