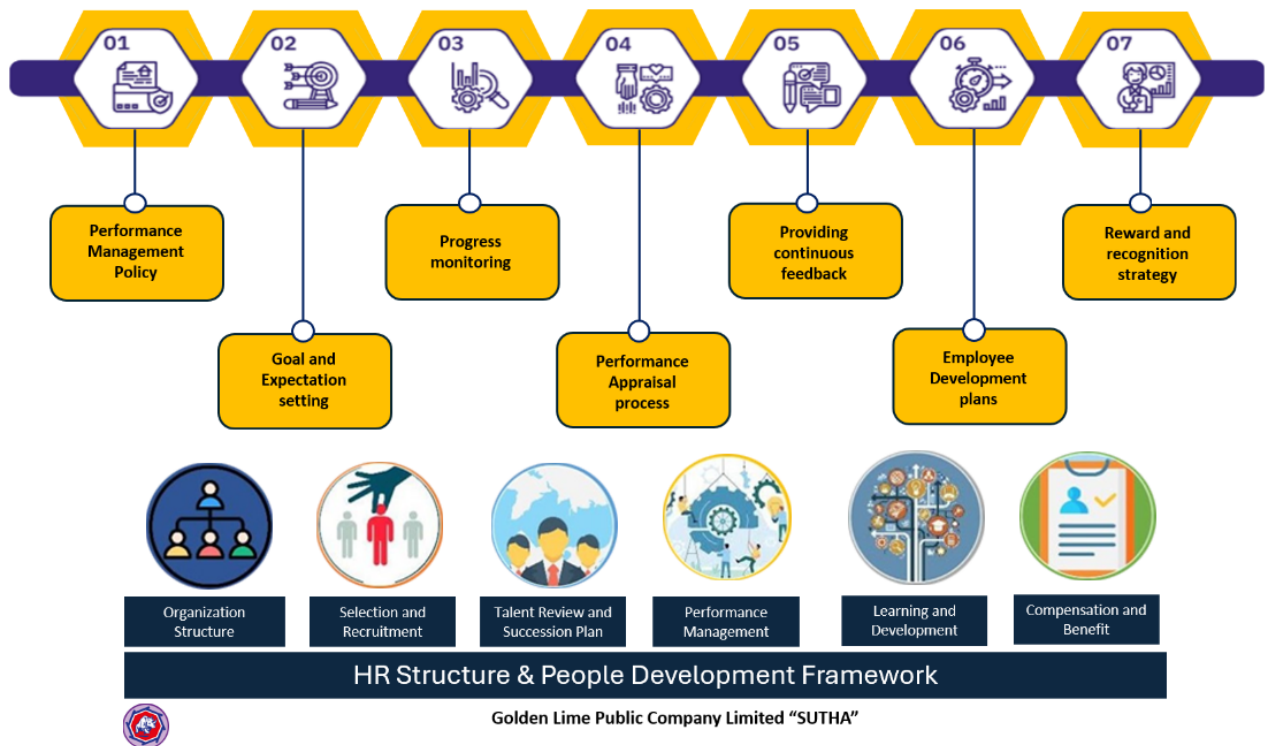


Social dimension – Information on employees and labor

3.4.2 Social operating results

Diagram of performance and outcomes for employee and labor management



Information on employees and labour

Employees and labor management plan

The company's employee and labor management plan : Yes
Employee and labor management plan implemented by the Company in the past year : Employee rights, migrant workers/foreigners, consumer/customer rights, community and environmental rights, occupational safety and health, non-discrimination, business partners' rights, others: SUTHA's Sustainability Development Policy on Social Responsibility and Human Rights Policy

The Annual plan on employees and labor

1. Throughout Y2025, Zero Labor Disputes and none of violation of human rights at workplace. The Company provided knowledge and skill training that are relevant and consistent with its strategies and development plans. Compliance training programs address the Code of Conduct, anti-corruption measures, and conflict of interest awareness. Every employee—across all job levels and within subsidiaries—participates in these programs, resulting in complete (100%) engagement.
2. No illegal labor, no child labor, No forced labor. According to the evaluation conducted by key stakeholders, there were no violations of human rights, nor any instances of illegal labor, child labor, or forced labor identified.
3. The treatment of foreign workers follows the established procedures, goals, and measures to prevent human rights violations among foreign workers.
4. Promoting employment of the disabled in a number as required by law and the establishment of a welfare committee, under Human rights principles in collective bargaining for welfare
5. Organizational restructuring, BC reduction, replacement on boarding, change management, and succession planning for key positions.

Social dimension – Information on employees and labor

6. None of loss and damage compensation given to those who have suffered as no damage and impact arises
7. Promote creativity and inclusivity via encouraging constructive comments/suggestions and engagement via employee satisfaction survey and other means for personnel development
7. Encourage employees to take part in social and environmental responsibility via suppliers events, suppliers development programs, product responsibility program, process development for customer satisfaction
8. Promote employee involvement in social and environmental responsibility initiatives, as well as participation in value chain development alongside customers. Coordinate to develop business partners and freight ,logistics providers by delivering safety training and assessing adherence to human rights and labor standards. Additionally, advance product responsibility with innovation and optimize production methods to align with customer expectations.
9. Fair employment based on work performance, capability, and economic conditions.
10. Follow Personal Data Protection policy in compliance with the Personal Data Protection Act towards employees and stakeholders as disclosed in the Company website.
11. Conduct the review of the Human Rights Policy in an appropriate manner.

