



Golden Lime Public Company Limited

56-1 eOne Report 2025

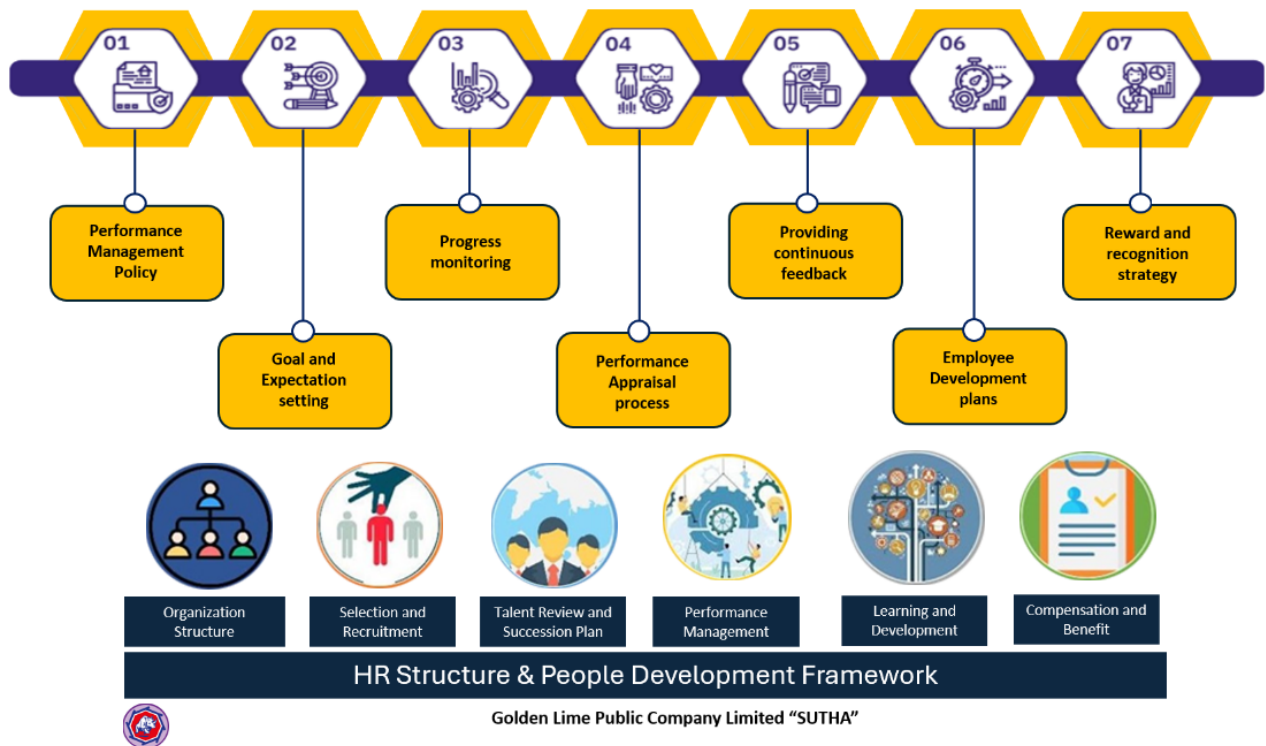
Sustainable Development



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)

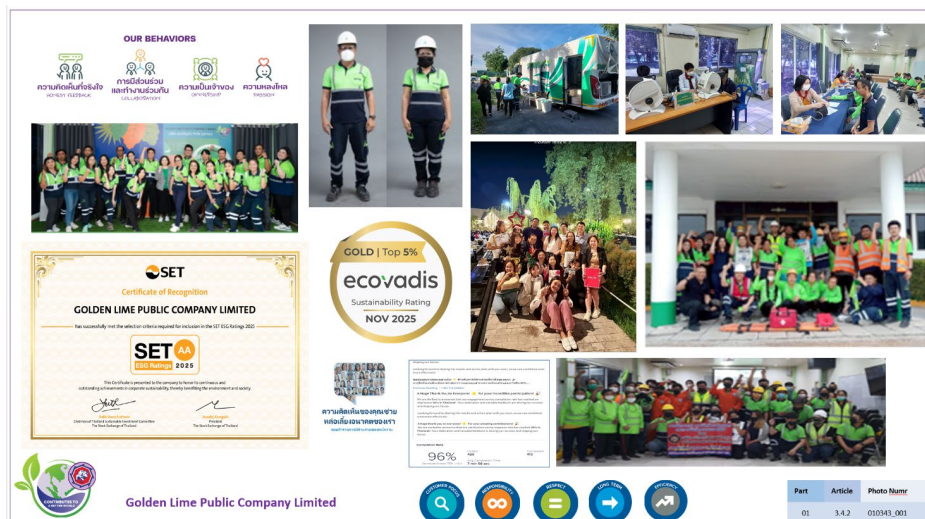
Performance and outcomes for employee and labor management

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

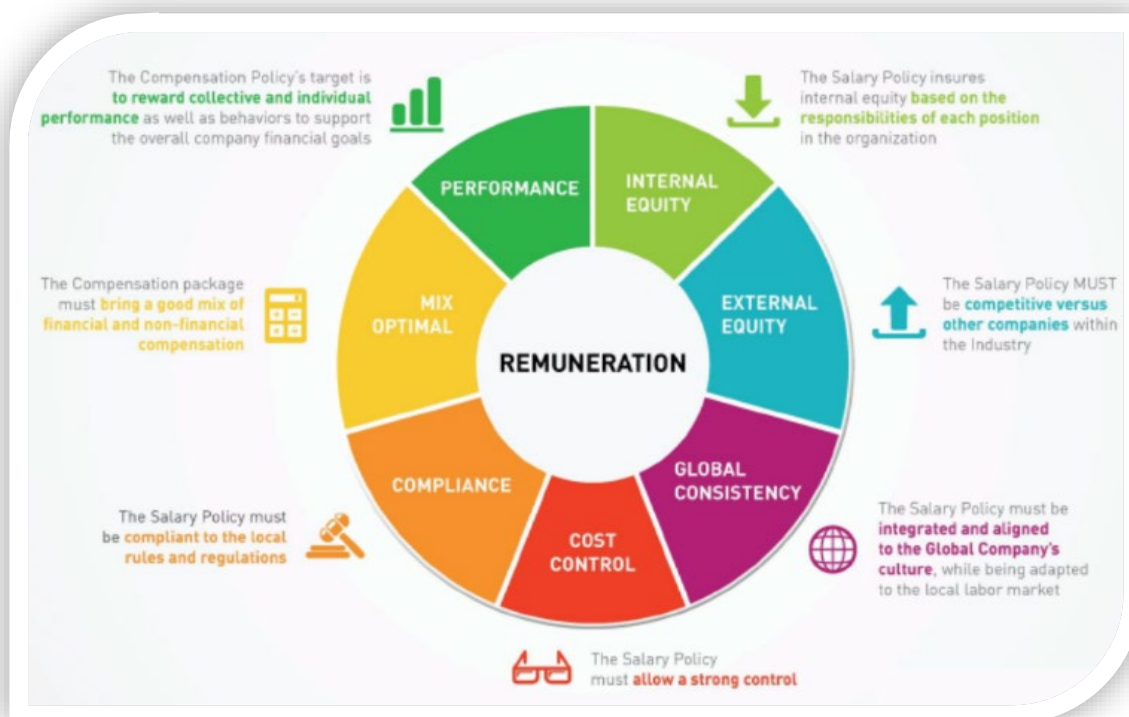
Employee and labor management: Remuneration

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.

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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

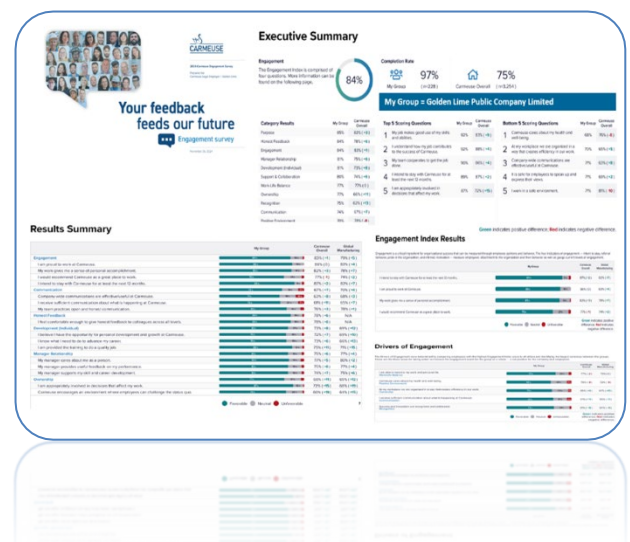
Individual Performance Appraisal using KPI	
Level	KPI Guideline
Greater performance	✓ high level of individual responsibility and as a teamwork to hold each other accountable for task results. ✓ Exceed job requirements and expectations. ✓ Deliver continual progress
 Excel performance	extraordinary performance 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

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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.

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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.

