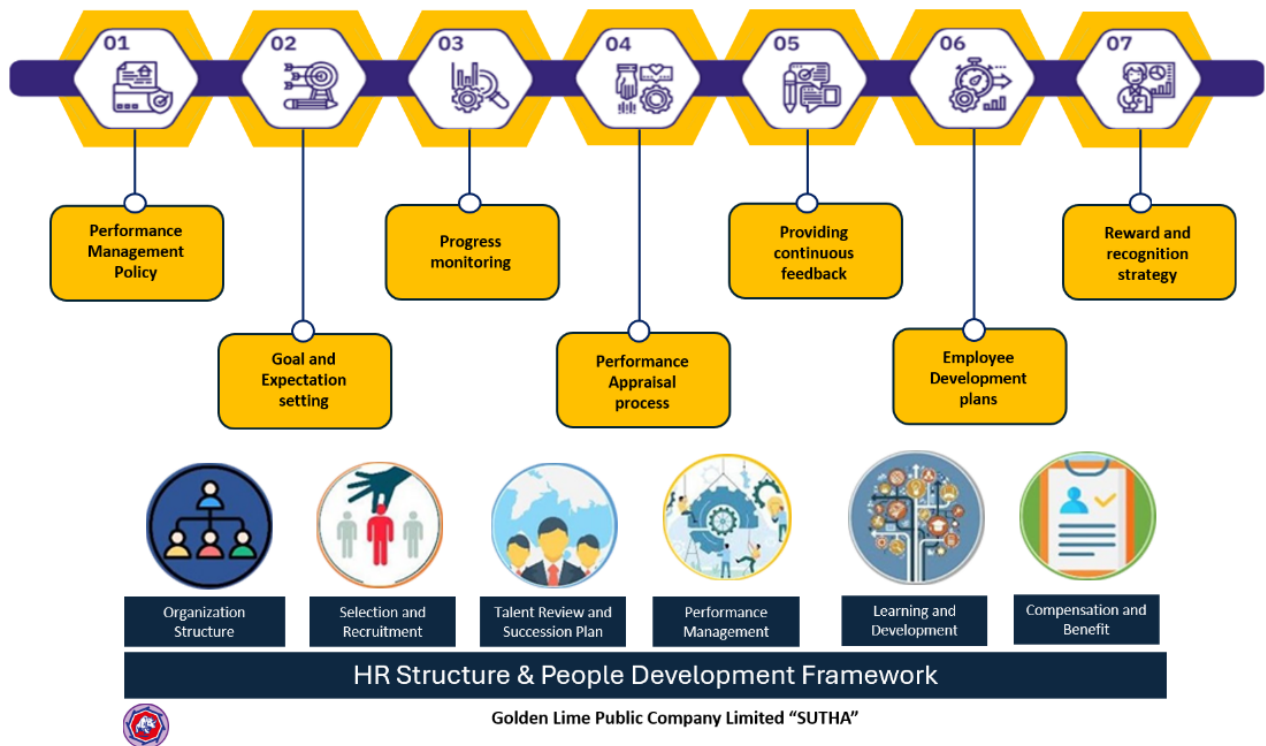


Social dimension – Information on employees and labor

3.4.2 Social operating results

Diagram of performance and outcomes for employee and labor management



Golden Lime Public Company Limited (SUTHA) is committed to developing its business operations to be in line with the sustainable development framework and has applied guidelines in accordance with the sustainability assessment criteria of listed companies on the stock exchange and the policy framework according to the expectations of key stakeholder groups in order to Framework for guidelines for setting directions Development drives business sustainably with responsibility towards society, the environment and stakeholders. The " Policy Framework for Sustainable Development and Social Responsibility\_ESG Policy" is as follows

Social policy and guidelines

Social and human rights policy and guidelines : Yes  
Social and human rights guidelines : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights, Others: SUTHA's Sustainability development in Social Responsibility and Human Right Policy.



## S2. Employee development

### Principles

Developing employee potential by providing continuous learning and individual development plans to motivate employee inclusion and engagement to take part in business development.

### Guidelines

1. An employee development plan that outlines that person's professional growth and training needs
2. Training plans in response to the Company's goal
3. Training record for evaluation



### 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

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: Employee training and development

S2. Employee development<sup>(GRI : 404-2)</sup>

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.

**Social dimension – Information on employees and labor**

- **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.

2) Segmenting training into its objectives

| No. | Training/Workshop                                                                                                                                                                                                                                                                                                                                                      | Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                               |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 1   | <b>Productivity and Efficiency</b><br>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   | <b>Laws and regulations</b><br>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   | <b>Occupational Health, Safety, Environment and Energy</b><br>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. | <ul style="list-style-type: none"> <li>- To conduct safe operations under Occupation Health and Safety Policy and mitigate negative impact to communities.</li> <li>- 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.</li> <li>- To ensure the realization of the energy efficiency to optimize the use of natural resources, thereby promoting responsible consumption and renewable energy consumption</li> </ul> | - All relevant department and staff                                           |
| 4   | <b>HR Management</b><br>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   | <b>Preventive Maintenance</b><br>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   | <b>ISO standards and risk assessment</b><br>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,                                                                                                                                                                                                                                                                                                                                                        | ISO relevant staff, daily workers, and contracted workers                     |

Social dimension – Information on employees and labor

| No. | Training/Workshop                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                        |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | security, and reputation so employees can perform their jobs professionally and productively.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                        |
| 7   | <b>Job-Specific Skills</b><br>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   | <b>Account &amp; Financial</b><br>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 or methods, while also managing taxes effectively and in compliance with accounting and tax regulations. | Accounting/ Finance Department and relevant business units conducting finance accounting work routines |
| 9   | <b>Good CG Policy, ESG Practices, Code of Conduct and Sustainability related Courses</b><br>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<br>- To promote organizational sustainability development in workplace to create value to stakeholders.                                                                                                                                                                                                                                                                                                                                                                                     | Directors, Executives, employees related to business /activities                                       |
| 10  | <b>Language</b><br>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  | <b>Corporate Team-Buildings and stakeholders engaging activities</b><br>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.<br>- Formulation of team strategies and initiatives.<br>- Enhancement of collaboration among team members.<br>- Minimization of conflicts and promotion of unity within the team.<br>- share information and knowledge aimed at improving various processes in supply chain management.                                                                                                                                                                                                                                    | Executives, employees related to business /activities                                                  |
| 12  | <b>IT / Cybersecurity</b> 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.<br>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)<br>- Reduces the risk of attacks such as phishing and social engineering<br>- Develops skills in responding to real-world threats including:<br>Detecting malicious emails<br>Password management<br>Secure internet usage<br>Protecting personal and customer data<br>- Helps reduce the risk of organizational security incidents                                                                                                                                                                                                  | -Personnel using IT application / system                                                               |

**Social dimension – Information on employees and labor**

- 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.



| Training Courses (GRI : 404-2)                                                                                                 |                  | Training 2025 (Hours)                    |                   |         |
|--------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------|-------------------|---------|
|                                                                                                                                |                  | GL                                       | TMC <sup>/2</sup> | 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/ <sup>1)</sup>                                                                                   | 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.

**Social dimension – Information on employees and labor**



**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.

|                                                        | 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