Middle term / Long term Action Plan

1. Development of an HR information system to support sustainability-related data, create employee index and individual profiles for analysis and Personalized Development Programs, and provide end to end HR management through core functions such as Employee Self Service (ESS), allowing employees to manage personal information, submit leave requests, and request pay slips, and the Manager Self Service (MSS) system for supervisors to approve requests, manage team data, and evaluate performance. This aims to automate HR processes, integrate data, and enable strategic, long term workforce planning.
2. Evaluation and analysis of the organizational structure, workforce management strategies, capability development initiatives, and succession planning for critical roles.
3. Ensure proper staffing by developing internal talent or subcontracting as needed for each role.
4. Suggestions of employees are processed appropriately.
5. Complaints of employees (if any) are quickly and fairly resolved to reduce conflicts.
6. Employees are involved in various activities of the company and other units in the community.
7. Cultivate safety at work to minimize hazard at work and incident for zero LTI
8. Develop cooperation in enhancing human rights practices of key stakeholders in the business value chain.
9. Provide relevant and useful online training courses for employees aligning with the development objectives.

Setting employee and labor management goals

Does the company set employee and labor management : Yes

Details of setting goals for employees and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
- Fair employee compensation - Non-discrimination	Labor disputes and complaints	2025: - Zero- of Labor disputes and complaints	2025: -No Labor disputes and complaints -No violations of the Code of Conduct were reported. -One employee committed a serious breach of company regulations resulting in termination. (Achieved)

Social dimension – Information on employees and labor

• Migrant / foreign labor • Child labor	No use of illegal migrant/foreign/Child labor	2025: - No use of illegal Migrant /foreign/child labor	2025: - No use of illegal migrant/foreign/child labor (Achieved)
• Employee training and development	Average development and training hours provided to employees: 9 hours per person per year.	2025: average of training hours 9 hours / employees / year	2025 : Actual: average of training hours 17 hours /employees / year (Achieved)
• Promoting employment of the disabled in a number as required by law	Employment of 1 disabled employee per 100 employees	2025: a total of six persons with disabilities were employed.	2025 : a total of six persons with disabilities were employed.
• Promoting employee relations and participation	Survey results show an increase in engagement and satisfaction compared to the previous year	2025: Engagement Survey participation rate is 90%	2025 Engagement Survey participation rate is 97% (Achieved)
• Safety and occupational health at work	- Zero of Lost time Accident (Zero of LTA)	2025 : - Zero of Lost time Accident (Zero of LTA)	2025 : - Actual times LTA -Employees -0-time (meet target) -Subcontractors -0- time (meet target)

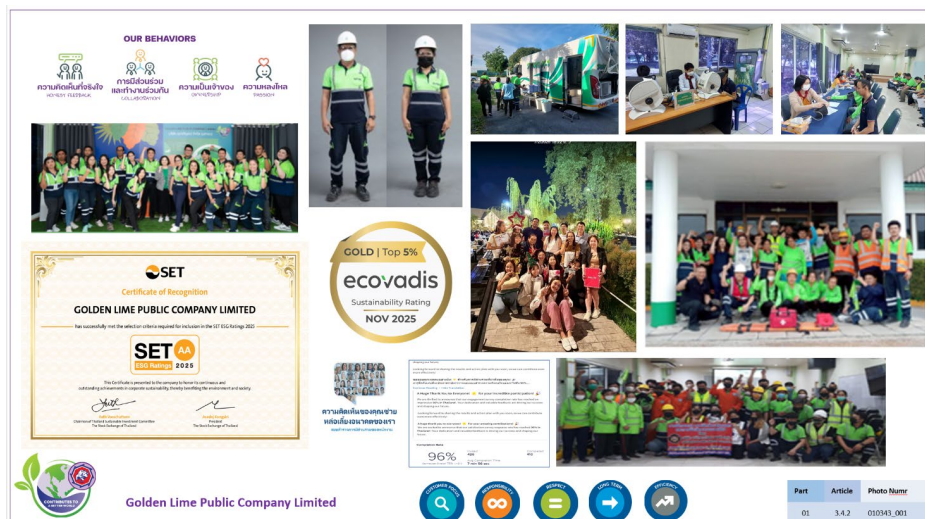
Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes management

The Company places importance of values in Human Resources as fundamentally a factor that leads the organization to success.

The Company commits to developing the competency and capabilities of employees along with promoting employees' social and environmental responsibility including creating workplace happiness with fair treatment towards employees/laborer.

The company received a certificate of honor from the Department of Labor Protection and Welfare, recognizing our implementation of Good Labour Practices (GLP) in business management, meeting the standards since August 17, 2021.



Employee and labor management: Employment

Employee Fair Treatment

SUTHA exhibits fair treatment in the workplace and honors employee rights following Law on Labor Protection and Welfare and ethics in promoting justice and safeguarding employee rights for a positive workplace environment. The Company also promotes progression opportunities, efficiency development, living wage standards in accordance with human rights and labor of the United Nations (United Nations) and human rights policy. Employees can exercise their rights to negotiate as a welfare committee where representatives of all employees participate to discuss and resolve any conflicts that may arise. The Company will not employ people against their will, and will not use child labor. The Company will comply with the employment laws and regulations of the equal and impartial treatment without stigmatization of minority or vulnerable groups.

Human Resources
Policy and
practices towards
employees



The Company provides a safe and hygienic working environment in compliance with the laws, international standards, free from drugs and fair treatment to all employees regardless of race, ethnicity, nationality, class, caste, religion, belief, sex, gender, skin color, disability or any status that is not related to work as well as fair employment and supervision to assure there are no threats, no violations of personal rights among the directors and employees with the respect to the right of privacy personal autonomy under the privacy policy as disclosed on the company's website with link : https://goldenlime.co.th/en/social_and_human_rights/

Personal Data
Protection Policy



Personal Data
Protection
Notification for
Stakeholders



Prevention on human rights violation for labor

The Company adheres to the human rights principles by laying down following practices and preventive measures in accordance with the human rights policy for human resources operations.