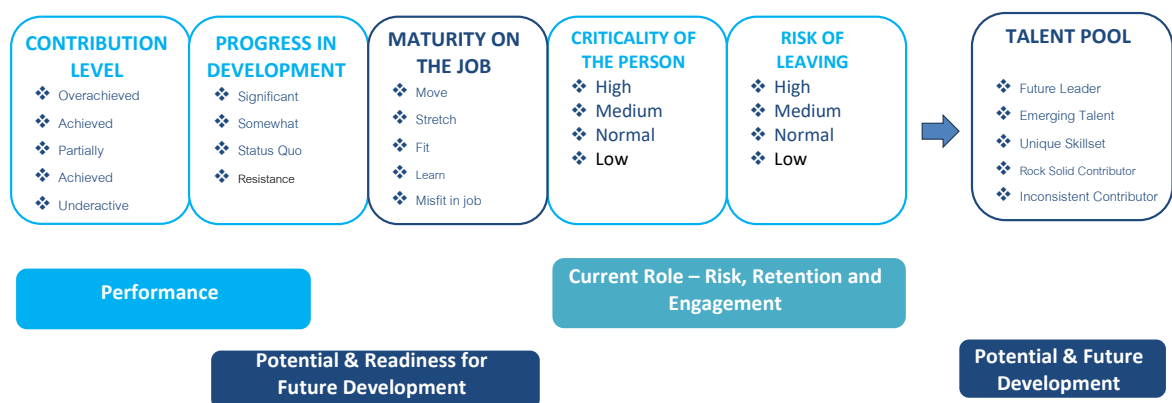
Career growth for high-potential employees will be fostered alongside motivation and the development of job roles for operators in the following ways:

- 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,

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“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.

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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

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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

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

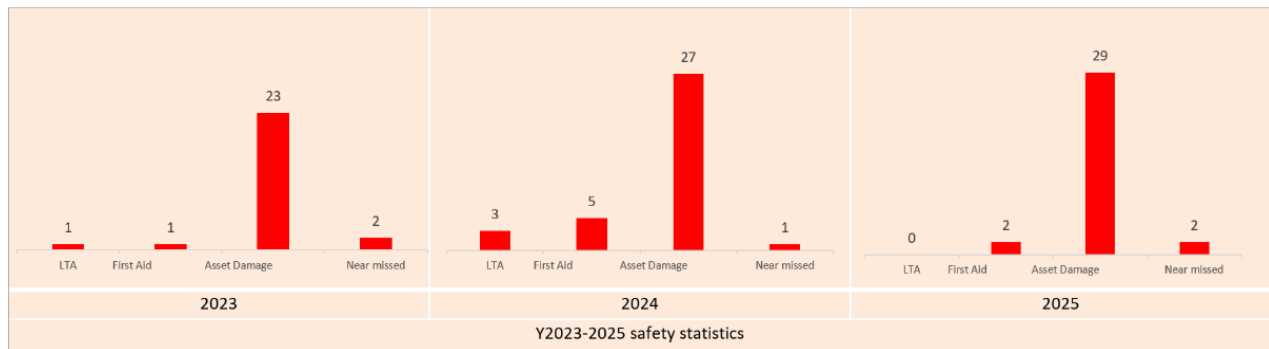
Key operations involve mining, sourcing raw materials, activities that produce dust, transportation by the company and its subcontractors, manufacturing, service provision, and supporting functions.

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

Social operating results – Safety, occupational health, and environment at work



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



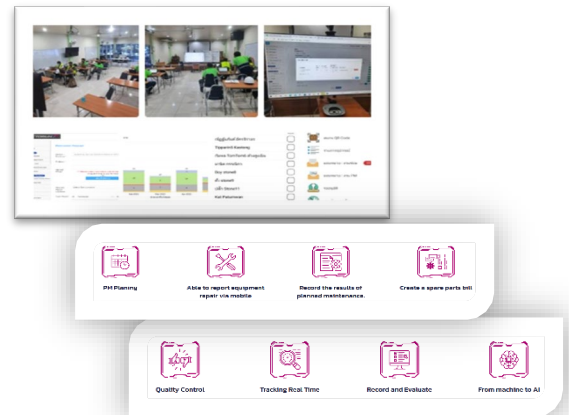
PLC workshop training for a basic knowledge and application of a digital computer-based control system commonly used in industrial automation to monitor and control machinery or processes.

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

Social operating results – Safety, occupational health, and environment at work

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:

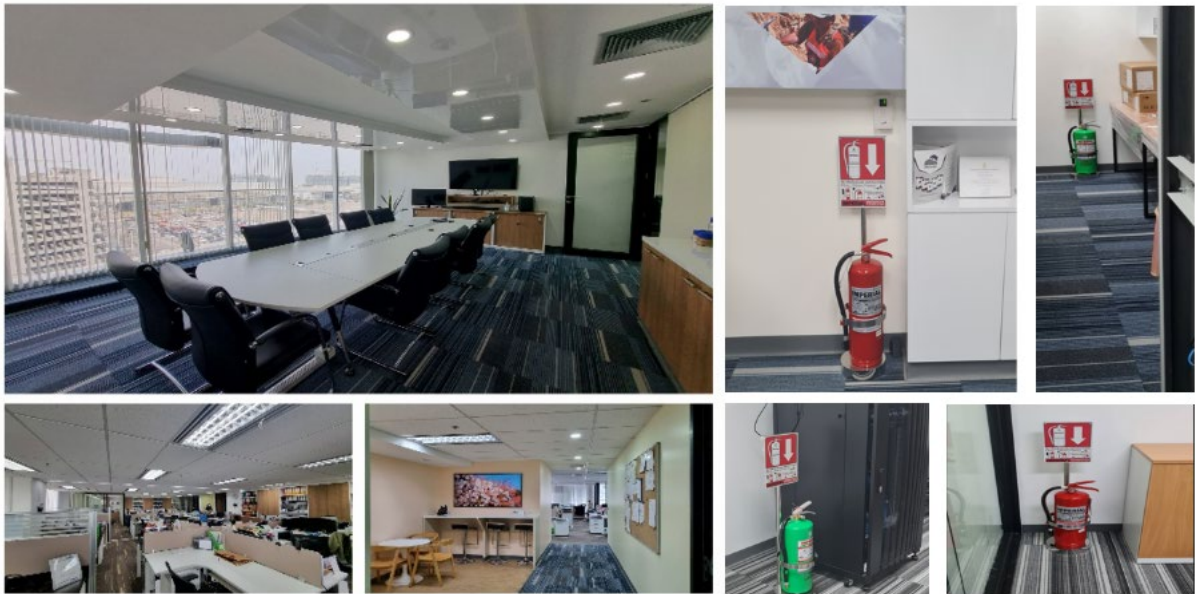
1. **Open Mind:** Engaging in open discussions, valuing diverse opinions, and fostering mutual respect as a foundation for collaboration.
2. **Observation:** Monitoring colleagues' safety practices during work to identify potential risks.
3. **Intervention:** Encouraging interaction through greetings, 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.



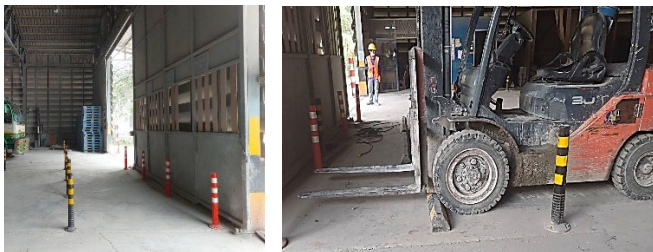
- > The Company adheres to workplace compliance to maintain a clean, healthy, safe, accessible and well maintained and productive workplace for all employees so work can be carried out without risks to worker health and safety.



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.

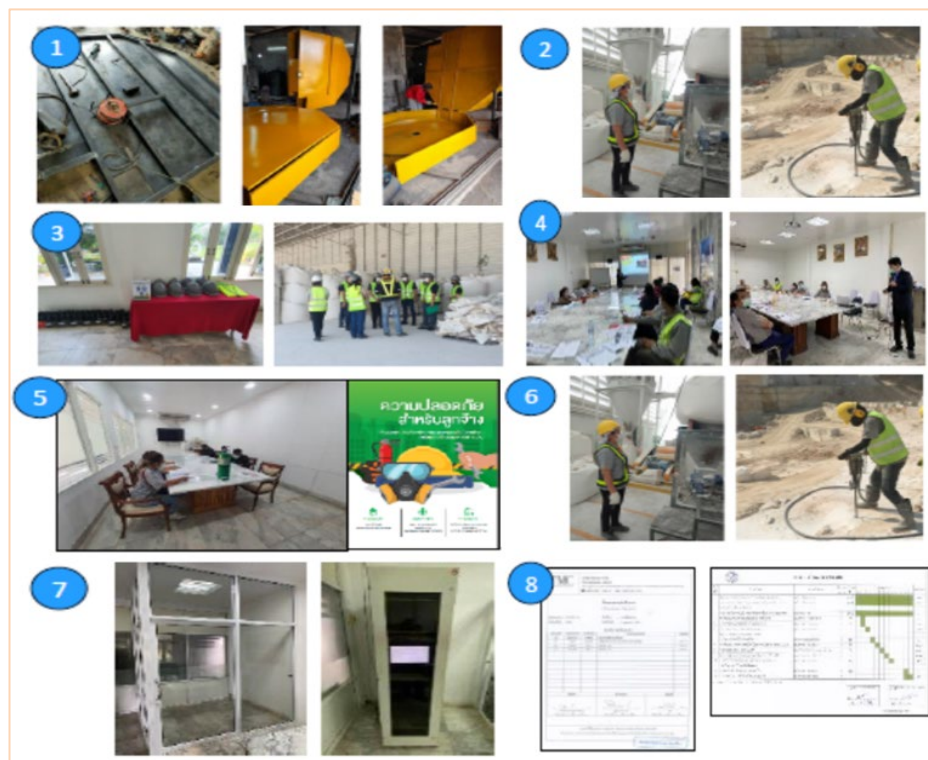
- Conducting annual risk assessments and addressing noncompliance that fails to meet control standards in the operational area.
 - > Adhere to safe operations ,strictly follow safety rules, and always update safety regulations
 - > Eliminate risk and dangers in all establishments including subsidiaries'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

Social operating results – Safety, occupational health, and environment at work



- > 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

Social operating results – Safety, occupational health, and environment at work

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.

