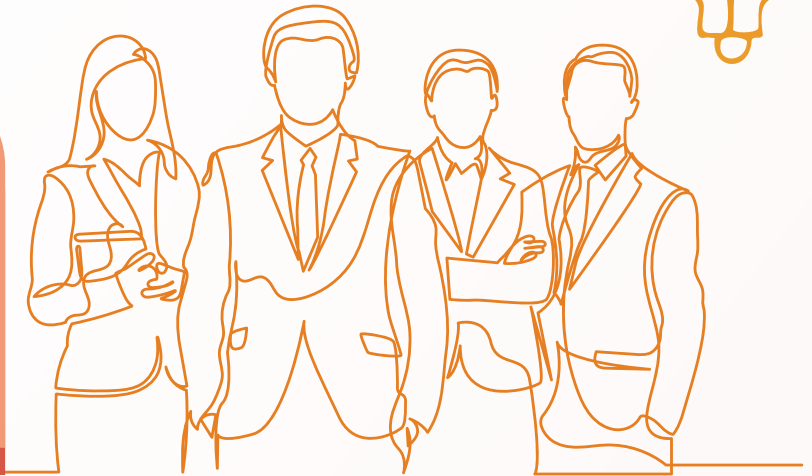


6.1 Smart People Strategy



“Create Value for Oneself, the Organization and Society”



Amid rapid and complex global changes across technology, economy, society, and the environment, the company recognizes that "people" are the driving force behind the organization's journey toward sustainability. The company has therefore established the Smart People Strategy as a comprehensive framework for human resource management and development, enabling every employee to grow in all dimensions - as individuals, as members of the organization, and as part of society

Smart People Policy

The company is committed to creating a positive work experience for all employees by driving the organization toward becoming a Learning Organization where employees can develop Future Skills to adapt to changes in all dimensions, alongside instilling a strong sense of ethics, responsibility, and good corporate citizenship, with the ultimate goal of nurturing truly **"Smart People."**

Management Approach

- **Smart People Development:**
Building essential skills and competencies to enable employees to perform effectively and achieve sustainable career growth through a variety of strategic development tools, such as Reskilling & Upskilling, Individual Development Plan (IDP), Learning by Doing, and Coaching & Mentoring.
- **Good People Development:**
Instilling ethics, transparency, and a sense of social responsibility alongside skill development, to cultivate employees who are valuable to both the organization and society as a whole.
- **Building a Learning Organization:**
Developing systems for knowledge sharing both within and outside the organization, and fostering an environment where employees feel empowered to think creatively, take initiative, and learn from real experience.
- **Driven by Technology**
Leveraging technology to enhance learning, manage human resources, and build efficient communication systems, to strengthen the organization's overall growth potential thoroughly.

In 2025, the company continued to advance its Smart People initiatives through two complementary pillars: developing employees into Smart People by enhancing competencies and future skills (Section 6.2), and developing employees into Good People by promoting volunteerism and social contribution activities (Section 6.3). Together, these two pillars reflect the company's commitment to nurturing employees who are physically, mentally, and intellectually well-rounded, grounded in virtue and gratitude, in accordance with the business philosophy of "Somboon Triple Bottom Line."

6.2 Smart People Development

In the highly competitive and rapidly evolving automotive industry, the company firmly believes that "people" are the organization's most valuable resource. The company therefore invests systematically and continuously in employee capability development to strengthen its competitive edge, drive sustainable growth, and deliver value to all stakeholders — in alignment with the company's ESG strategy.

Management Approach

The company conducts systematic personnel development beginning with a Training Needs Analysis (TNA) process covering four key dimensions, to ensure that development efforts are targeted, cost-effective, and aligned with organizational goals and ESG standards.

Training Needs Analysis Process

Annual Performance Evaluation and Competency Assessment:

Analyzing annual Performance Appraisal results in conjunction with job-specific competency assessments to identify skill gaps and formulate Individual Development Plans (IDPs).

Technological Trends and Business Direction:

Monitoring developments in electric vehicles (xEV), Automation & Robotics, and modern Agritech to design future-ready training programs.

Employee Needs Survey and Line Walk:

Gathering in-depth information directly from employees and through Management Line Walks on the production floor to design training programs that address real operational contexts.

Skill Map Development Based on SSO Standards:

Utilizing the Standard Skill for Operation (SSO) framework as the basis for analyzing essential skills required for each position, covering specialized knowledge, technical skills, and professional ethics.