1. Strict compliance with local labor laws:

- **Wages:** Employees are paid no less than the minimum wage specified for different areas of the country.
- **Working Hours and Leave:** The law sets a maximum of 8 working hours per day and 48 hours per week, including the right to at least 6 days of annual leave after one year of service, in accordance with employment contracts.

In 2025, at the Nomination, Remuneration, and Corporate Governance Committee (NRCG) meeting on 4 April 2025, the Human Resources Department proposed to the Nomination, Remuneration, and Corporate Governance Committee (NRCG) to revise annual leave entitlements. The Nomination, Remuneration, and Corporate Governance Committee (NRCG) subsequently approved the revised vacation days, now determined by employees' length of service as outlined below:

- 1–3 years: 6 days
- 3–5 years: 7 days
- 5–7 years: 8 days
- More than 7 years: 10 days.

Social dimension – Information on employees and labor

- **Welfare and Protection:** Employees receive various benefits such as social security, sick leave, maternity leave, and leave for illness.
- **Workplace Safety:** The company ensures a safe and hygienic work environment and provides appropriate protective equipment.
- **Rights and Freedoms Protection:** The company operates in compliance with the law, treating labor fairly without discrimination based on gender, age, race, or religion.
- **Collective Bargaining:** Employees form groups and establish a labor welfare committee to negotiate with the employer on issues such as wages and benefits.

2. FAIR and EQUAL Employment – Human Resources Policy and Code of Conduct

- Hiring only workers aged 18 years and over, both company employees and business partners/contractors.
- Hiring voluntary workers, no forced or unlawful workers both Thai and foreign workers
- Hiring qualified, competent workers without discrimination.

3. Health and Safety – Occupational Health and Safety

(GRI:403-6)

- Monitoring to ensure workplace free from violence and harassment to prevent sexual harassment, violence both physically and mentally
- Annual health check for employees in accordance with operational risk issues
- Medical Support
At the Nomination, Remuneration, and Corporate Governance Committee (NRCG) meeting held on 4 April 2025, the Human Resources Department proposed the implementation of a medical benefit for 2025. By setting an individual budget limit without restriction on the number of treatments or types of treatment. Dental care, vision care, cosmetic surgery, and alternative treatments (including acupuncture, traditional medicine, and chiropractic care) are excluded. HR determines allowance amounts according to the budget and company performance, then formally communicates this information to staff.
- Provide proper work environment
- Provide personal protective equipment for employees
- Arrange occupational health and safety orientation training for new joiners and refreshment training including job risk assessment to set out preventive measures for current employees
- The Company conducts thorough risk assessments to set prevention measures, including managing infectious disease risks and monitoring key health issues identified by the World Health Organization like tuberculosis, malaria, and emerging diseases.
- The Company evaluates operational risks in procedural production to establish safety measures, such as controlling equipment hazards, reducing environmental impacts and emissions, preventing chemical spills, improving emergency preparedness, and assessing radiation risks if relevant.
- Appoint occupational health and safety committee and the supervisor for patrol weekly safety patrol inspection to monitor and establish preventive measures.

4. Wages and Welfare - Human Resources Policy and Code of Conduct

- Pay wage rates for skills according to skill standards and requirements of each position and not less than the minimum wage both Thai and foreign workers
- Provide the right to collective bargaining via the welfare committee elected by employees to jointly improve the welfare with the employer representative.

5. Knowledge and skills development – Personnel Development

- Provide needful and proper training for employees to develop their knowledge and skills
- Organize training and study visits both domestically and abroad.
- Organize the engagement activities to develop and increase employee potential

Social dimension – Information on employees and labor

Based on the practice guidelines above, there is none of human rights violations related to labor either from the company and its business partners, or disputes from the company's business processes.

Information on the number of employees under contract of the company and its subsidiaries

In 2025, the company disclosed the total number of employees under contract, including those of Golden Lime Public Company Limited and its subsidiaries: Thai Marble Corporation Limited and the employees of Golden Lime Engineering Co., Ltd. had been transferred to Golden Lime Public Company Limited since 2024.

The reported figures, summarized over the past three years, include all employees hired and compensated during the year.

These figures differ from those in section 7.5, which shows the total number of employees of Golden Lime Public Company Limited and its subsidiaries as of December 31.

The Company adjusted the reported employee numbers for 2022-2024, previously disclosed through the ESG Data platform, which only included the number of employees of Golden Lime Public Company Limited.

Hiring employees**(GRI: 2-7)**

The number of employees of the company and its subsidiaries as of December 31.

