

7.3 Employee Care and Employee Engagement

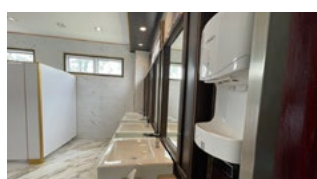
The Company has determined strategies for managing human resources to support business growth. In addition to adapting strategies to present and future circumstances, the Company aims to foster employee engagement and employee care to promote growth that aligns with the Company's business growth. This is considered an important factor that motivates employees to perform at their full potential.



Management Approach

The Company is committed to promoting employee engagement through various activities and projects that provide care and support for employees to improve their quality of life, especially in the current changing situation. The Company has set a goal of achieving an employee engagement level of 85% in 2026.

In 2022, the company renovated its headquarters to modernize the office space and accommodate the working lifestyle of new generations. Co-working spaces were created to provide employees with a new work atmosphere, including ample-sized spaces for small meet-ups or online meetings in an environment with extensive Wi-Fi coverage. This is considered an important policy that ignites change and builds creative spaces for informal meetings and cooperation among different departments. In addition, nine meeting rooms of various sizes were added, the cafeteria was renovated, and new nutritious menus were added to promote our employees' health.



In addition, the Company recognizes the importance of employee health welfare and health awareness. In the aftermath of the Covid-19 situation, health and well-being care has become even more crucial. The rising cost of living has also been significantly affecting our employees. To address these concerns, the Company has been offering health insurance with extended coverage for family members, using the same plan as our employees, to alleviate the cost of healthcare for our employees and their families. The welfare initiative aims to respond to our employees' needs and promote integrative healthcare.



Top Management Communication Activities



The executives attended both onsite and online meetings to learn about the situations and business directions of the Somboon Group. These meetings provided opportunities for opinions, suggestions, and inquiries, enabling accurate and clear communication to employees at the department level.

Promoting employees' savings



The Company encourages our employees to gain knowledge in personal financial planning and investment to foster discipline in saving and correct spending habits. This is considered fundamental knowledge and an important foundation for achieving financial security.

Savings cooperative



Member
961 Employees



Capital flow
152.6 Million Baht



Dividend
2.70%



Interest
13%

Provident Fund



Member
1,342 Employees



Capital Fund
19.4 Million Baht



Love and Support for Smart People (Retirement Preparation Program)



The Company has established a pre-retirement program to help employees prepare for their post-retirement life. Being well-prepared will enable them to have a good quality of life and happiness. To achieve this, the Company has organized training activities on retirement benefits and financial planning for **64** employees between the ages of **50 and 55**.



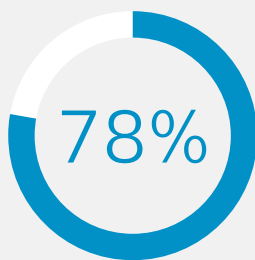
Complaint Channel

The Company has implemented a systematic complaint management mechanism with transparency and fairness to uphold principles of confidentiality and human rights. To foster mutual understanding and trust between employees and the organization, the Company has appointed representatives from the Human Resources Department to the committee board. Employees can formally submit their complaints to the responsible departments, including the Control and Auditing Division, Secretary Division, and Human Resource Management Division, via telephone or email.

The employee engagement survey is conducted by an external agency every 2 years. The survey has an impact on employee engagement and performance development and addresses issues such as work security, remuneration and welfare, career path support, work environment, and communication at the department and organizational levels.

Additionally, the survey results include demographic data such as age, gender, work position, and years of work experience. This enables the Company to develop an efficient management system that responds to the specific needs of each group of employees. The survey results have been communicated to all executives and submitted to the Company's committee board.

Employee engagement level of 78%



* 79% of which were generated from an average engagement level of employees in automobile and auto parts in 2022

** The employee engagement survey was conducted by an external agency (Kincentric (Thailand) Company Limited).

