

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.



## Competency Development Framework



## Targets and Performance 2025

The following table presents the personnel development performance for 2025 compared to the established targets.






KPI	Target	Performance
Average training hours per person per year	14 hours	22 hours
Skill Gap Closure (Gap Competency)	2 topics / person / year	4 topics / person / year
Employee Engagement Score	80%	72%

\* Training hours may vary across data sources due to the coverage of different employee groups.

## Personnel Development Programs 2025

### 1. Quality & Innovation Development Program

The company promotes a culture of Continuous Improvement through QCC and Kaizen activities. In 2025, Somboon Group employees achieved success at both national and international levels, as follows:

Event/ Award	Company	Achievement
Thailand Quality Prize Award 2025 (TPA)	SBM and SFT	2 Golden Awards: "Resolving STAMP PART NO. Wrong Model Issue" / "Reducing END RR. Wing Problems" / "Reducing Losses from Short-Cut Piece Issues" 
THCC QCC Activity 2025 (Thai-Hino Convention)	SBM and SFT	SFT: 2 First Place Awards + 2 Runner-up Awards / SBM: 4th Runner-up Award 
Kaizen Community 2025 (Kubota)	SBM	Bronze Prize for achieving Productivity improvement of 359% 

Event/ Award	Company	Achievement
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MCC-QCC Activity 2025 (Mitsubishi Motors)

SAT

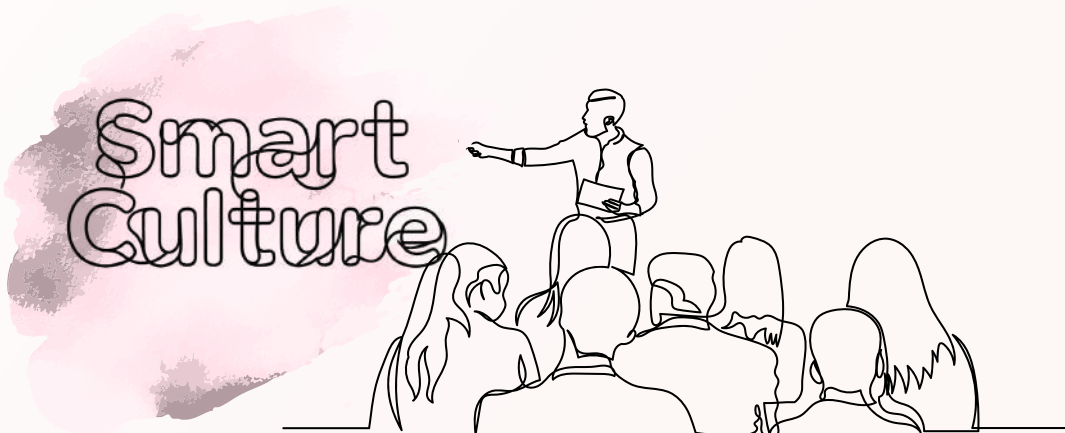
4 teams advanced to the Final Presentation round (100% of submitted teams)



SAT QCC Awards 2025 (Internal Event)

SAT

22 projects: Production 7 / Non-Production 7 / Back Office 8



## 2. Future Skills Development



### Digital & AI Literacy

Building on the project to promote knowledge in AI and Power BI with 172 employees trained, covering: (1) Prompt Design Prompt for Generative AI 32 people (2) AI in Action 66 people (3) Power BI for Accounting & Finance 52 people (4) Copilot 22 people.



### Sustainability (ESG DNA)

Expanding sustainability knowledge training to cover operational staff. Participation target 100% to raise awareness of Carbon Footprint and waste management.