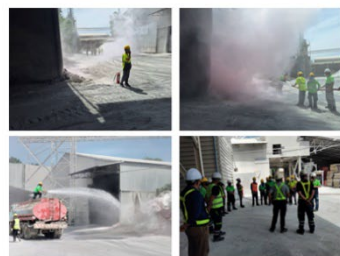
"Basic Firefighting and Fire Evacuation Drill"

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.



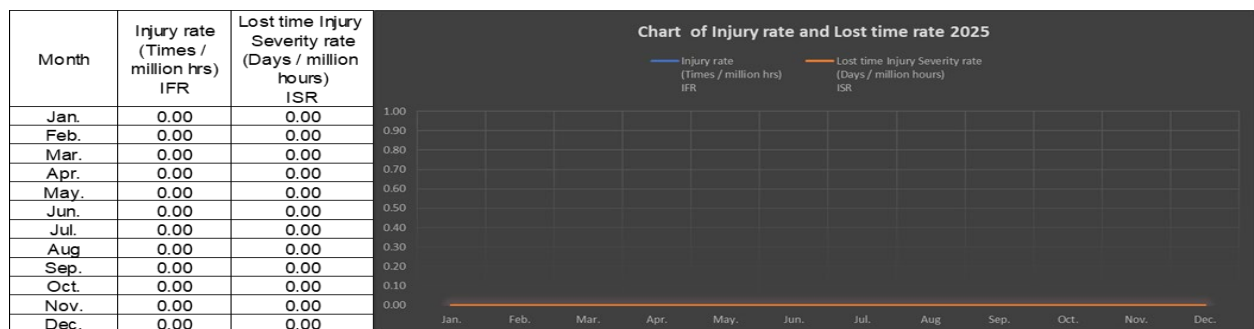
Social operating results – Safety, occupational health, and environment at work

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.	

Social operating results – Safety, occupational health, and environment at work

Occupational safety and health management certification.



Customers Management

Customer management plan

Development plan	Plans for the year 2026-2028
- New market survey - Assess raw material sources and determine procurement allocations to acquire materials that enable production of goods meeting customer specifications. - Cost effective solution for customers - circular economy and GHG reduction initiatives - Participation in a strong sustainability network - Innovative workshops and activities - Personnel development planned according to the business goals - implement Salesforce applications to enhance CRM systems and database management for data analytics, including supporting performance monitoring to achieve objectives and analyzing data to inform sales management and customer data administration. - Monitoring feedback after product delivery to improve customer satisfaction	- Co-develop production process and product specifications with potential buyers to deliver products as per their requirements - Select limestone with suitable chemical properties to meet customer requirements. - Enhance software and invest in silos to better control, evaluate, and analyse factors impacting product quality, while supporting efficient storage and sorting. - Product improvement and development to meet the expectations of customers in all industries. - Overseeing sales, marketing, and customer service operations using Salesforce, a Customer Relationship Management (CRM) system, which enhances the efficiency of these functions to promote stronger customer relationships. - Launching a product development plan to create efficient, eco-friendly, and socially innovative products that enhance soil properties for infrastructure projects. - developing collaboration and support from Carmeuse to promote soil improvement products. This includes developing product research projects with educational institutions to push products towards testing and trials, or to be used by target customer groups. - Emphasizing sustainability as well as Circular Economy in terms of sustainability or ESG - Launch CSR policy both internally and externally by cooperating with the government agencies (Subdistrict or District Agricultural Office) to donate lime products used for soil stabilization - Develop a new product and marketing plan to respond to the needs of the market with improved efficiency, especially Eco-Friendly Promotional Products. - Implement a policy that demonstrates social and environmental responsibility (CSR) both inside and outside the organization. - Work on boosting export volume and raising the share of domestic product sales.

Customer management goals

Company's customer management plan,
Customer management plan implemented by
the company over the past year

: Yes

: Responsible production and services for customers,
Communication of product and service impacts to
customers/consumers, Development of customer satisfaction and
customer relationship, Consumer data privacy and protection,
Others: business ethics toward competitor, Anti-unfair
competitiveness

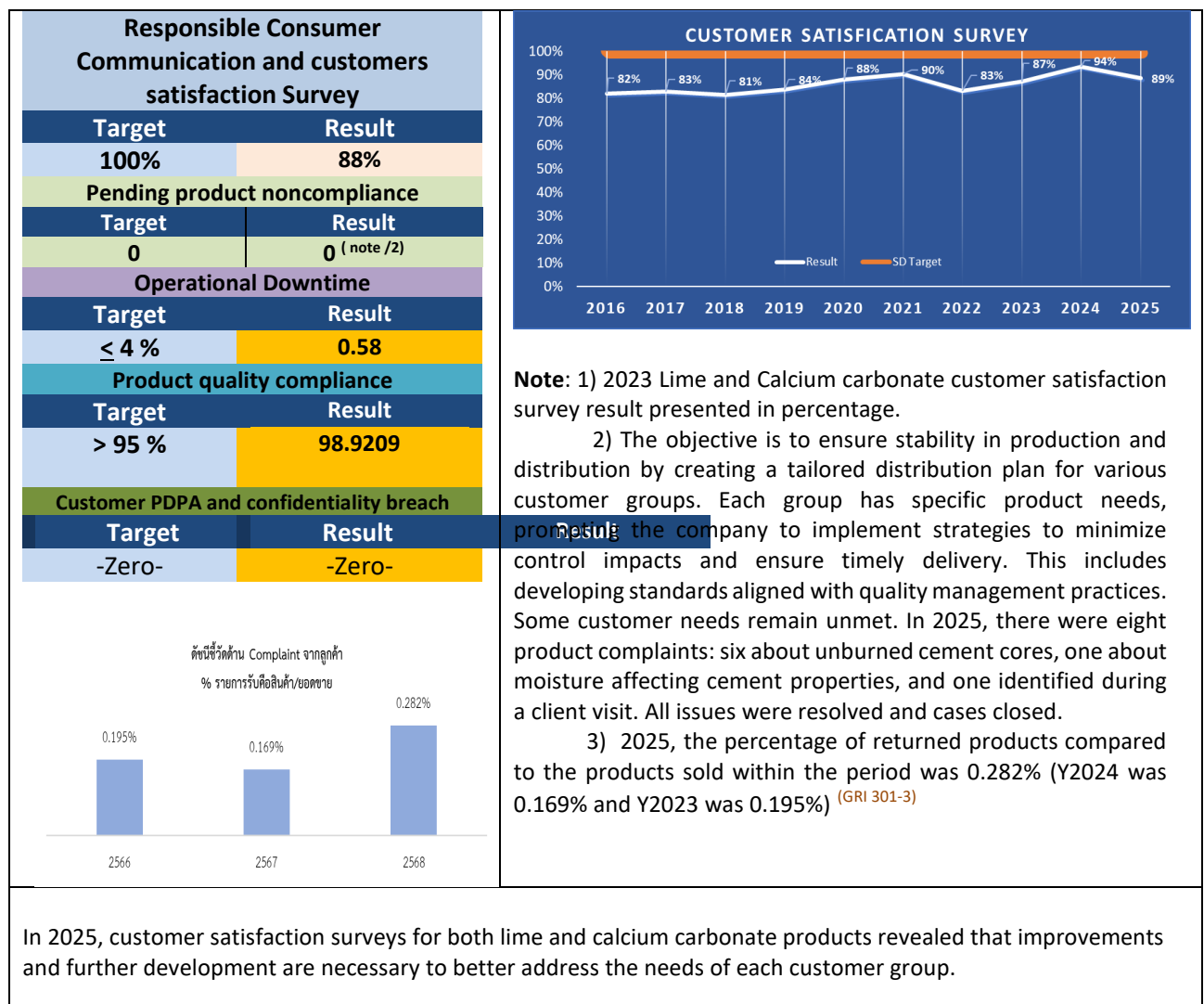
Performance and outcomes of customer management

Customer management, Responsible product communication and Business Conduct to competitors

The Company manufactures and distributes professionally to build trust and strong customer relationships with best-clarifying product characteristics, guiding the best application, continuing product development, and creating value for all stakeholders for business sustainability.

Customer support and product management

SUTHA focuses on enhancing customer satisfaction and experiences to build customer loyalty, effective product management hence is also essential to expand our customer base for long term business growth. The Company controls product quality as per standard procedures to ensure safe products and services delivered. Such quality control ranges from material sourcing, inbound transport, production, quality analysis and control, storage and packing then delivery to customers in compliance with Quality Management System, ISO 9001, including the environment system management, ISO14001 and the occupational health and safety system management ISO 45001 (OHSAS 18000)



However, the Company still faces risks and challenges related to non-compliance with certain customer requirements, as well as issues stemming from the natural characteristics of the raw materials used in production. -Limestone and fuel are the main raw materials. Due to variations in limestone impurities and fuel properties, testing and controlling these inputs is essential to select the best materials for processing.

High-calorific fuels are chosen in production to ensure consistent heating and reduce moisture issues, improving product or service quality.

-The transformation process involving multiple products can lead to maintenance-related downtime, which may disrupt product continuity and present further risks.

The Company remains committed to ongoing development and improvement.

Satisfaction assessments are conducted using questionnaires that evaluate service and coordination systems, product quality, documentation services, and delivery and packaging. Key issues affecting customer satisfaction include inconsistent product properties in certain industry groups and occasional delivery delays. Furthermore, feedback from the survey indicated concerns regarding pricing adjustments due to increased fuel costs, which unexpectedly affected sales volume for some customer groups. In response, the Company is implementing improvements for the affected customers, including analyzing and developing measures to ensure consistent product quality that meets all customer needs.