The Company and subsidiaries company	2023	2024	2025
Total employees (persons)	488	451	450
Male employees (persons)	341	314	309
% Male employees	70%	70%	69%
Female employees (persons)	147	137	141
% Female employees	30%	30%	31%

Employment of workers with disabilities

Employment recruitment for Persons with Disabilities according to the Empowerment of Persons with Disabilities Act, B.E. 2550 (2007) and updated version (2nd edition B.E. 2556 (2013)) that requires both public and private organizations with more than 100 employees being mandated to hire persons with disabilities in the ratio of one disabled person to every one hundred regular employees (1:100) / One more disabled person can be employed if the number of regular employees exceeds the next 50 to promote inclusivity and improve the quality of life of people with disabilities by offering career opportunities. (Section 33 of the Empowerment of Persons with Disabilities Act, B.E. 2550) However, if the Company do not meet the government regulations, the Company is to contribute to the State Fund for Rehabilitation of Disabled Persons Fund on an annual basis. The contribution amount is calculated by multiplying the lowest rate of the minimum wage (prescribed in the labour law in the year before the year the money needs to be remitted to the Fund) x 365 (days) x the number of non-hired disabled employees. (Section 34 of the Empowerment of Persons with Disabilities Act, B.E. 2550)

However, if the Company do not meet the government regulations, the Company is to contribute to the State Fund for Rehabilitation of Disabled Persons Fund on an annual basis. The contribution amount is calculated by multiplying the lowest rate of the minimum wage (prescribed in the labour law in the year before the year the money needs to be remitted to the Fund) x 365 (days) x the number of non-hired disabled employees. (Section 34 of the Empowerment of Persons with Disabilities Act, B.E. 2550)

The Company and subsidiaries company	2023	2024	2025
Total employment of disabilities workers (persons)	6	6	6
% of disabilities contract	1%	1%	1%
Total employment of disabilities workers (persons)	6	6	6
Total male disabilities employees (persons)	5	5	4
Total female disabilities employees (persons)	1	1	2
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

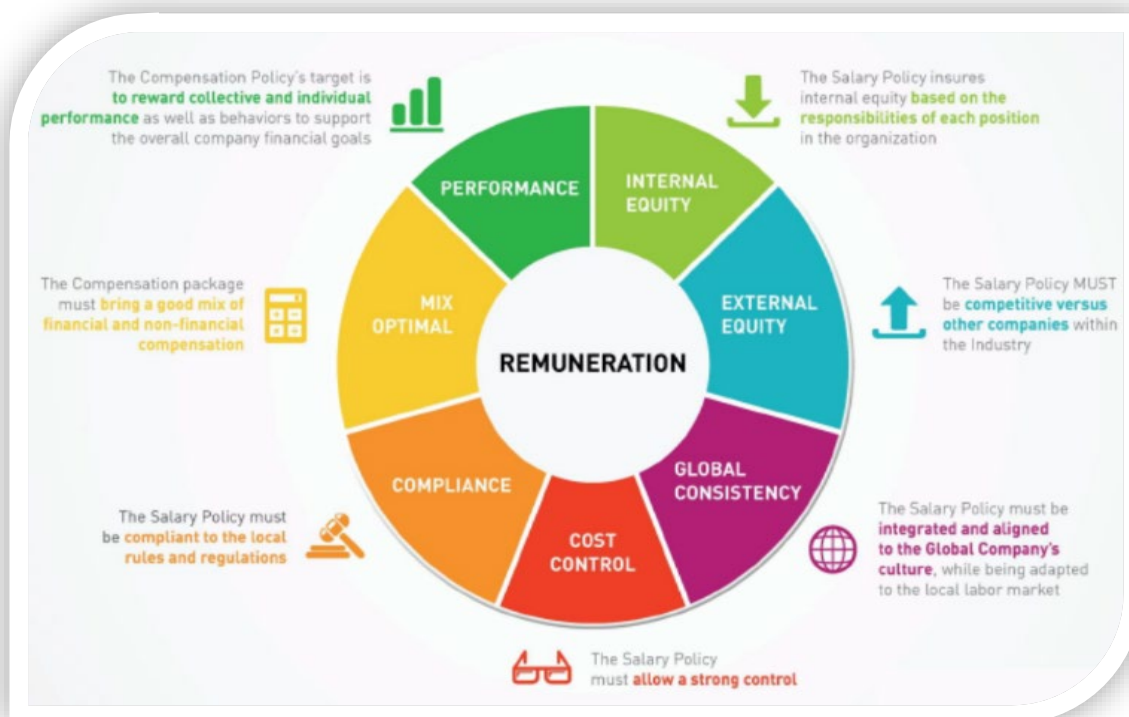
Employee and labor management: Remuneration

Motivation and retention of employees (S3)

SUTHA prioritizes employees as a key stakeholder who plays an important role in a company's sustainability development and long-term success in expanding competitive advantages and growing the business. The role of employee retention in promoting sustainability business development encompasses rationale remuneration, compensation, and benefits both in the short term and long term according to the performances of employees at all levels.

1. Monitoring key performance indicators (KPIs) to implement a remuneration strategy that links performance to pay, to develop salary ranges and establish career development.

(GRI:2-20)



The Company develops an effective compensation scheme to ensure that pay levels are competitive externally and equitable internally allowing management to reward performance and skills development while controlling overall base salary cost and responding to internal controls requirements.

The objective of compensation is to **reward individually collective performance** and behaviors that respond to corporate financial goals.

Salary Policy ensuring that employees are compensated fairly and equitably **based on their responsibilities** to the organization, without discrimination.

Compensation consists of **monetary rewards and non-monetary rewards**

Salary policy is **competitive pay** that is equal to or exceeds the industry

Salary Policy follows **the local law** of compensation and benefits

Salary Policy is **well balancing global and local** approaches to compensation and benefits

Salary Policy strictly followed the **corporate budget allocation of employee costs-based forecast**.

Monetary Rewards include wages, salaries, performance rewards, and bonuses based on annual performance, and Non- Monetary Rewards include Leave days, arranged working environment, benefits, and treatment with fairness and law compliance.

Social dimension – Information on employees and labor

1. Fixed Pay includes salary and duty allowances such as telephone bills, company vehicle, fuel allowance, accommodation expenses, etc.

Blue-collar employee : Wages payment 2 times / month

White-collar employee : Monthly payment

- A 90-day performance reviews take place after an employee's first three months on the job.
- Salary raise or increment is linked to ones performance as derived from process of Performance Appraisal as per KPI and corporate operating result determined in every March to be adjusted if any in April.

