

3.4.2 Social operating results

Safety, occupational health, and environment at work



2025 Occupational health and Safety Goal		
 Prioritize safe operations and build a culture of safety in the workplace	Indicator	Result
	ZERO LTI	Employee -0- Subcontractor – 0 - Behind the target
Comply with safety and occupational health laws.	100%	100%
Establishments certified and controlled by environmental management system standards: Occupational health and Safety (ISO 45001) -Chong Sarika Branch [6 kilns] certified -Huai Pa Wai Branch [1 kiln] certified -Phra Phutthabat Branch [2 kilns] under control	Certified for 7 out of 9 kilns at the site, representing 78%.	78%
Fines or costs from safety or occupational health law disputes.	-	-

Employees' quality of life and good working environment Safety, Occupational Health, and Working Environment of Employees				
Yearly data	Unit	(excluding Subsidiaries)		
		Y2023	Y2024	Y2025
Total working hours of all employees	Hour	48,382	48,365	42,527
Accidents and injuries statistics				
> Lost time injury and Lost time incident	Time	1	0	0
> Injured worker with more than a day away from work	Person	1	0	0
> Work-related fatality	Person	-None-	-None-	-None-
Accidents and injuries statistics of sub-contractor				
		(excluding Subsidiaries)		
	Unit	2023	2024	2025
> Lost time injury and Lost time incident	Time	-	3	-
> Injured worker with more than a day away from work	Person	-	3	-
> Work-related fatality	Person	-None-	-None-	-None-

Health and Safety at Work

(Occupational Health & Safety) Managed according to ISO 45001 standards

Implementation is carried out based on these policies:

1. Ensure employee health and workplace safety within a suitable environment.
2. Set and regularly review objectives and targets for occupational health, safety, and the workplace environment.
3. Maintain high standards of health and safety for all employees.
4. Assess safety measures for contractors and partners.
5. Focus on prevention and risk mitigation.
6. Record and investigate safety incidents, including metrics such as Lost Time Injury Frequency Rate (LTIFR), Lost Time Incident Rate (LTIR), and Absent Rate (AR).
7. Provide safety awareness training.
8. Promote safe work practices.

The company is committed to safe operations and upholding occupational health standards by setting clear performance indicators, with the objective of achieving zero accidents and zero lost time incidents or injuries.

Management Measures

- Circulate incident reports for safety awareness, helps identify causes, and prevents recurrence.
- Ensure a safe work environment by preventing injuries and illnesses
- Comply with all safety regulations
- Eliminate hazards, reducing risk
- Continuously improve health and safety systems
- Engage suppliers, subcontractors or their representatives for feedback.
- All employees, contractors, and partners receive safety training to prevent workplace accidents.
- Safety projects undergo external evaluation and serve as benchmarks for management effectiveness

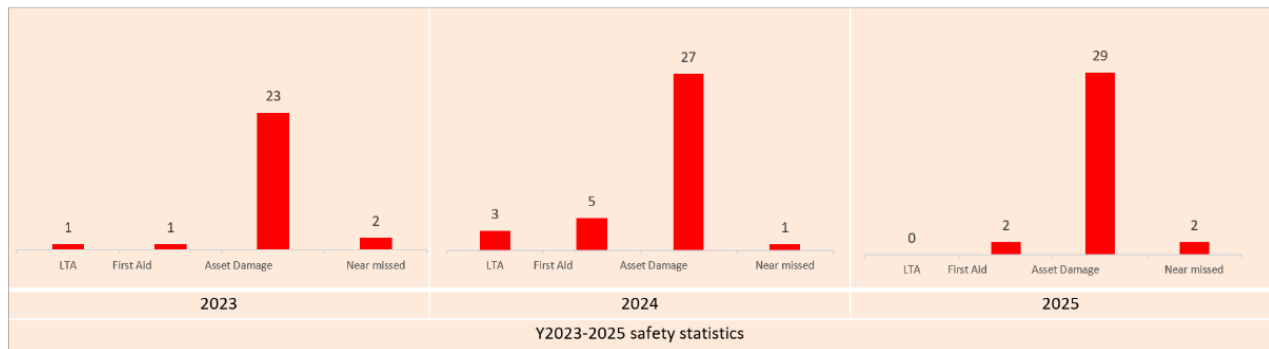
Key operations involve mining, sourcing raw materials, activities that produce dust, transportation by the company and its subcontractors, manufacturing, service provision, and supporting functions.