No.	Issue	measure	limitation
1	Product noncompliance identified with specific customers.	Create a customized production plan according to the needs of each customer group	overcapacity in some periods
		Diversify the fuel supply used in the kilns to enhance calcinations of limestone to meet the needs of each group of customers	Limited domestic fuel supply and higher cost of fuel import
		Maintain an adequate safety stock level against the purchase order	Silo storage limitations; Each kiln has a dedicated silo for its output, depending on products properties, specific characteristics for certain industries.
		Align delivery schedules with inventory levels and production schedules	
		Arrange right condition in logistics to ensure right products delivered at the right time	
		Apply right packaging	
		Improve screening system to classify product characteristics	Operation shut down in high demand period, Restrictions on safe investment judging from the priorities and return
		Improve processing different lime particle sizes responding to customers' requirements to be started once the capex plan is approved	
2	Selling price adjustment	Balance the selling price with saving other costs	The selling price is determined by several factors, especially the production cost that must be covered by the selling price.
		New product development for more competitive advantages	
3	Packaging	Stringent quality control in packaging ensures customer satisfaction and compliance with various regulatory standards and requirements	reusable packaging is not possible for certain types of lime packaging

- > Investment and development in essential lab equipment for quality control testing, highlighting tools necessary for accuracy and reliability.
- > In 2023, the focus will be on enhancing the limestone raw material selection from the quarry and refining the quality inspection process during milling, grinding, and crushing.
- > In 2024, efforts will shift to advancing the production process for hydrated products to align with customer requirements. The Replace Hydrated Lime Classifier project, including expansion work finished in 2025, represents a 6.6-million-baht investment focused on achieving the ideal size and fineness of hydrated lime products.
- > Additionally, there will be a development of the lime production process tailored for the lightweight brick industry, supported by a 5.5-million-baht investment in machinery and equipment to ensure the lime produced meets the specific needs of lightweight brick manufacturers.
- > Between 2024 and 2025, over 50 million baht will be invested to expand GCC product capacity at Marble Co., Ltd. (a subsidiary) to meet rising demand from construction, chemical, paint, rubber, and animal feed industries.
- > developing an international-standard quality management system of Thai Marble Corp. Ltd., which produces marble slabs, handicrafts, and GCC products, is ISO 9001:2015 certified.

The Company is also advancing a Cost Saving initiative aimed at reducing production expenses and identifying alternative customer segments to offset potential losses in demand.

SUTHA's success in managing the business chain collaboratively has been recognized through delivering value to key stakeholders, reinforcing the company's commitment to sustainability development. This achievement was acknowledged with the "Sustainability Award" for our efforts in fostering cooperation and advancing the business chain toward long-term sustainability. This recognition underscores the company's dedication to aligning business practices with sustainable growth objectives, while building trust and confidence among our stakeholders.

- > Training activities focus on selecting courses to enhance efficiency management and equip personnel with essential skills. Trainees will practice through workshops and on-site demonstrations to improve personal and process development, maximizing customer satisfaction. The program incorporates the Kaizen concept to help staff adapt and improve work processes provided from 2023 to 2024, inviting more attendees from operations unit to obtain key ideas as per below ;
 - Overall quality control and quality management system that requires all relevant personnel in planning, implementation, monitoring, inspection, and evaluation.
 - Time management
 - Maintenance plan, total productive maintenance
 - Teamwork activities to enhance collaboration
 - Carmeuse provides product application training for industries such as steel and sugar, helping customers improve their use of lime products in various processes.



Application Training for products	CARMEUSE	Application Training for products	CARMEUSE						
Session 1 : 5 Nov 2025 : Steel and Non-Ferrous		Session 1 : 5 Nov 2025 : Steel and Non-Ferrous							
Session 2 : 12 Nov 2025 : Construction and Agriculture		Session 2 : 12 Nov 2025 : Construction and Agriculture							
Session 3 : 19 Nov 2025 : Environment, Paper, Glass, Chemistry and Sugar		Session 3 : 19 Nov 2025 : Environment, Paper, Glass, Chemistry and Sugar							
Carmeuse มีการสนับสนุนและส่งเสริมการพัฒนาความรู้เชิงเทคนิคเกี่ยวกับการใช้ผลิตภัณฑ์ปูนขาว ซึ่งเป็นสินค้าเชิงกลยุทธ์ของกลุ่มบริษัท โดยจัดการอบรมผ่านสื่อออนไลน์ Microsoft Teams เพื่อถ่ายทอดองค์ความรู้ให้แก่บุคลากรภายในองค์กรอย่างทั่วถึง เนื่องจากการอบรมครอบคลุมการประยุกต์ใช้ผลิตภัณฑ์ปูนขาวหลายอุตสาหกรรม ได้แก่ อุตสาหกรรมเหล็ก โลหะหนักกลุ่มเหล็ก ก่อสร้าง ปาหนกรรม สิ่งแวดล้อม แอว กระดาษ เคมี และนำผลการอบรมไปเพื่อเพิ่มความชำนาญของบุคลากรและผลิตภัณฑ์ที่เกี่ยวข้องในกระบวนการผลิตเท่านั้น แต่ยังคงความเข้าใจเชิงลึกด้านการเพิ่มประสิทธิภาพการควบคุมคุณภาพ และการแก้ปัญหาทางเทคนิคเฉพาะและอุตสาหกรรม ซึ่งช่วยยกระดับศักยภาพบุคลากรให้สามารถสื่อสารเชิงเทคนิคกับลูกค้าได้อย่างมีประสิทธิภาพยิ่งขึ้น ไปจนถึงการเข้าถึงข้อมูลเสริมเสริมแนวคิด Customer Focus และการทำงานเชิงรุก สนับสนุนวัฒนธรรมการเรียนรู้ตลอดชีวิต รวมถึงสร้างความร่วมมือในทีมและความสัมพันธ์กับลูกค้าอย่างยั่งยืน ทั้งหมดนี้สอดคล้องกับพันธกิจของ Carmeuse ในการยกระดับคุณค่าที่ส่งมอบให้กับผู้มีส่วนได้ส่วนเสียทุกภาคส่วนในฐานะที่ SUTHA เป็นส่วนหนึ่งของเครือข่าย Carmeuse บริษัทมุ่งนำแนวปฏิบัติที่ดีเหล่านี้มาประยุกต์ใช้เพื่อเสริมสร้างการพัฒนาความรู้ และเพิ่มศักยภาพในการนำผลิตภัณฑ์ไปใช้งานในภาคประโษษฐ์สูงสุด สร้างคุณค่าแก่ลูกค้าและตลาดอย่างยั่งยืน		Carmeuse actively supports and promotes the development of technical knowledge related to the use of lime products, the core materials produced and supplied by the group. Technical training sessions are delivered through Microsoft Teams, ensuring broad access for employees across the organization. These sessions cover the application of Carmeuse products across a diverse range of industries, including steel, non-ferrous metals, construction, agriculture, environment, glass, paper, chemical, and sugar industries. The training provides not only an understanding of the role of lime and related products in various production processes, but also deeper insights into process efficiency, quality control, and industry-specific technical troubleshooting. This enhances employees' capabilities in delivering professional technical communication and support to customers. Furthermore, the program strengthens the company's Customer Focus culture by encouraging proactive thinking, fostering internal collaboration, supporting lifelong learning, and building sustainable customer relationships. These efforts align with Carmeuse's commitment to delivering enhanced value to all stakeholders. As part of the Carmeuse network, SUTHA is committed to embracing and applying these best practices to strengthen collaboration, improve product utilization, and maximize the value and benefits delivered to customers and the market in the long term.							
	Golden Lime Public Company Limited	Continuous improvement to enhance customer satisfaction การปรับปรุงและพัฒนาอย่างต่อเนื่องเพื่อเพิ่มระดับความพึงพอใจของลูกค้าของเรา	<table border="1"><thead><tr><th>Part</th><th>Article</th><th>Photo Number</th></tr></thead><tbody><tr><td>01</td><td>3.4.2</td><td>010343_004 Customer</td></tr></tbody></table>	Part	Article	Photo Number	01	3.4.2	010343_004 Customer
Part	Article	Photo Number							
01	3.4.2	010343_004 Customer							

- **Responsible Product Communications and law compliance**

The Company implements the Personal Data Protection Policy to proceed the collection, the usage and disclosure of personal data of the Company in order for compliance with the Personal Data Protection Act B.E. 2562 (2019) and Customer Service Code of Conduct has been revised to allow the right to access products information and labels and in line with sustainability development as follows;



1. Disclose products and services information accurately and completely
 2. Employees must understand, analyze and know key issues related to customer needs and get ready to provide product and service information, terms and conditions including notifying such agreed conditions and terms agreements to customers in writing as follows;
 - 2.1 Price of goods, services or related expenses excluded from product or service price detail and conditions
 - 2.2 Detailed specifications of products, service, packaging and transportation information, terms and conditions
 - 2.3 Other information regarding a mutual agreement of the Company and a customer that agreement, terms, policy or credit term shall be notified to customer
 3. Once the Company changes the terms or condition related to customers, the notification shall be sent to customers in advance.
 4. Employees must be ready to respond customer requirements in aspect of products, services, complaints, advice and follow up on the progress on various issues notified by customers on the basis of friendliness and goodwill and ready to work together to find solutions for customers who encounter problems from using the company's products. In addition, satisfaction surveys should be conducted to develop and retain good relationships with customers aiming to determine quantity-based goal to archive higher customers satisfaction and customer satisfaction evaluation for further use in product and service quality development.
 5. Sales, marketing and services related departments should prepare communication equipment to be ready for customers to contact easily and quickly.
 6. Keep customers' secrecy information and trade information confidential including the designation of data controllers and data processor to be responsible for databases storage and protection according to the criteria the Personal Data Protection Act including notifying its rights and protection policy as per published through the Company's website.
 7. Sustainability and Value Chain development implementation covering product development process raw material procurement, transportation and service providing to create value and benefits to both customers and the Company including taking human rights principles, legal labor practices and anti- corruption policy into implementation.
 8. Developing safe products and services and communicate impact of products or services to customers with concern on the product safety for customers usages and communicating guidelines for customers on how to safely use the Company's products.
 9. Sales promotion especially for eco-friendly products as a part of promoting the use of products to help reduce environmental impact.
- Providing information, clarifications of requirements, terms and conditions of products and services

The Company always presents via its website the updated and complete set of products information; product specifications, qualifications, product life cycle, and material safety data sheet (MSDS) which is also delivered to customers to acknowledge safety related information such as chemical substance, hazard characteristics, toxicity, method of use, storage, transport, disposal, safe handling and control. This includes arranging a technical expert on the use of the product who can advise and guide customers to improve the efficiency of products, clarifying and solving various problems from the use of the product so that customers can obtain full efficiency and safety of products.