2. NON-Fixed Pay are rewards, bonuses based on individual performance and the company's performance, performance incentives, project bonus, generous cash incentives

- Annual performance results are evaluated based on comprehensive financial and performance metrics to determine eligibility for bonus payments or performance-based incentives. Assessment and disbursement occur in April of the subsequent fiscal year.
- Based on project / initiatives achievement paid according to performance delivery

3. Fringe Benefit are a form of compensation given to employees that goes beyond their normal wages and pay such as paid car park, annual health checkup , paid annual leave, uniform, food allowance, annual end of year celebration, provident fund as a measure to retain employees

Compensation is a major factor in employee attraction, retention, and turnover so the Company formulates compensation philosophy according to the below practices;

Individual Performance Appraisal using KPI	
Level	KPI Guideline
 Below standard	Fail to follow job standards practices and basic requirements ✓ No reliability in delivering performance. ✓ repetitive errors ✓ Little to none efforts ✓ No progress ✓ zero self-improvement at work
 Follow job standard	Fail to always meet job requirements. ✓ occasional errors without improvement ✓ Lack of reliability ✓ Dependency at work ✓ Not a committed employee to its unit and the company ✓ New hires fail to meet job expectation
 Meet job expectation	Capable to deliver as per job requirements. ✓ Reliable and stable performance delivery ✓ Some mistakes found but correctable ✓ open for new challenges ✓ good decision making skill ✓ new hires meet job requirements and expectation
 	Deliver greater performance than others in similar level of responsibility ✓ Proactive ✓ Adaptable and good teamwork skill ✓ Deliver greater results.

Social dimension – Information on employees and labor

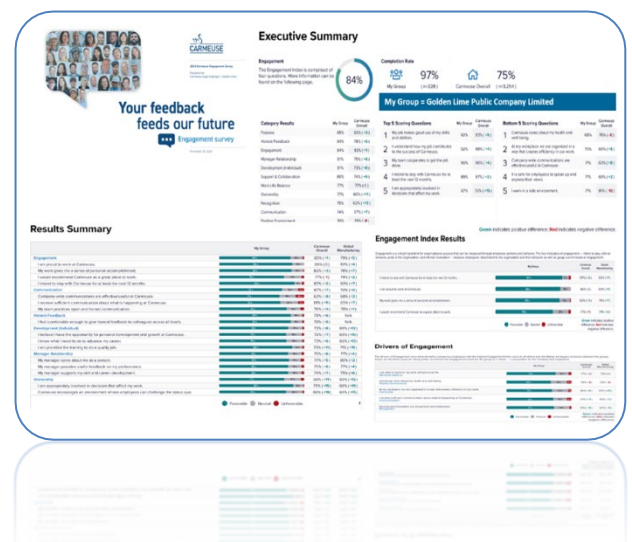
Individual Performance Appraisal using KPI	
Level	KPI Guideline
Greater performance	✓ high level of individual responsibility and as a teamwork to hold each other accountable for task results. ✓ Exceed job requirements and expectations. ✓ Deliver continual progress
 Excel performance	extraordinary performance compared with past years and others performance. ✓ Deliver continually greater and excel performance ✓ Continually proactive ✓ Attain unique and particular achievement ✓ good leadership skill ✓ Big picture thinking to ensure and enhance future success ✓ Excel and outstanding all his / her normal job requirements. ✓ Be visionary and practical ✓ Committed to corporate strategy ✓ Approachable and engaging colleagues at all levels

Each department can engage in discussions and communication to help team members clarify issues or offer suggestions. This collaborative approach allows for joint analysis and the identification of ways to improve work. The formats, methods, and timing of these communications fall within the responsibilities of each department, alongside the performance appraisal process for personnel selection and evaluation within a designated timeframe.

2. Employee engagement and employee satisfaction surveys

In 2024-2025, the survey conducted for SUTHA employees, including those in subsidiaries, revealed that 97% of the total workforce participated. Among these respondents, 84% expressed a strong commitment to the organization. The survey gathered employee opinions across various aspects such as Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance.

The top three survey findings, each averaging over 90%, indicated that employees felt their skills and abilities were being utilized effectively, they experienced a sense of belonging to the organization's success, and they valued being part of a team that contributes to achieving organizational goals



3. Survey Results utilized for improvement

- 1) The company has updated its annual leave policy, now granting more days off depending on years of service: 6 days for 1–3 years, 7 days for more than 3–5 years, 8 days for more than 5–7 years, and 10 days for over 7 years. This arrangement will remain in place for at least five years unless there are changes in relevant laws or regulations. While the increased leave may lead to overtime for some employees, the company will continue supporting medical expenses up to 3,000 baht per visit. This coverage includes all

Social dimension – Information on employees and labor

treatments except dental care, eye exams, cosmetic surgery, and alternative medicine. Employees must provide a medical certificate and the original receipt to Human Resources for reimbursement.

- 2) Developing a framework to boost engagement through participation incentives, like the Cost Saving Program, and recognizing project achievements that yield financial benefits.
- 3) Promoting work-life balance by implementing remote work guidelines for eligible employees, with upgraded tools allowing designated work-from-home days.
- 4) Organizing initiatives to enhance employee happiness, including collaborative meetings and celebrations for events like New Year, Songkran, and birthdays, to foster joy and unity among staff.
- 5) Promoting Employee Health through the "Be Well Be Happy Be Active" Program, the "Be Well Be Happy Be Active" initiative aims to encourage employees to take proper care of their health. This program focuses on promoting self-care through regular exercise and balanced nutrition. The duration of the program is set for 180 days. Throughout the program, employees' progress will be monitored based on their body fat reduction. Each month, the employee who achieves the highest reduction in body fat will be rewarded with a Super Sport gift voucher. At the end of the 180-day period, the overall winner, who has achieved the most significant reduction in body fat, will receive a cash prize. This initiative is designed to motivate employees to adopt healthier lifestyles and improve their overall well-being.