Relevant Stakeholders: The Board of Directors, executives, staff, shareholders, clients, partners, and community representatives all work together on environmental and safety efforts.

Operations are carried out with a strong commitment to minimizing potential impacts and incidents that may arise from the processes, as follows:

Process safety impacts and strategies for reduction and mitigation	Meeting goals for incident management and impact reduction.
- Injury or injury to employees. - Accidents during the transportation of goods and raw materials. - Accidents during product delivery occurring on customer premises by subcontractors. - Accidents affecting the health and safety of employees and related stakeholders. - Incurring medical, treatment, or compensation costs for those affected. - Damage to company property. - Damage to customer property. - Community impact or disruption from accidents during transport or risks in business operations. - Inadequate management or major incidents can harm the company's reputation.	Achieved Incidents persist. Incidents persist. Incidents persist. Through insurance management Incidents persist. Incidents persist. Achieved No serious accidents

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S4. Health and safety at work

Safety and Healthy work environment

The Company realizes and takes Safety First as a top priority for all personnel's operations. The Company, hence, considers Safety Management as a fundamental policy for business sustainability and building safety culture to the Company is one duty of employees and Stakeholders in order to parallelly drive operational safety management, personal safety management and occupational Health management to maintain international standards and to ensure that employees, contractors as well as key stakeholders in processes throughout the business value chain be able to work together safely in order to reduce hazards and mitigate the possible risk factors and impacts threatening to life and property.

Production process

The Company has implemented the Operation Excellence Management System: OEMS that requires the risk evaluation in all operation units and there is an operation manual for dangerous tools and equipment to prevent and control the risks from the design, production process, maintenance and the annual standard verification in either normal or emergency state to maintain operational standards for safe and efficient production operations.



Reliability & Integrity management

There are the machine's reliability & integrity in all plants of the Company monitored by the maintenance team to check and rectify for machines reliability with a database system to record maintenance and repair history to evaluate the maintenance performance. All machines will be assessed for to ensure Machine Integrity by Machine Integrity Checking process as well as being audited through the visualization system from a team of experts who provide technical services to analyze machine operation and stability covering all factors that may cause unplanned shutdown. By all these processes, there is a professional safety officer to co-inspect with the government



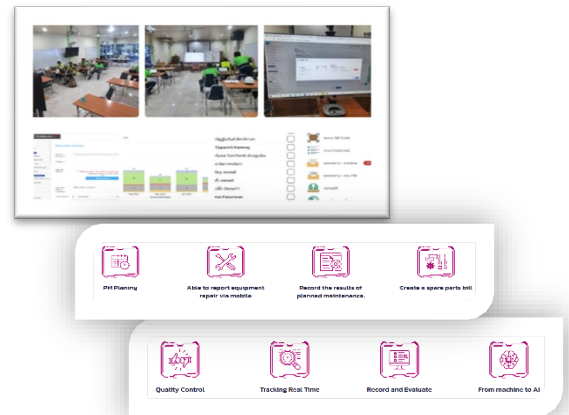
PLC workshop training for a basic knowledge and application of a digital computer-based control system commonly used in industrial automation to monitor and control machinery or processes.

Machine maintenance software application

- "Factorium CMMS" to complete all PM/AM process from creating checklists, scheduling plans, setting reminders, finishing tasks to improve machine productivity

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agency including planning safety and occupational health training in all process.



Cultivating a Culture of Safety

The company conducts personnel training to reinforce and provide fundamental knowledge on power source isolation and equipment lockout (LOckOUT TAGOUT - LOTO). This includes safety procedures for isolating machinery (electrical, mechanical, hydraulic) using lockout and tagout to prevent accidental activation during maintenance. The primary goal is to protect employees from serious accidents and fatalities, reduce workplace risks, and comply with safety laws. Safety practices are implemented in both theoretical and practical sessions for employees and contractors at all levels across all sites. The Safety Committee also conducts site inspections to monitor employee and contractor understanding, ensure adherence to procedures, and reinforce the principles of safety awareness and behavior across all levels. The training scope is extended to contractors, subcontractors, and key business partners to integrate safety into the overall culture.



Personnel training educates employees to prevent accidents and minimize workplace risks.