Customer Management



Treatment toward competitors and Anti-unfair competitiveness

(GRI : 206-1)

1. Business Competitors

From 2023 to 2025, the Company experienced no conflicts or disputes with other players in the industry. In the primary product sector, there are approximately 7-8 key manufacturers or distributors. The Company holds the second position among these manufacturers and distributors, the number one sales share in the domestic market. The Company adheres to ethical standards when engaging with competitors.

- Commitment to Fair Competition
- The Company does not pursue confidential information from competitors through dishonest or illegal means.
- The Company refrains from damaging competitors' reputations through false statements or unfair practices.
- The Company avoids making agreements with competitors or other businesses that would create monopolies or hinder market competition.
- The Company sets objectives to prevent any actions that could lead to disputes with competitors.

The Company has established protocols to ensure compliance with the Trade Competition Act and promotes fair business practices.

- The business operates under ethical standards, adhering strictly to rules and regulations regarding fair competition and compliance with the law.
- Employees must refrain from any actions that could lead to unfair trade practices, disrupt market mechanisms, or hinder free competition, as well as avoid causing harm or restricting the business activities of others.
- If the company holds a dominant market position as defined by law, both the company and its employees must avoid misusing their power in an unfair or unreasonable manner that could distort market dynamics.
- The company will not engage in any actions that would eliminate competition with rivals, whether directly or indirectly, and must not exchange business information or make agreements with competitors, partners, or customers to reduce or limit competition.
- Agencies engaged in domestic and international business must comply with trade competition laws in their operating countries, including during mergers and acquisitions.
- Employees should prioritize adherence to these laws to maintain ethical practices and educate partners on compliance.
- Organizations involved in transactions and investments should establish control and monitoring systems to ensure full compliance with competition laws.

Customer Management

การทำงานร่วมกัน 	การทำงานร่วมกันหมายถึงอะไร? การทำงานร่วมกันคือการทำงานร่วมกันไปสู่เป้าหมายร่วมกัน เป็นการลงมือทำที่ดีที่สุดสำหรับทุกคณะเกี่ยวกับโมเดลหนึ่งหรือเกินหนึ่งสิ่งดีและพากิจ การทำงานร่วมกันคือการหาความสามารถและศักยภาพ เป็นการค้นพบความดีซึ่งกันและกันแล้วแบ่งปันมาเพื่อสร้างสรรค์และการเติบโตซึ่งกันและกัน การทำงานร่วมกันหมายถึงการสร้างความสัมพันธ์ที่เข้มแข็งบนฐานความไว้วางใจ การเปิดใจอย่างสุดซึ้ง การเปิดใจกว้าง และการเรียนรู้จากกันและกัน
ตัวอย่างเช่น:	→ เพื่อเพิ่มยอดขายสินค้าที่มีชื่อเสียงให้กับลูกค้าของเรา โดยหลากหลายทีม (ฝ่ายผลิต ฝ่ายขาย ฝ่ายวิจัย ฝ่ายซ่อมบำรุง ฝ่ายคุณภาพ ฝ่ายควบคุมบัญชี และส่วนอื่น ๆ) → เพื่อขยายงานร่วมกันในเขตแดนเดียวกันที่ต้องคำนึงถึงผลกระทบต่อคนภายในชุมชน → เพื่อร่วมมือกันเพื่อพัฒนาผลิตภัณฑ์ใหม่ร่วมกัน (แบ่งปันข้อมูลเชิงลึกในหลายกรรม แนวทางปฏิบัติที่ดีที่สุด และแนวคิดที่เป็นนวัตกรรมใหม่ๆ) → เพื่ออำนวยความสะดวกในการเชื่อมโยงและการมอบหมายความรู้ระหว่างทีมที่ร่วมงาน → เพื่อพัฒนาทีมงานขององค์กร (ฝึกอบรม วัฒนธรรม การแลกเปลี่ยน กิจกรรมทางสังคม ฯลฯ) - และใช้โอกาสนี้เพื่อแนะนำ หัวหน้าผู้จัดกิจกรรมทางสังคม พนักงานโรงงาน และนักวิชาการที่มี ...ร่วมเป็นพันธมิตรทางธุรกิจที่เพิ่มขึ้น

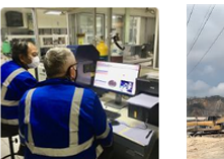

HEALTH & SAFETY AWARD
 Prevention Culture
 Golden Lime Public Company Limited
 2025



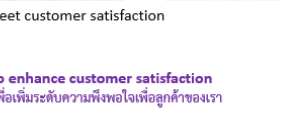


SUTHA's corporate governance framework drives the development and implementation of processes aligned with sustainability principles. This includes risk management strategies designed to mitigate the impact of market fluctuations and competition. The Company is also advancing a Cost Saving initiative aimed at reducing production expenses and identifying alternative customer segments to offset potential losses in demand.

SUTHA's success in managing the business chain collaboratively has been recognized through delivering value to key stakeholders, reinforcing the company's commitment to sustainable development. This achievement was acknowledged with the "Sustainability Award" for our efforts in fostering cooperation and advancing the business chain toward long-term sustainability. This recognition underscores the company's dedication to aligning business practices with sustainable growth objectives, while building trust and confidence among our stakeholders.





Continuous investment in process improvement to meet customer satisfaction



Golden Lime Public Company Limited

Continuous improvement to enhance customer satisfaction

การปรับปรุงและพัฒนาอย่างต่อเนื่องเพื่อเพิ่มระดับพึงพอใจของลูกค้าของเรา

Part	Article	Photo Number
01	3.4.2	010343_004 Customer

Community and society



Community and social management plan

Performance summary of Human Rights	2025 Target and performance	
	Target	Performance
Community complaint The number of pending complaints	Zero	8 complaints closed
The report identified 8 process-related complaints at specific times: 5 about dust at Phra Phutthabat, 2 at Huai Pa Wai, and 1 at Chong Sarika. All issues have been addressed and closed by responsible parties.		Zero pending complaint -Achieved-

S5. Community and society engagement

Golden Lime Public Company Limited, SUTHA, acknowledges its responsibility to engage and collaborate effectively with civil society, local communities, and governmental bodies. The company is committed to participating in and supporting various community, social, and local initiatives by deploying personnel to these activities. This involvement includes collecting feedback and addressing concerns to meet community expectations, enhancing public relations, mitigating potential conflicts or risks to its reputation, and securing community support for seamless business operations.

Based on the expectations surveys and needs of local agencies, the public, and communities adjacent to its facilities, the company engages in annual initiatives that align with community aspirations. These initiatives are designed to support sustainability objectives and enhance stakeholder engagement. Key stakeholders encompass local communities, organizations, government entities, and individuals residing near the company's production sites. Their influence and potential benefits derived from the company's operations make their perspectives vital to the company's overall functioning.

Community and Social Engagement Goals

The Company has developed a structured approach to assist relevant organizational units in planning initiatives that effectively support and collaborate with civil society, communities, and local or governmental entities. By engaging in or partnering with community, social, and local initiatives, the company can collect feedback and address concerns, thereby meeting expectations, enhancing public relations, minimizing conflicts or risks that may jeopardize its reputation, and securing community backing for seamless business operations. The framework encompasses the following elements:

1. Community and Social Engagement: Implementing surveys to identify societal issues stemming from the company's activities and formulating ongoing strategies to alleviate impacts on communities and society.
2. Emphasis on Sustainable Projects: Prioritizing initiatives that foster community development or address social challenges in a sustainable manner through business practices.

The framework for community and social engagement activities is aligned with the following strategic guidelines:

1. Community Engagement Activities for Environmental Impact Reduction and Biodiversity Promotion

Objective:

- Develop engagement between company personnel and community stakeholders.
- Align activities with the company's sustainability goals, particularly UN Sustainable Development Goal 15.

These goals support protecting and restoring terrestrial ecosystems, sustainable tree planting, forest management, and halting biodiversity loss. Businesses rely on land for resources and have a duty to maintain and restore ecosystems. Emphasizing restoration and biodiversity throughout operations is vital. Managing water quality, planting trees, and collaborating with others help ensure business-related land and community ecosystems are effectively restored.



Goals:

- Protect, restore, and promote sustainable use of terrestrial ecosystems.
- Sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.
- Recognize land as a vital resource for business, ensuring responsible use and maintenance.
- Restore ecosystems and enhance biodiversity through water quality management, tree planting, and related projects.
- Collaborate with various groups to ensure proper restoration of ecosystems related to the business.