4. Internal mobility promotes retention.

The Company views internal recruitment as a strategy to keep talented employees and lower turnover rates by providing career growth opportunities for current staff. This approach aims to enhance personnel development and boost morale, while also fostering employee advancement, engagement, and loyalty to the organization. Internal recruitment encompasses promotions, succession planning, temporary or contract positions, re-hiring of former employees, and referrals or endorsements from existing staff.

To ensure fairness, equal opportunity, and the best fit for the vacant role, key steps involved in the process of internal recruitment and the best practices to follow for successful internal talent sourcing and selection.

1. Determine vacant positions to be recruited internally.
To define qualifications for an open role and determine whether recruiting internally for the role will benefit the company by collaborating with the hiring manager to develop a plan for communicating the job opening and the application requirements.
2. Post vacancies Internally
Clearly define what experience, skills and contributions will be required to be successful in this role and add the job post to the company's internal job board.
3. Conduct a screening selection process.
Partner with frontline managers as well as senior leaders to scope out for the qualified and interested applicants in an internal job posting.

Social dimension – Information on employees and labor

4. Respond to Every Internal Candidate

The HR dept. will respond to all applicants to communicate with them early and clearly in a clear and transparent manner to avoid disgruntled employees for positive internal recruitment experience.

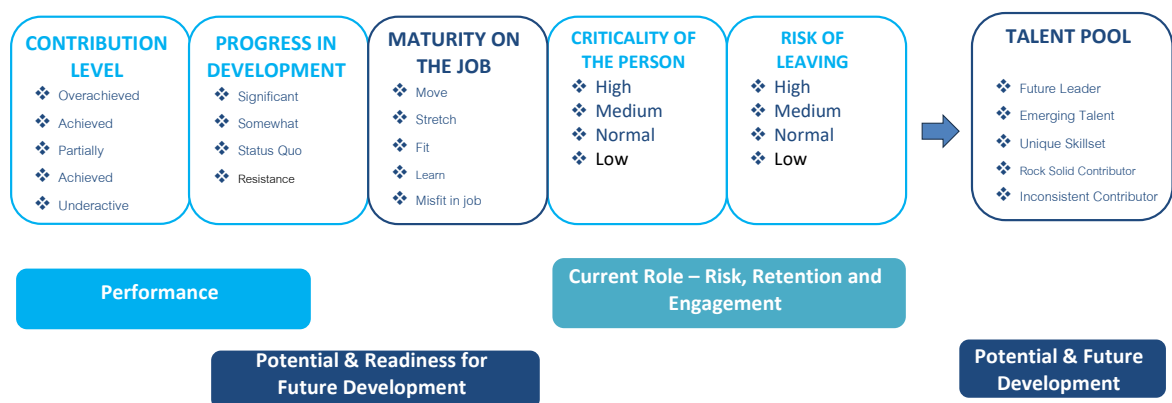
Career growth for high-potential employees will be fostered alongside motivation and the development of job roles for operators in the following ways:

- Responsibilities may be adjusted or increased, with capable employees being considered for more significant roles and receiving higher compensation. For instance, safety officers with IT skills may take on IT helpdesk tasks, while safety officers in various branches can evolve into coordinators and co-developers of CSR initiatives.
- Qualified and efficient contractors will be promoted to permanent positions within the company.
- Employees who demonstrate achievements will be given opportunities for career advancement, such as moving from senior roles to supervisory positions, and from supervisors to section managers.
- The possibility of rehiring former employees with a strong work history who have resigned will also be considered.

5. **The succession planning** process follows key steps, beginning with the creation of a list of key positions, which has already been completed, covering executive and key department head roles. This is followed by the selection of a talent pool, the evaluation of individuals in terms of potential and competencies, the development of individual development plans, and the monitoring of development results. The Carmeuse Group's talent review framework is used for development. The identified key positions are presented in the succession policy and plan documents. Furthermore, the company has established employee qualification evaluation criteria to support succession planning and career path creation. These guidelines will be systematically applied to the organization's human resource management.

The company has implemented a systematic succession approach, starting with the identification of key positions that impact business continuity and selecting a talent pool with outstanding abilities and growth potential to support future succession.

The personnel evaluation process uses a five-dimensional framework covering performance, potential, maturity, role importance, and turnover risk. It also categorizes personnel according to the five Talent Tools, such as unique skills, high potential, and future leaders. The evaluation results are then used to create Individual Development Plans (IDPs) involve development activities such as project assignments, job rotations, coaching and mentoring, and quarterly progress monitoring to enhance skills and prepare individuals for growth.



All of these approaches reflect the company's commitment to **retaining outstanding talent, supporting career growth, and creating a sustainable human capital** of effectively adapting to future changes.

6. **Enhance the communication of engagement survey results and employee turnover statistics to demonstrate a commitment to ongoing development and the improvement of employee welfare.** The executives overseeing human resource management within the corporate group have established an internal communication platform,

Social dimension – Information on employees and labor

“Bee Keeper,” which grants employees access to a communication application that facilitates their participation and expression of opinions. The outcomes of the satisfaction survey will be shared with employees across all levels through suitable communication channels.