Cultivating Safety behavior, known as Behavior-Based Safety (BBS),

This approach focuses on minimising workplace accidents among employees and their peers by promoting "Behavior-Based Safety (BBS)." It works by identifying hazardous actions and addressing them before incidents occur. The aim is to cultivate a strong safety culture where everyone stays mindful of their own conduct and observes the behaviours of others. Key steps include setting clear goals, offering immediate feedback about safe habits, and conducting training so people can regularly reflect on both individual and team activities.

SUTHA has refined its communication strategy to promote safety behavior, which includes the following key elements:

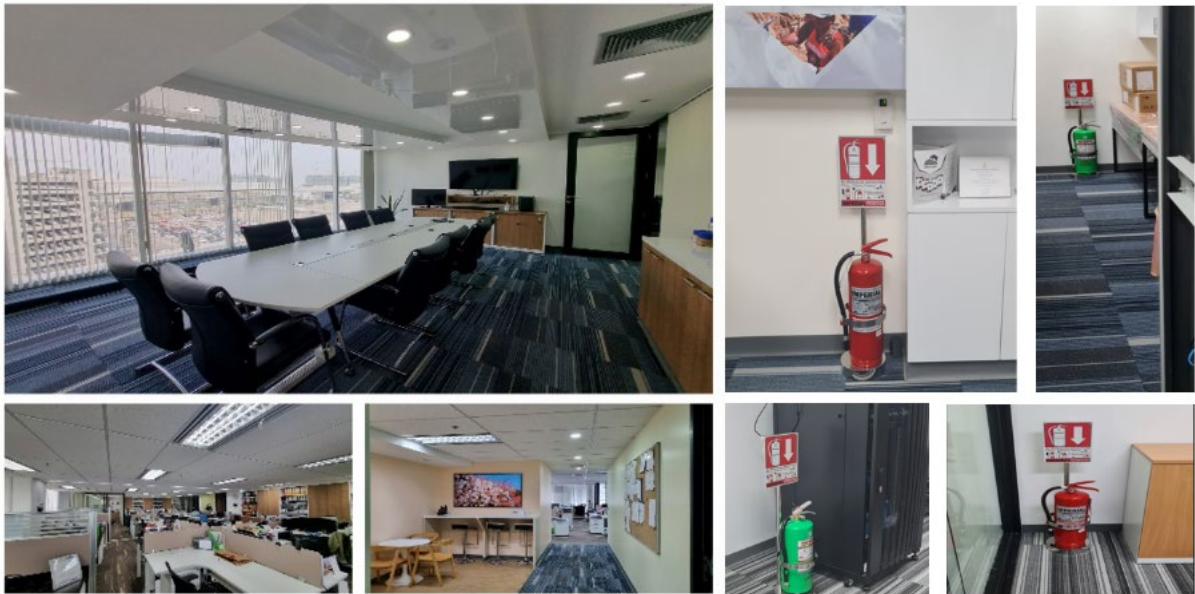
1. **Open Mind:** Engaging in open discussions, valuing diverse opinions, and fostering mutual respect as a foundation for collaboration.
2. **Observation:** Monitoring colleagues' safety practices during work to identify potential risks.
3. **Intervention:** Encouraging interaction through greetings, recognition of safe practices, and providing warnings when necessary.
4. **Record** Document the outcomes of interactions with colleagues, noting both positive feedback and concerns for the program department. These can be logged on the website and mobile devices.
5. **Safety culture** by consistently applying all four steps across the organization, ensuring ongoing measurement and assessment.

Promoting occupational health and safety in the workplace

- 1) ISO 45001 compliance as a commitment to creating a safe and healthy workplace, aligning with global best practices.
 - > To develop a safer working environment for all employees to prevent workplace injuries, deaths and diseases through robust safety management systems and processes.



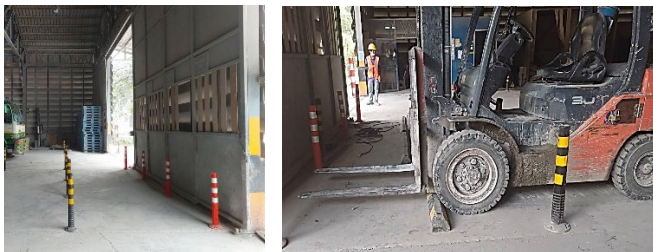
- > The Company adheres to workplace compliance to maintain a clean, healthy, safe, accessible and well maintained and productive workplace for all employees so work can be carried out without risks to worker health and safety.



Photos of SUTHA head office work area and fire extinguishers for emergency control.

