Building and Harnessing Executive Bench Strength
Realizing PTT Group’s goal of becoming a Fortune 100 Company by 2020

Premhatai Napalai
PTT Public Company Limited

30th JCCP International Symposium
Tokyo, Japan
26 January 2012
• The Business Case for PTT Group Leadership Development Project (GLDP)
• Core Elements of GLDP
• Defining Success and High Potential
• Executive Assessment and Development
• Sustainability – Systems and Policies
Why PTT Group Leadership Development Project?

Beginning with the End in Mind
Integrating Succession Management with PTT Group’s corporate strategy
PTT Group Vision, Values and Aspirations

“Thai Premier Multinational Energy Company”
To achieve growth and sustainability, consolidation and an integrated value chain are no longer options, but necessities.
Severe Leadership and Capacity Shortage

As of 2007

- VPs and above in 2007: 260
- Retiring in 5 Years: 100
- Available: 140
- VPs and above needed in 2020: 410

Total Gap: 270
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The PTT Group Leadership Development Project

"Thai Premier Multinational Energy Company"

Strategic Priorities

Cultural Priorities

SPIRIT

BUSINESS DRIVERS

Success Profile

Capacity Needs

BUSINESS LANDSCAPE

TALENT NEEDED

GAME PLAN

ENSURE READINESS

Identify Potential

Accelerate Development

Select/Deploy Talent

Assess Readiness

Focus/Drive Performance

INVENTORY TALENT

PTT GLDP Systems and Policies

0

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## PTT Group’s Business Drivers

### Linking Business and Cultural Priorities to Leadership Imperatives

<table>
<thead>
<tr>
<th>COMPETENCIES</th>
<th>Enter New Domestic Markets</th>
<th>Enter New Global Markets</th>
<th>Drive Profitability</th>
<th>Integrate New Organization Structures</th>
<th>Create Alignment and Accountability</th>
<th>Build High Performance Culture</th>
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Profiling and Assessing the “Whole” person

The Success Profile

PERFORMANCE

EXPERIENCE

What I have done
Experience Inventory

KNOWLEDGE

What I know
Knowledge Inventory

COMPETENCIES

PERSONAL ATTRIBUTES

What I am capable of
Assessment Center

ORGANIZATION KNOWLEDGE

Who I am
Personality Inventories

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Profiles and Talent Pools

Target Group

President

Senior Executive Vice Presidents

Executive Vice-Presidents

Vice-Presidents

Acceleration Pool

Oil & Trading

EP & Gas

P & R

Corporate
Leadership Potential Factors

SUSTAINED PERFORMANCE

LEADERSHIP PROMISE
- Propensity to Lead
- Brings Out the Best in People
- Authenticity

BALANCE OF VALUE AND RESULTS
- Culture Fit
- Passion for Results

PERSONAL DEVELOPMENT ORIENTATION
- Receptivity to Feedback
- Learning Agility

MASTER OF COMPLEXITY
- Adaptability
- Conceptual Thinking
- Navigates Ambiguity

GROWTH INTO LEADERSHIP ROLES

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Executive Assessment Center

“A Day in the Life” Assessment

Include activities such as:
- Executive Interview
- Decision Challenges
- Case Analysis and presentation
- Business Partnering
- Selling a Vision
- Customer Crisis
- Coaching Intervention
**Strengths**

- **Global Top Strengths**
  - Operational Decision Making
  - Driving for Results
  - Communicating with Impact

- **PTT's Top Strengths**
  - Operational Decision Making
  - Empowerment/Delegation
  - Driving for Results

**Development Areas**

- **Global Top Development**
  - Coaching/Teaching
  - Building Organizational Talent
  - Empowering/Delegation

- **PTT's Top Development**
  - Coaching/Teaching
  - Building Organizational Talent
  - Global Acumen
**Enablers**

- Global Top Enablers
  - Ambition
  - Learning Orientation
  - Adjustment

- PTT's Top Enablers
  - Learning Orientation
  - Inquisitiveness
  - Prudence

**Derailers**

- Global Top Derailers
  - Impulsive
  - Attention Seeking
  - Eccentric

- PTT's Top Derailers
  - Risk Averse
  - Avoidant
  - Eccentric
## Focus by Business Drivers and Roles

<table>
<thead>
<tr>
<th>Role</th>
<th>BUSINESS DRIVERS</th>
<th>Drive Profitability</th>
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<td>Head of Company</td>
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<td>Head of Strategy and Commercial</td>
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<tr>
<th>Name</th>
<th>Position</th>
<th>Company/Unit</th>
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<tbody>
<tr>
<td>PAILIN CHUCHOTTAWORN</td>
<td>President &amp; Chief Executive Officer</td>
<td>PTT</td>
</tr>
<tr>
<td>WICHAI PORNKERATIWIAT</td>
<td>Chief Operation Officer, Upstream Petroleum and Gas Business Group, PTT</td>
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<tr>
<td>NUTTACHAT CHARUCHINDA</td>
<td>Chief Operating Officer, Downstream Petroleum Business Group, PTT</td>
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<tr>
<td>TEVIN VONGVANICH</td>
<td>Chief Financial Officer, PTT</td>
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<tr>
<td>SUPATTANAPONG PUNMEechaow</td>
<td>Senior Executive Vice President, Corporate Strategy, PTT</td>
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<td>PITIPAN TEPARTIMARGORN</td>
<td>Senior Executive Vice President, HR &amp; Organization Excellence, PTT</td>
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<td>PEERAPONG ACHARIYACHEEVIN</td>
<td>Senior Executive Vice President, Gas Business Unit, PTT</td>
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<tr>
<td>SARUN RUNGKASIRI</td>
<td>Senior Executive Vice President, Oil Business Unit, PTT</td>
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<tr>
<td>SUKRIT SURABOTsopon</td>
<td>Senior Executive Vice President, Petrochemical &amp; Refining Business Unit, PTT</td>
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<tr>
<td>SARAKORN KULATHAM</td>
<td>Senior Executive Vice President, International Trading Business Unit, PTT</td>
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<tr>
<td>ANON Sirisaengtaksin</td>
<td>President &amp; Chief Executive Officer, PTT Exploration and Production PLC. (PTTEP)</td>
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<tr>
<td>Veeorasak Kositpaisal</td>
<td>Chief Executive Officer, PTT Global Chemical PLC. (PTTGMC)</td>
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<tr>
<td>Bowon Vongsinudom</td>
<td>President, PTT Global Chemical PLC. (PTTGMC)</td>
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<tr>
<td>Surong Bulakul</td>
<td>Chief Executive Officer, Thai Oil PLC. (TOP)</td>
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<tr>
<td>Atikom Terbsiri</td>
<td>President, IRPC PLC.</td>
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<tr>
<td>Suwanunt Chatruompunth</td>
<td>President, PTT Phenol Company Limited (PTTCL)</td>
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