Benefits and Promotion for Company Operations:

- Activities that instill a sense of responsibility towards products, services, and business processes.
- Activities that foster positive relationships and interactions with the community and local agencies, promote cooperation and networks that support social, community, and living conditions of nearby residents.

Benefits to Community, Society, and Environment:

- Activities that create benefits and promote sustainability, conservation, and positive environmental impacts for a sustainable social and community environment.
- Activities that promote and restore the environment, such as tree planting to absorb carbon and mitigate climate change and global warming.
- Tree planting as a compensatory and restorative activity benefiting the community, supported by the business as part of its social responsibility.
- Environmental conservation and green space expansion to promote sustainable terrestrial ecosystems, supporting plants and animals for a better environment and biodiversity.

KPI for Evaluating and Measuring Sustainability Progress:

1. Quantitative Indicators:

- Number of trees planted to absorb and offset industrial greenhouse gas emissions, positively impacting the community's sustainable environment.
- Budget or funding allocated for support.

2. Qualitative Indicators:

- Outcomes aligned with objectives, goals, and specified benefits.

In 2025, SUTHA held a tree-planting and waste collection event at Chongsarika factory with employees from all branches, supporting the objectives and goals outlined above.

CSR budget	ESG values	
- Increased Green Space: 500 square meters - Number of Trees Planted: 27 in 2025 - Cleaning and landscape area around the factory Budget paid: 15,980.00 THB	Economic	Licensed business operations, developed in partnership with civil society, create non-monetary benefits that help build sustainable communities and reduce negative impacts.
	Society	Positive corporate image in enhancing community's good relation, healthy ecosystem, and environment
	Environment	- mitigating dust impact, environment awareness - promoting environmental conservation activities resonating the corporate goal of CO2 neutrality - 9-15 Hg. Per year of CO2 absorption rate - provides oxygen to 2 people / year - capture dust and air pollution 1.4 Kg. / Year - Air purifier - a temperature goes down 2 – 4 Celsius - Activities to promote environmental conservation and balance the ecosystem and biodiversity. - Clean-up and waste collection activities near the factory help maintain a tidy environment and improve the local landscape.

Activity: Reforestation Project “Save the World, Reduce Pollution,”

SUTHA launched a reforestation project at Chongsarika branch to support conservation, reduce dust, and limit local impact. The “Save the World, Reduce Pollution,” initiative involved planting 27 pine trees along a 500-meter boundary as a dust barrier, with 43 company staff participating. The project budget was 10,980 Baht.



CLEAN – UP ACTIVITY

SUTHA aims to reduce operational impacts and strengthen community ties. The company held a ‘CLEAN-UP Activity’ to clean and collect waste around the factory, promoting sustainability. Within a 1-kilometer radius, 43 participants gathered 22.84 kg of waste—including 20.04 kg general and 2.80 kg metal—on a budget of 5,000 Baht.



Community Volunteer Initiative: Aquatic Species Release in Commemoration of H.M. King Rama X, July 24, 2025

SUTHA joined a volunteer project for King Maha Vajiralongkorn’s birthday, releasing aquatic species and enhancing the local environment.

Partners & Location

- **Partners:** Chongsarika Subdistrict Administrative Organization and private sector partners
- **Location:** Around Nong Pho Weir, Moo 8, Chongsarika Subdistrict, Phatthana Nikhom District, Lopburi
- **Participants:** 12 employee representatives from Golden Lime Public Company Limited (SUTHA)

Activities Conducted

- Aquatic species release
- litter removal, and site cleanup
- grass cutting, tree pruning, and brush clearing nearby

Environmental & Social Outcomes

- **Ecosystem benefits:** Restored ecological balance, increased biodiversity, and boosted fish populations in local waters.
- **Community engagement:** Enhanced cooperation between authorities, private partners, and SUTHA employees to protect water resources and improve environmental safety.

Alignment with SUTHA's Sustainability Goals

This initiative furthers SUTHA's social sustainability by engaging the community and supports its biodiversity commitment to reduce operational impact and benefit ecosystems over time.



2. Collaboration with Local Organizations to Address Community Issues

SUTHA collaborates with local organizations to gather feedback and address community issues through activities that visit residents who may be affected by social, health, or living condition problems. This leads to the development of activities with local organization networks to create opportunities or promote community and social well-being in the following areas:

- 1) Addressing the hardships faced by disadvantaged individuals and vulnerable groups
- 2) Occupational health, safety, well-being, and quality of life
- 3) Managing sanitation
- 4) Reducing social disparities
- 5) Creating opportunities for future self-reliance
- 6) Collaborative annual Activities with Local Agencies: to align with SDG Goal 3, supporting and promoting better quality of life and well-being for the community.



Benefits promoting the Company's Operations:

- Mitigating social and community issues, fostering relationships and cooperation with civil society organizations, which support continuous business operations.
- Raising a sense of responsibility towards business processes and contributing to developing society and community well-being.
- Identifying social issues of residents around the company's facilities to develop initiatives that address these issues and improve community living conditions.

Benefits to Community, Society, and Environment:

- Engaging local organizations to enable civil society or community members to gain from the established objectives.
- Partnering with governmental bodies to enhance the welfare of the community and society at large.
- Backed by the annual budget provisions, guaranteeing support for community and social initiatives.
- Involving staff, management, and workforce, which includes offering financial assistance to benefit the community and society.

KPI for Evaluating and Measuring Sustainability Progress:

Quantitative Indicators:

- Determine quantitative indicators, such as the project's contribution to the objectives or topics according to the target, or the percentage of satisfaction or success of the project as specified in the plan and budget or funding for support.

Qualitative Indicators:

- Outcomes aligned with specified objectives, goals, and benefits.

SUTHA is collaborating with local organizations to enhance community development through the initiative **"Clean Drinking Water from SUTHA for Everyone's Hygiene."** This effort aligns with the objectives outlined in Section 2.2, which focuses on occupational health, safety, and the overall quality of life. The initiative aims to improve sanitation management by ensuring access to clean drinking water, thereby promoting the health of community members. **For the year 2025, the objective is to foster a better quality of life for individuals within the community as follows:**



Budget allocation	ESG values	
61,553 THB	Economic	Value that can be subtracted prior to tax calculations
	Social	-Fostering a positive reputation and relationship with local organizations. -Promoting hygiene, and encouraging safe driving that align with safe transportation project and community welfare, contributing to the sustainability development of SUTHA.

Focus group activity at public service points during the Songkran Festival, New Year's Festival, and community Kathin events in 2025

SUTHA provides Golden Lime branded drinking water at these service points to support road users during the festival, which is known for its significant traffic congestion. Furthermore, the company engages in a campaign aimed at promoting safe driving practices to reduce the incidence of accidents at five specific locations. These sites have been selected due to their closeness to the company's operational branches. The identified areas include:

- 1) Phatthananikhom District Office, Lopburi
- 2) Chong Sarika Subdistrict Administration, Lopburi, at Sai Si Intersection on the Saraburi-Lomsak New Road.
- 3) Phra Phutthabat District Office, Saraburi Province
- 4) Huai Pa Wai Municipality, Saraburi, and the communities surrounding the Huai Pa Wai branch.
- 5) Phukrang Municipality, Saraburi.
- 6) Phuk Rang Subdistrict Patrol Unit, Saraburi.

Social operating results – Community Engagement

A total of 126 packs, containing 2,268 bottles of drinking water, were supplied. The combined value amounts to 8,820 baht.



ESG Social Initiative: “Sharing Love, Spreading Happiness to the Community”

Date: 25 March 2025

Location: Chongsarika Subdistrict Administrative Organization, Lopburi Province

1. Objective

The “Sharing Love, Spreading Happiness to the Community” initiative is designed to improve the lives of vulnerable groups such as elderly people, individuals with disabilities, women, children, and low-income families by donating essential consumer goods. This effort supports SUTHA’s commitment to Social Sustainability through **Community Engagement**.

2. Partnership and Participation

This project was carried out in collaborating engagement with:

- Chongsarika Subdistrict Administrative Organization
- Private sector partners in the community

SUTHA donated **10 cartons of vegetable oil worth THB 17,790** to support better food security and living conditions. Five SUTHA representatives, including executives and staff, joined the event.

3. Key Activities

- Donation of essential goods (vegetable oil) to vulnerable groups within the community
- Support for improving household welfare and food availability
- Strengthening cooperation between local authorities, private partners, and SUTHA employees

4. Social Impact

- Reduced household expenses for vulnerable families through essential goods support
- Enhanced community relations and trust between SUTHA and local stakeholders

Social operating results – Community Engagement

- Contributed to social welfare and well-being in Chongsarika Subdistrict
- Encouraged employee engagement in community development activities

5. Alignment with SUTHA's Sustainability Goals

This initiative supports SUTHA's:

- **Social Sustainability (Community Engagement):** Strengthening relationships and collaboration with the community
- **Social Well-being Goal:** Enhancing quality of life for vulnerable groups
- **Stakeholder Partnership:** Promoting cooperative development between employees, local authorities, and private partners



Community visits on Songkran Day 2025

SUTHA held a community outreach at its Chong Sarika branch for Songkran 2025, covering Chonphat Village and Village No. 12. The event aimed at fostering good relations and gathering feedback to address local issues. Cooking oil was distributed to residents as part of efforts to improve quality of life. The activity involved 20 participants from management and staff, with a total cost of 15,435 baht.