> Improving operational processes and environments for safety:

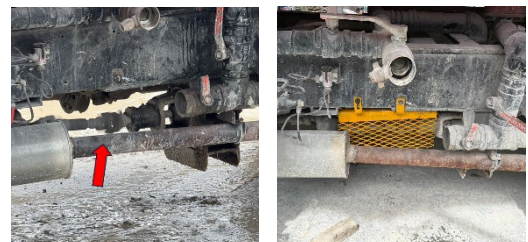
- Install forklift parking stoppers to prevent forklift wheels from rolling/colliding into walls in the warehouse.



- Set up employee rest areas away from workspaces.



Install guards at the pivot points of machinery.



- > Dedicated to adhering to legal and regulatory requirements, including regular updates and reviews to align with evolving legal standards.
- > Committed to identifying and mitigating hazards, focusing on enhancing the safety of the Company and its subsidiaries.

- Enhancing processes within subsidiaries to align with recommendations derived from identified risk factors.

Strengthening safety protocols in the factory environment through a safety assessment system that includes a Safety Committee (KPO) and safety officers at various levels. Operational teams collaborate to develop a Job Safety Analysis (JSA) to evaluate risks, increasing the number of JSA items from 120 to 230 since 2021. This initiative also includes adding over 300 assessment and inspection topics to encompass the entire operational area. Additionally, fines for violations have been raised from 500 baht to 1,000 baht to ensure that responsible employees recognize the importance of taking proactive measures to prevent errors and mitigate potential hazards.

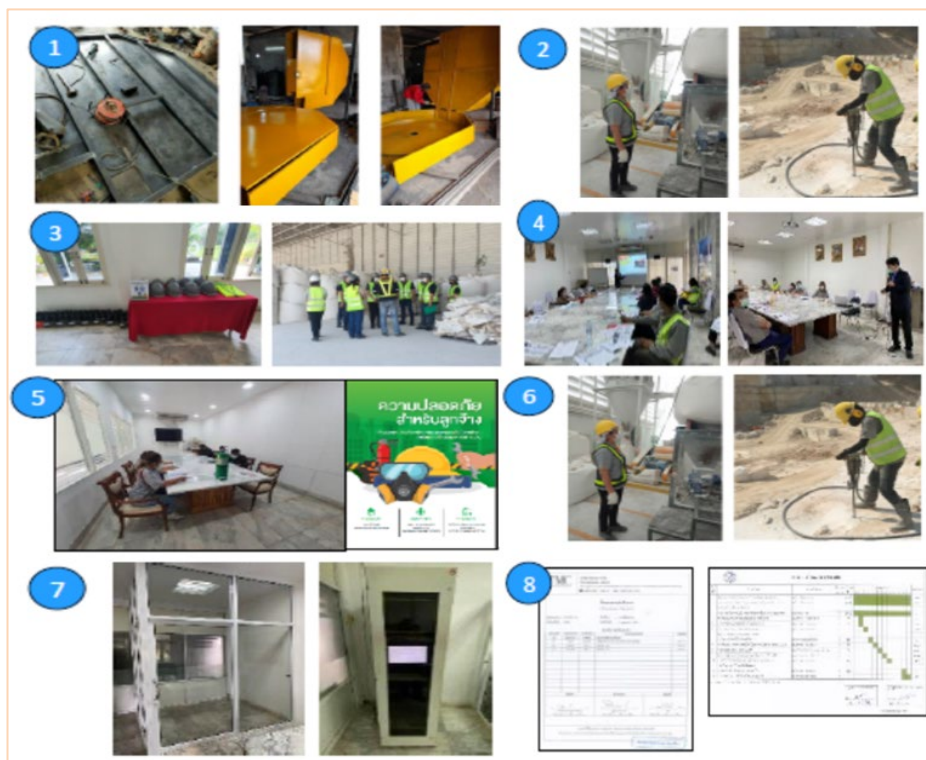
- Conducting annual risk assessments and addressing noncompliance that fails to meet control standards in the operational area.
 - > Adhere to safe operations ,strictly follow safety rules, and always update safety regulations
 - > Eliminate risk and dangers in all establishments including subsidiaries'
- Subsidiaries process improvement in response to inspection comments

Safety Committee (CSO), professional safety officers, and the operation team continuously implement JSA (Job Safety Analysis) to define and control the hazards of processes, jobs, and procedures. Breaking into 120 jobs in 2021 then increasing to 230 jobs in 2023 with 300 hazard assessments to ensure JSA applied throughout the operations. Increasing awareness with the fines and other penalties for violating the safety rules, a doubled fine from last year to insist the company safety focus and concern.