Compensation Payment:

The Company has a policy to consider compensation for employees based on fairness and appropriateness with their duties and individual responsibilities in consistent with wage management according to the ability of an individual employee and legal wage rates including the determination of fair and appropriate benefits and welfare.

The company will consider raising wages according to the legal wage rate, the Company yearly performance, plans and strategies together with capability and efficiency of employees as a department and individuality to offer proper welfare for benefits to employees at all levels according to their needs and the Company's performance and financial conditions regarding to social, economy conditions and consequently well-being of employees.

Employee compensation

The Company and subsidiaries company	2023	2024	2025
Total employee remuneration (baht)	169,074,326	179,808,330	187,998,297
Total male employee remuneration (Baht) % male employee remuneration	123,577,520 73%	130,536,376 73%	132,242,094 70%
Total female employee remuneration (Baht) % female employee remuneration	45,496,806 27%	49,271,954 27%	55,756,204 30%

Employee and labor management: Employee training and development**S2. Employee development** (GRI : 404-2)

Employee development is a strategic sustainability development engaging with key stakeholders that the company can greatly affect them and when they can greatly affect the company. As a key stakeholder, an employee plays an important role in a company's sustainability development and long-term success in making strategic decisions, minimizing risks, expanding competitive advantages, and growing the business.

Training and development programs enable employees to stay relevant, updated and acquire new competencies, thereby positively impacting the organization's productivity.

Potential and Knowledge development approaches

1) Training need analysis

1.1) Basic training needs analysis as an individual development plan

This level of analyzing training needs involves reviewing individual jobs and task performed. Comparing individual employees' skills in a job category to the skills needed for a successful job performance can recognize the gaps that can be filled by training.

- **Orientation:** conducted by the HR department to train and introduce new employees about their roles and company policies, the company's culture, values, and norms to help them assimilate faster and align their behaviour with corporate goals.
- **On the Job training:** is a practical approach to acquiring new competencies, the practical skills and knowledge they need to perform their job via the program designed from their tasks and instructions manual.

1.2) Organizational training needs analysis

Aligning training with business goals to ensure that training will help the organization achieve its organizational business goals in responding to sustainability framework or stakeholders' expectations such as major shareholders, governance authorities, the stock market, relevant government agencies that also offer specific and practical trainings and workshops e.g. ESG sustainability development practices, good corporate governance workshop by SEC, IOD, etc.

Social dimension – Information on employees and labor

2) Segmenting training into its objectives

No.	Training/Workshop	Objectives	
1	Productivity and Efficiency To develop knowledge and comprehension among staff or to enhance skills that will lead to increased productivity and improved performance efficiency.	-Maximize performance efficiency to rectify trouble and handle with obstacles to prevent production discontinuation.	- Operations staff and production support services
2	Laws and regulations To gain the knowledge and skills to manage legal permits, requests, certification, and continuing business worthiness as per the regulations and requirements	-To be aware and stay relevant on changing and new rules and regulations and adopt into corporate practices to mitigate consequences for non-compliance; fines, damage to the company's reputation, cancellation of operational permits	-Departmental chief and all relevant with authorities / rules and regulations
3	Occupational Health, Safety, Environment and Energy To be aware of environmental impacts under control, of continuously improvement of energy efficiency and of creating a healthy and safe work environment to create a safer and more environmentally conscious working environment in reducing the ecological footprint and preserving natural resources.	- To conduct safe operations under Occupation Health and Safety Policy and mitigate negative impact to communities. - To control the operation and activities related to the company's environmental factors and hazards, ensure that the process results sustainably meet the requirements of the environment and occupational health and safety policies, objectives, and indicators. - To ensure the realization of the energy efficiency to optimize the use of natural resources, thereby promoting responsible consumption and renewable energy consumption	- All relevant department and staff
4	HR Management Promote human resource management skills to meet the organization's objectives.	- Employees can handle personnel tasks to enhance and support human resources effectiveness in hiring, recruiting, benefits management, enforcing human rights, preventing conflicts, salary management, performance assessments, and fostering employee motivation and development.	Human resources dept. staff and relevant Welfare Committee members
5	Preventive Maintenance Dedicated to maintenance staff responsible for inspecting, repairing, and maintaining the equipment, systems, machines, vehicles, and facilities that keep the plant and process running.	-To execute the safe and careful upkeep of a facility and the assets within that facility and perform maintenance tasks safely and allow them to create preventive maintenance strategies, prolong the lifespan of machines and equipment, minimize costs associated with repairs and maintenance, or efficiently oversee repair and maintenance operations.	Operations and maintenance Dept.
6	ISO standards and risk assessment To learn how to apply, comply with and benefit to improve and enhance operations following the Company's standardized practices regarding risk management, ISO 9001 , ISO 14001 , ISO 45001	To build awareness and understanding of their roles concerning required standards and expectations for a greater understanding of the Company's management system, and how it can be integrated into daily activities to prevent a variety of threats: operations, compliance, security, and reputation so employees can perform their jobs professionally and productively.	ISO relevant staff, daily workers, and contracted workers
7	Job-Specific Skills To upskill or reskill employees to become more effective at various tasks or job roles e.g. Driving, Loader, Forklift, Craftsman	To provide targeted professional training that focuses on the safe practices responding to immediate needs of an organization, particular safe work instructions, guided operational practices	Relevant staff to the courses provided, daily workers and contracted workers
8	Account & Financial To educate staff on accounting and financial responsibilities, including investment promotion, requesting tax benefits, training on internal controls for accurate financial data, and guidelines for approving financial transactions per the internal control manual.	To improve employees' knowledge and comprehension of accounting standards, including any revisions or new definitions, as well as guidelines for financial management, control, and estimation to prepare complete and accurate financial reports, understand tax accounting, and follow procedures for investment promotion and proper use of tax benefits as they should be capable of conducting accounting practices and issuing financial reports according to established standards	Accounting/ Finance Department and relevant business units conducting finance accounting work routines