Social operating results – Community Engagement



ชาวบ้าน หมู่ที่ 12 ตำบลช่องสาริกาหมู่บ้านเลพัฒนา - Village No. 12, Chongsarika Subdistrict Chonpattana Village

Evening home visit of Khao Khaw community, surrounding the Na Phra Lan factory branch.

SUTHA organized an evening home visit for Khao Khaw community residents near the Na Phra Lan factory, working with the village headman to foster relationships and address local concerns to distribute essential goods to 70 households (worth 21,700 baht) and donate 100 blankets to the Na Phra Lan Subdistrict Municipality.



Blood Donation

Golden Lime Public Company Limited (SUTHA), in collaboration with the National Blood Service Center Region 2, Lopburi Province, organized a blood donation event to support the supply of quality blood for saving the lives of patients in hospitals within its service area. Seven SUTHA executives and employee representatives participated in the donation.

Objectives:

1. To increase the supply of quality blood reserves to meet medical needs.
2. To promote volunteerism and social responsibility among employees.
3. To foster collaboration between the business organization and local public health agencies.

Partnership Scope:

- Main Agency: National Blood Service Center Region 2, Lopburi Province

Social operating results – Community Engagement

- SUTHA's Role: Coordinate and mobilize volunteers within the organization; provide communication resources within/around the event area (as appropriate).

Value & Impact Analysis:

1) Health Support:

- Increased blood reserve security for emergency/surgical/chronic disease treatment.
- Enhanced readiness of the healthcare system. Within the hospital network in the responsible area:

2) Social and Human Capital:

- Create a volunteer culture within the organization, encouraging employees to continuously see the value of helping society.
- Enhance employee engagement through purpose-driven activities.

3) Stakeholder Collaboration:

- Strengthen relationships with local health agencies and civil society networks.
- Increase the credibility and trust of the community towards the organization.

4) Alignment with the Sustainability Framework:

- ESG – Social: Community Engagement / Employee Volunteering
- Relevant SDGs: SDG 3 (Good Health and Well-being), SDG 17 (Partnerships for the Goals)



3. Youth development promotion

Recognizing youth as essential for the community's economic future, these initiatives aim to foster positive relationships and develop a skilled labor force. Collaborating with local organizations, the focus areas include:

3.1. Promotion of Education

3.2 Promotion of Sports and Recreation

3.3. Development of Vocational Skills

3.4. Mitigating Inequality through Educational Opportunities for Underprivileged Youth

Objectives:

- Funded by the Carmeuse Foundation as a shareholder.
- Organized by the company in collaboration with government bodies.
- Supported by the annual budget allocation.
- Involves participation from company personnel and executives and financial contributions

Goals:

Enhancement and promotion of the company's operations

by aligning with strategic plans based on community feedback, focusing on societal support and youth education. This initiative fosters collaboration with local organizations through an annual plan that targets Sustainable Development Goal 4, ensuring inclusive and equitable quality education.

Social operating results – Community Engagement

Community, Society, and Environmental Benefits

- Engages local civil society organizations, benefiting community members.
- Organized by the company or in partnership with government agencies, prioritizing community benefits.
- Allocates annual budgets to support initiatives, aiding the social sector.
- Involves company personnel and executives, potentially contributing additional financial resources to support the community.

Youth Knowledge Development Project

Activity 1: The “English Camp” course aims to improve students’ English skills and confidence through engaging activities outside regular classrooms. Held on December 19, 2025, at Chong Sarika School and opened by Mr. Panya Srisapha from Golden Lime Public Company Limited, the camp was organized in partnership with the JA Thailand Foundation. Teachers received training to better support students’ English learning for everyday use. Three local schools—Chong Sarika School, Wat Manee Srisophon School, and Ban Pho School—took part, with a total of 100 student participants.



This community service not only strengthens civil society but also encourages collaboration with local groups to support social initiatives that build positive relationships and improve Golden Lime Public Co., Ltd’s reputation among regional educational institutions and young people. It also aims to increase trust within the community and may reduce labor migration, potentially leading to more local employment opportunities in the future.

Budget Allocation	ESG values	
The Carmeuse Group has provided support through JA Worldwide and its branch in Thailand.	Economic	Strengthening the organization's reputation by prioritising local employment initiatives and proactively addressing potential labor shortages.
	Social	Building a positive image and strong connections with local community organizations.

Social operating results – Community Engagement

4. A community survey designed to collaboratively foster a range of activities and engage residents through participatory initiatives focused on improving social relationships. The subjects of development and promotion encompass:

4.1 Religion and culture

4.2 Employment and vocational skills development

4.3 Sports and recreation



4.4 Programs supporting Sustainable Development Goal 11, which focuses on inclusive, safe, resilient, and sustainable urban development.

4.5 Programs supporting Goal 16: fostering peaceful, inclusive societies, ensuring justice for all, and building effective, accountable institutions at every level.

▪ **Benefits for the company's operations include:**

- to meet the expectations of stakeholders within the community, society, government agencies, and local organizations
- to cultivate relationships and garner cooperation and support, facilitating the ongoing success of the business
- to receive timely information, mitigate impacts, and reduce the likelihood of negative relationships that could adversely affect the company's operations
- These activities offer more than financial benefits through tax deductions; they help build relationships, enhance communication, and support the License to Operate goal. Strong community ties also ensure resident concerns reach the company quickly for prompt action.

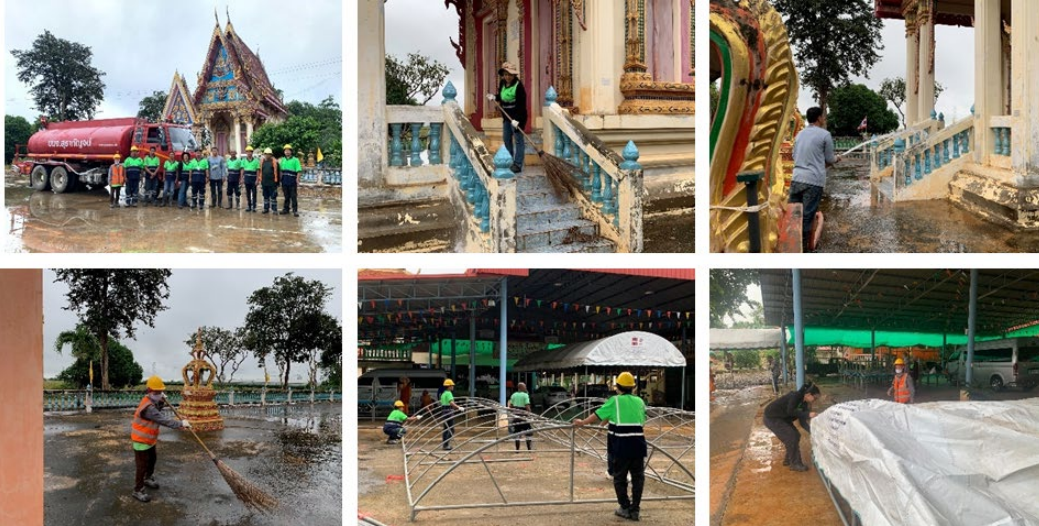
▪ **Benefits to the community, society, and the environment include:**

- Meeting the expectations of the community sector, which seeks support and involvement from the company, such as:
- Engaging in community activities and helping for religious sites and ceremonies held by local temples.
- Taking part in annual merit-making events and gatherings, allowing employees and community members to connect, share insights, and gather feedback from the community.
- Offering support to non-commercial religious institutions, as donations and assistance play a crucial role in easing the financial burden on monks for maintaining religious sites and covering utility costs for ceremonies.
- Participating in activities organized by local religious sites or community representatives, which fosters engagement in local customs and practices.
- Supporting government bodies or community representatives, ensuring that organized activities benefit the community.
- Allocating annual budgets for specific activities arranged by the social and community sectors.
- Sending personnel, executives, and employees to participate in community events, along with budget contributions, to the social and community sectors.

Budget Allocation	ESG Values	
93,300 THB	Economy	- Monetary value subtracted prior to tax calculations
	Social	- Enhancing the company's reputation and fostering relationships with local community organizations

Community service at Wat Chong Sarika in Lopburi

SUTHA sent volunteer staff to help clean Wat Chong Sarika in Lopburi Province before the Kathina Samakkhi collective merit-making ceremony alongside residents of Village 12 in Chong Sarika Subdistrict. The team also joined the 2025 annual Kathina Samakkhi event with local temples and participated in the Royal Kathina ceremony, where they contributed donations, served food to the attendees, and provided clean drinking water.



- Support cultural activities and important religious sites in the community and improve the cleanliness and orderliness of public spaces.
- Strengthen unity, camaraderie, and trust between the company, the community, and local authorities.
- Promote volunteerism and pride in employee participation.

1. Wat Chong Sarika - o donation: 61,000 baht - o Clean drinking water: 50 packs (valued at 3,500 baht) - o Food booth (charity stall) provided for villagers and donors. 2. Wat Sri Chom Thong - o Donation: 5,000 baht - o Clean drinking water: 20 packs (valued at 1,400 baht) 3. Wat Khok Selao - o Donation: 4,000 baht - o Clean drinking water: 20 packs (valued at 1,400 baht)	4. Wat Kanyanabanphot - o Donation: 5,000 baht 5. Royal Kathina Ceremony (with the Lopburi Provincial Industry Office) - o Donation: 5,000 baht Total Kathina donation: 86,300 baht Additional supports: Clean drinking water, 90 packs (total value 6,300 baht) + food for the temple's alms giving (value/quantity as per activity receipt) Total staff and team members participating in the activity: 13 people
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Activities Undertaken:

- Cleaning the temple grounds and common areas.
- Providing clean drinking water and food for the Kathina ceremony.
- Participating in the Kathina ceremony with local temples in the vicinity of the company, continuing the tradition of religion and local culture.