- Annual risk assessment and corrective actions follow ups and controls

Report finding #	Observation	Risk Description	Risk (H, M, L)	Action Plan
1	There is no machine protections (especially cutting machines) in place at Thai Marble plant. (Pictures - sse slide 2)	High risk of accident and serious injuries	H	Implement Complete
2	Limited and not systematic PPE usage. PPE usage has to be improved (Pictures - sse slide 3-4)	Not being able to protect themselves for risky situations	H	Implement Complete
3	No visitors Health & Safety training and briefing at arrival and before plant visit.	Lack of H&S awareness / Not aware what is going to be done in case of emergency	M	Implement Complete
4	No Job risk assessment are performed	Lack of awareness of possible risks and corresponding actions needed in job tasks	M	Implement Complete
5	The hazardous activities are not described in safety work procedures.	Lack of H&S awareness	M	Implement Complete
6	Emergency Plan had been prepared at least 25 years ago, and not updated since then	Not be aware of what should be done at the emergency situation	M	Implement Complete
7	No server room. It is placed in the middle of open office (Pictures - sse slide 5)	Interruption of network	M	Implement Complete
8	1.Although trainings are given in the plant, we did not found any evidences 2.No Site Operating Procedure training given and there is no pre-shift inspection done	Not monitoring developments of workers No evidence that the workers have followed key trainings In case of any legal situation, no fact/evidence can be provided	M	Implement Complete

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- > Involve contractors and suppliers to manage supplier and contractor safety as operatives/workers must follow site rules and the safe system of works.

Road safety program for operatives/drivers include subcontractors as Supplier development programs as for a stakeholder engagement program



Subcontractors ' drivers

Course : Keys To Safe Driving: The Smith System

Venue : Chong Sarika Plant training room

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The Company allocates proper resources, time, budget, and training to promote ongoing occupational health and safety. Worker input and participation are essential, and this policy applies to all employees and will be accessible to the public and stakeholders.

This also covers assessing health and safety risks for employees and contractors during operations.

The Company encourages safety participation, so it encourages employees to mentor others; and gives them sufficient time, support, training, and facilities to perform safely at all levels and disclose safety performance effectively.



The company has set up a healthcare unit to organize annual employee check-ups at accredited facilities. Results showed no work-related health risks or issues among staff.

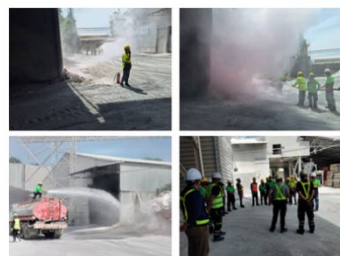
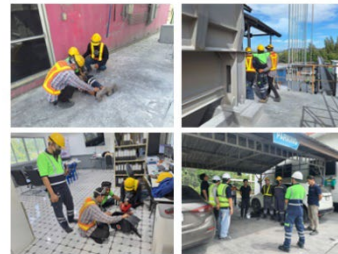
"Basic Firefighting and Fire Evacuation Drill"

The training provides essential firefighting knowledge and hands-on practice, enabling participants to handle emergencies, plan operations, rescue victims, and assess situations. It is certified by a fire prevention unit authorized by the Department of Labor Protection and Welfare.



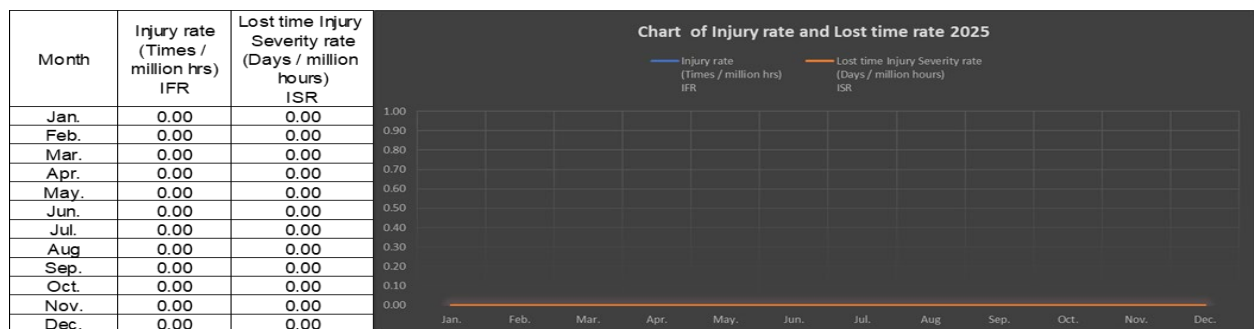
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Preventive and risk reduction measures for operations involve creating a Business Continuity Plan (BCP) for emergencies and holding quarterly emergency drills—known as Safety Snap Audits—that simulate different incidents at every branch.