Social dimension – Information on employees and labor

No.	Training/Workshop	Objectives	
		or methods, while also managing taxes effectively and in compliance with accounting and tax regulations.	
9	Good CG Policy, ESG Practices, Code of Conduct and Sustainability related Courses Sustainability framework such as corporate governance policy, business ethics, anti-corruption policy, DAP, DCP, CSR, ESG, greenhouse gases, Internal controls, and risk management, etc.	-To encourage personnel to perform their duties inconsistent with good corporate governance guidelines - To promote organizational sustainability development in workplace to create value to stakeholders.	Directors, Executives, employees related to business /activities
10	Language To gain knowledge and capability on communication	- Enhances communication and comprehension, promoting collaboration and motivation for work development with international stakeholders.	-Personnel working with foreigners
11	Corporate Team-Buildings and stakeholders engaging activities workshop, teamwork activities to foster knowledge sharing, organize activities, encourage teamwork, and strengthen relationships among team members, while also engaging with relevant stakeholders in value chain.	- Personnel acquire knowledge and foster relationships within the team. - Formulation of team strategies and initiatives. - Enhancement of collaboration among team members. - Minimization of conflicts and promotion of unity within the team. - share information and knowledge aimed at improving various processes in supply chain management.	Executives, employees related to business /activities
12	IT / Cybersecurity uses the KnowBe4 platform to deliver current cybersecurity training to all employees. The program helps staff recognize and respond to threats, like phishing, through interactive lessons and simulated tests. Employee participation is key to strengthening the organization's security culture and reducing cyber risks. The training program is delivered through Carmeuse's IT network application, which provides automated, individualized training based on risk assessments and user behaviours testing related to IT security. The courses and training hours under this system are not included in the company's general training evaluation or hour-tracking programs.	- Increases cybersecurity awareness (Cyber Awareness Culture) - Reduces the risk of attacks such as phishing and social engineering - Develops skills in responding to real-world threats including: Detecting malicious emails Password management Secure internet usage Protecting personal and customer data - Helps reduce the risk of organizational security incidents	-Personnel using IT application / system

- 3) The Human Resources Department corporate with each department to determine the number of training hours as a KPI for individual employees. This KPI may subject to specific required training, such as accounting and finance. Training record /attendance is reported to HR department to prepare training records and progress evaluation.
- 4) Every August, each department submits a departmental training plan for annual budget allocation which is to be followed up by the HR department on its progress and implementation as planned.
- 5) The Human Resources Department keeps training records to track the personnel progress following the training objectives to assess personnel development individually for individual personnel development plans.



Social dimension – Information on employees and labor

Training Courses (GRI : 404-2)		Training 2025 (Hours)		
		GL	TMC ^{/2)}	SUTHA
1. Communication Language Skill		-	13	13
2. Productivities & Management		375	883	1258
3. Legal & Law		20	6	26
4. Safety, Environment, Energy		1,995	1368	3363
5. HR Management		21	6	27
6. Preventive Maintenance		-	357	357
7. ISO & Standard System		87	714	801
8. Job-Specific Skills		38	17	55
9. Account & Financial		49	77	126
10. Good Governance and Policy support: Anti-Corruption, Good Corporate Governance, CSR, Code of Conduct, etc.		885	287	1171
11. Computer, IT , Cyber securities		264	51	315
Summary report	unit	3,734	3778	7,512
Training Results of the Company and Its Subsidiaries for the Year 2025		Summary of Training Year 2025 (GL + TMC)		
		GL	TMC	Total
Total training hours:	Hour	3734	3777	7512
Amount of participating personnel	person	766	757	1523
Amount of headcount personnel ^{/1)}	person	270	180	450
Participation average rate	Hour/person/year	14	21	17
Training expense	THB/Year	381,820	258,251	640,071
Note : 1) Amount of headcount personnel reference Number of employees report ended 31 December				
2) In 2025, training data for Thai Marble Corp, Ltd. (TMC) (the subsidiary) began to be collected and disclosed in the report.				

Each training course will be evaluated by participants, their departments, and/or trainers. The human resources department utilizes a form to assess the course's needs and includes a post-training evaluation.



Employee training and development

The training data pertains to the company only. During 2025, the company has not yet collected training history data from its subsidiaries.

Social dimension – Information on employees and labor

	2023	2024	2025
Average employee training hours (hours / person /year)	13.50	11.30	17.00
Training and development expenses for employees(baht)	277,600	480,780	640,071

Note: Training hours in 2023–2024 exclude data from the subsidiary. In 2025, training hours include the subsidiary's training records.

Employee and labor management: Safety, occupational health, and environment at work

(GRI: 403-9)

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	1	0 ^(*)	0

Note: (*) In 2024, there were three recorded incidents of lost time accidents (LTA) involving subcontractors

Employee and labor management: Employee engagement

(GRI:401-1)

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	87	86	57
Total number of male employee turnover leaving the company voluntarily (persons)	65	64	51
Total number of female employee turnover leaving the company voluntarily (persons)	22	22	6
Proportion of voluntary resignations (%)	18%	19%	13%
SUTHA (*) / SUTHA and its subsidiaries company	2023	2024	2025
Evaluation result of employee engagement	Yes (*)	Yes ^(*)	Yes

Employee internal groups

Employee internal groups : Yes

: Welfare committee