### Leadership & Succession Planning

Continuously implementing the Talent Successor development project, preparing successors for managerial positions and above using Talent Assessment and Mapping Key Talent to key positions. >50% have employees in the Talent pool being promoted. 1 people

## 3. Training and Development Programs – Overview

The company aims to enhance personnel capabilities across Functional Skills, Future Skills and strategic management through the following programs

Program / Activity	Employee Benefits	Benefits to the Company
1. Individual Development Plan (IDP) defines skill development plan with supervisor. Referencing Competency and organizational goals	Employees have a clear career progression path.	Enhance talent retention and reduce employee turnover rates
2. Leadership Development: Develop executive capabilities across business management, people management, and financial management.	Enhance management capabilities and provide career growth opportunities	Executives drive the organization in alignment with strategic direction.
3. Project Talent Successor Prepares successors for manager-level positions and above, focusing on leadership and strategic management.	Promote career advancement, with one targeted employee currently under promotion consideration	Mitigate leadership shortage risks and reduce executive recruitment lead time, with over 50% of key talent mapped

Program / Activity	Employee Benefits	Benefits to the Company
Skill Map–Based Training (SSO) : Provide training aligned with the skill matrix and professional standards, with a focus on production roles.	Possess skills aligned with professional standards and have opportunities for competency-based career growth.	Achieve a 20% reduction in human error and decrease waste in the production process.
5. AI & Digital Literacy : Provide training on AI tools (ChatGPT, Copilot), Power BI, and Generative AI prompt design for 172 employees.	Employees are able to effectively apply at least one AI tool in their work.	Achieve an average 20% reduction in time spent on repetitive tasks (e.g., documentation) within 3 months.
6. Continuous Improvement (Kaizen, QCC, Lean) : Drive continuous improvement in work processes through Kaizen, QCC, and Lean methodologies.	100% of employees participate in work improvement and teamwork, achieving full KPI bonus payout	Achieve ≥5% cost reduction and win 3 Golden Awards from the Thailand Quality Prize 2025
7. SPS (Somboon Production System) : Drive continuous development of the production system, covering processes, maintenance, and quality management.	Learn and apply tools to enhance work efficiency and ease of execution.	Reduce waste-related costs and establish new work standards.
8. Financial Planning Program: Provide training on debt management, savings, and retirement planning for 30 employees.	Enable effective monthly budgeting, reduce financial stress, and promote financial discipline.	Achieve a 5% increase in employee participation in the provident fund, contributing to improved work efficiency.

### Driving Organizational Culture (SMART Culture)

The Company firmly believes that a strong organizational culture serves as the foundation for sustainable human resource development. Therefore, the Company systematically instills “SMART Culture” values through the Step Culture policy, enabling employees to adapt quickly, demonstrate agility, and foster a strong sense of ownership (Ownership Culture). This approach supports the Company’s continued progress toward becoming a learning organization.

#### Management Approach

In 2025, the Company advanced its organizational culture through 6 key initiatives, ensuring that the SMART core values are embedded across all business processes.

#### SMART "Do"

**Reinforcement and Awareness Building:**  
The Company consistently communicated the SMART core values through video clips, posters, and internal communication channels, encouraging employees to reflect on and integrate SMART behaviors into their daily work.



## SMART "Commitment"

Role models: Executives at the AGM level and above (41 individuals) demonstrate commitment and behaviors aligned with the organization's values, inspiring their teams.



## SMART "Event"

Driving Engagement: Organizing practical initiatives such as SMART Check-in, the 30-Day Learning Challenge, and SMART Caption to promote behavioral change through hands-on experience.



## SMART Driver Team Sharing

Sharing for Scaling: Providing a platform for teams to share lessons learned from successes, enabling the adoption of best practices across the organization.

## Performance & Benefits

Behaviors aligned with SMART values are integrated into performance management, including salary adjustments, bonuses, career progression, as well as talent identification and succession planning.

## Culture Assessment

Culture Assessment: Assessment results are used as indicators of employees' awareness and demonstration of organizational values, with a target score of  $\geq 90\%$ .

### Integration with the Performance Management System

SMART Culture (Driving organizational culture through 6 initiatives)

Benefits for Employees:	Employees understand and can effectively apply SMART values in practice (2023 assessment result: 91.48%), and receive recognition in terms of behavior and promotion opportunities.
Benefits for the Organization	Employees' behaviors are aligned with strategic direction, turnover among talent is reduced, and the organization's employer brand credibility is strengthened.

### Systematic Operational Process

The Company plans and drives its organizational culture from the recruitment stage through onboarding, training, performance evaluation, and awareness-building activities, ensuring that SMART behaviors are instilled from the first day of employment and fully integrated with the compensation and career progression systems.