The analysis of Lost Time Injury Frequency Rate: LTIFR / Lost Time Incident Rate : LTIR , absentee rate (AR) ,the documentation of accident statistics to investigate the underlying causes of each incident. (GRI :403-2)

Safety data statistics												
Summary All Branch 2025												
Month	number of employees	Working hours per day	Total day works per month	Man hours	Number of LTA (Employees)	Number of Recordable (Employees)	Number of First aid (Employees)	Number of Near misses (Employees)	Lost time (Days)	Calculated working hours	Injury rate (Times / million hrs) IFR	Lost time Injury Severity rate (Days / million hours) ISR
Jan.	217	8	26	50840	0	0	0	0	0	1,000,000	0.00	0.00
Feb.	214	8	23	45366	0	0	0	0	0	1,000,000	0.00	0.00
Mar.	215	8	26	50320	0	0	0	0	0	1,000,000	0.00	0.00
Apr.	212	8	23	46634	0	0	0	0	0	1,000,000	0.00	0.00
May.	209	8	25	47312	0	0	0	0	0	1,000,000	0.00	0.00
Jun.	208	8	24	44957	0	0	0	0	0	1,000,000	0.00	0.00
Jul.	206	8	25	47208	0	0	1	0	0	1,000,000	0.00	0.00
Aug.	210	8	25	47476	0	0	0	0	0	1,000,000	0.00	0.00
Sep.	211	8	26	45546	0	0	0	0	0	1,000,000	0.00	0.00
Oct.	209	8	26	45957	0	0	0	0	0	1,000,000	0.00	0.00
Nov.	208	8	25	42527	0	0	0	0	0	1,000,000	0.00	0.00
Dec.	203	8	23	42432	0	0	0	0	0	1,000,000	0.00	0.00
Summary	210	8	25	556,575	0	0	1	0	0	1,000,000	0.00	0.00



Safety Performance			
ISR		IFR	
Goal	Result	Goal	Result
Less than 2 days / 1 million man-hours worked	Approx. 0 day / 1 million man-hours worked. (behind target)	Less than 3 times / 1 million man-hours worked	0 times / 1 million man-hours worked (meet target)

Safety training

Safe backhoe/loader operations



Safe crane operations



health, safety, and occupational health training

Occupational Safety and Health Courses	2023	2024	2025
Employee and trainee count	218	220	212

Short-term / Long term goals	
2025 To achieve the Zero Accident by Lost-Time Injury Severity Rate: ISR to be less than 2 days/1,000,000 total hours worked and Injury Frequency Rate: IFR to be less than 3 times/1,000,000 Total hours worked	2026-2028 To achieve the Zero Accident by Lost-Time Injury Severity Rate: ISR to be less than 2 days/1,000,000 total hours worked and Injury Frequency Rate: IFR to be less than 3 times/1,000,000 Total hours worked
Plans of Y2025 - 2028	
1. Dedicated to establishing a safe and healthy workplace to prevent workplace injuries and illnesses, ensuring compliance with safety objectives. 2. Safety management involves assessing the enforcement of safety regulations and preparing accident documentation. 3. Conducting safety inspections and identifying causes across all factory branches, which includes checking equipment and tools, performing annual inspections of electrical systems and equipment, evaluating the work environment, inspecting the factory building annually, and reviewing general work areas. 4. Initiatives to minimize accident severity and monitor safety include setting up a general medicine cabinet, conducting annual health check-ups, assessing employee health, providing personal protective equipment, and offering training to aim for zero accidents. This also encompasses chemical management, which involves listing chemicals and hazardous materials, calibrating tools and equipment to meet standards, renewing necessary licenses, and organizing safety training sessions, along with inspecting safety standards in operations and the safety control measures of business partners and contractors working on-site. 5. The long-term strategy focuses on enhancing standards to foster a culture of safety within the organization.	

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Occupational safety and health management certification.