Social operating results – Community Engagement

Social Outcomes:

- Clean and usable public spaces for community religious events.
- Strengthening unity and trust between SUTHA and the local community, continuing local cultural traditions in promoting religion.
- Increased employee participation in community activities (volunteer work/food donation).

Alignment with SUTHA's Sustainability Goals:

- Community Engagement: Community involvement and development.
- Social Well-being: Supporting basic welfare and community culture.
- Stakeholder Partnership: Collaborating with religious institutions and government/local agencies.



Local Culture & Community Collaboration

SUTHA focuses on preserving local traditions and building strong community relationships by supporting cultural activities. This year, SUTHA contributed 7,000 baht to Phukrang Municipality's Loy Krathong festival, helping maintain tradition, foster unity, and celebrate Thai culture. This support reflects the company's commitment to community engagement and sustainable quality of life improvements.



5. Engage with local organizations and government agencies, and provide funding for community development when appropriate.

SUTHA prioritizes youth development in the communities surrounding its operational areas and participated in "National Children's Day" activities with various local organizations. The company supported these events with prizes and scholarships to inspire, promote learning opportunities, and sustainably develop the potential of children and youth in the community.

1. Prize Support for Children's Day

o Bicycles and prizes for Children's Day activities at:

- Wat Chong Sarika School
- Chong Sarika Subdistrict Administrative Organization
- Huai Pa Wai Municipality
- Phu kRang Municipality

Total value: 44,000 baht

2. Scholarships

o Scholarships for Chong Sarika School: 10,000 baht

Total support value: 54,000 baht

Social Outcomes

- Promotes learning opportunities and inspires children and youth in the community.
- Builds positive relationships with local authorities, educational institutions, and communities surrounding the factory.
- Enhances the company's image as one that prioritizes youth quality of life development.
- Encourages employee participation in public service activities.

Alignment with SUTHA's Sustainability Goals:

- Social – Community Engagement: Supporting activities and improving quality of life in the community.
- Social Well-being: Promoting welfare and educational opportunities for youth.
- Stakeholder Partnership: Strengthening collaboration with local authorities and educational institutions.



To Be Number One: Pracha Bamrung Community, Saraburi Province. Golden Lime Public Company Limited (SUTHA) provided a budget of 10,000 baht to District Chief Manasphan Donkonphai for the "To Be Number One – Street Art: Who's Addicted to Drugs, Raise Your Hand" art competition in Pracha Bamrung Community, Phra Phutthabat District, Saraburi Province. This project promotes youth and community participation.

Description:

The community and youth collaboratively created artwork, including:

- Painting street art around the community.

Social operating results – Community Engagement

- Creating an Art Toy: “Giant Kumbhakarna Doll.”

All activities provided a creative space for youth to use their free time constructively, develop their artistic skills, and reduce the risk of drug involvement.

Social Outcomes:

- Promotes youth potential and creates a creative space for beneficial activities.
- Generates income for the community through the production of artwork and Art Toys.
- Fosters local pride and community unity.
- Serves as an example of an activity that reduces social risk factors and supports drug prevention.
- Promotes “Self-reliance for Sustainable Communities” by helping people develop skills and additional jobs in the arts.

Alignment with SUTHA's Sustainability Goals:

- Social – Community Engagement: Promoting community involvement.
- Youth Development: Supporting youth development and reducing drug abuse.
- Local Economic Empowerment: Enhancing community potential for income generation and job creation.



Human Rights and Equality for People with Disabilities

SUTHA has supported and empowered people with disabilities through a donation of 10,000 baht to support their participation in the Miss & Mister Deaf Thailand 2025 and Rare Fashion Designer , an ASEAN-level competition for the deaf, held in Da Nang, Vietnam. This year, Mr. Aniruth Wongnim, a hearing-impaired individual from Chong Sarika Subdistrict, was selected as Thailand's representative to participate in the competition.

The company recognizes the importance of promoting the abilities and potential of people with disabilities and therefore provides support to open opportunities for them to participate in international activities, bringing pride to the community and concretely promoting the inclusion of people with disabilities in society.

This support reflects the company's commitment to operating according to its Social (S) sustainability principles and promoting human rights, aiming to create an inclusive society, reduce barriers, and increase opportunities for people with disabilities to develop their potential and access international stages equally.



Volunteer activities to honor and commemorate the benevolent reign of the Thai monarch and the birthday of Her Royal Highness Princess Maha Chakri Sirindhorn: SUTHA supported Phra Phutthabat District, Saraburi Province with 30 packs of drinking water, costing 2,100 baht.

Charity run event “Phraphutthabath HERO RUN”

SUTHA supported Phra Phutthabat Hospital, Saraburi Province with 30 packs of drinking water, costing 2,100 baht, for use in the charity run event.

Sports day, Phukrang Subdistrict Municipality, Saraburi Province: SUTHA provided 6,000 baht to Phukrang Subdistrict Municipality, Saraburi Province, for the organization of the event.



Social operating results - Stakeholders Engagement

Social management



Stakeholder engagement



Principles

Stakeholder engagement provides opportunities to further align practices with societal needs and expectations, helping to drive long-term sustainability. Engaging stakeholders in the dialogue to find out what social and environmental issues matter most to them will improve decision-making and accountability.

Guidelines

- The process includes:
 - 1.1) Establish a policy to include and categorize all stakeholders
 - 1.2) Prioritize and specify activities for each group of stakeholders including reporting to the board
- The management adopts the framework from the Board, follows up performance and involves employees to participate in proposing ideas for activities or projects.

Stakeholders' identification

A method for systematically identifying stakeholder groups should consider the scope of the engagement and may be guided by attributes of stakeholders such as the following:

Attribute	Description
Dependency	groups or individuals who are directly or indirectly dependent on the organization's activities, products or services and associated performance, or on whom the organization is dependent to operate
Responsibility	groups or individuals to whom the organisation has, or in the future may have, legal, commercial, operational or ethical/moral responsibilities
Tension	groups or individuals who need immediate attention from the organisation with regard to financial, wider economic, social or environmental issues
Influence	groups or individuals who can have an impact on the organisation's or a stakeholder's strategic or operational decision-making

Social operating results - Stakeholders Engagement

Attribute	Description
Diverse perspectives	groups or individuals whose different views can lead to a new understanding of the situation and the identification of opportunities for action that may not otherwise occur

Source: AA1000 (2015), Stakeholder Engagement Standard (SES)

For mutual cooperation to drive SUTHA's business value chain, SUTHA includes and categorises all supporting stakeholders into groups as follows ;



1. Customers who use products
2. Shareholders, either direct or indirect ones
3. Directors, executives, and employees, and employees: A company's employees, managers and board of directors make up a business's internal stakeholders.
4. Business partners, contractors, service providers, creditors, and loan providers make up a business's external stakeholders.
5. Community around the business
6. Organizations regulating listed companies or supervise, assess the operations of listed companies under the capital market or the Stock Exchange of Thailand.
7. Government agencies and local authorities.
8. Other businesses offer the same or similar goods and services to customers.

Stakeholder Prioritization

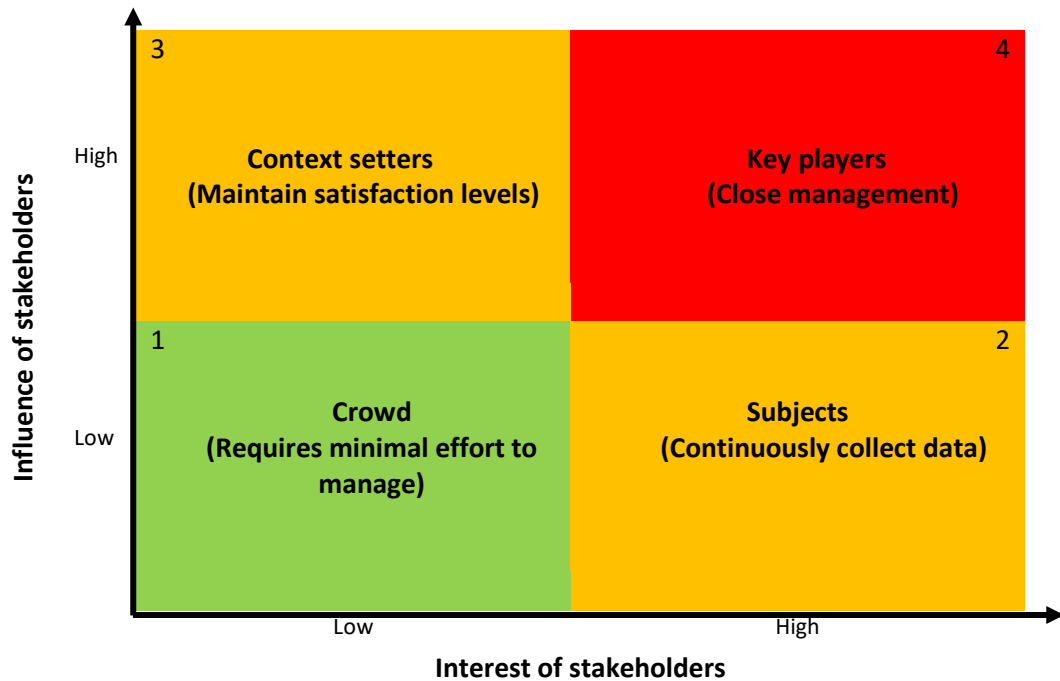
Prioritizing stakeholders involves assessing their level of interest and influence. Stakeholders with a high level of interest and influence should receive more attention and resources than those with low levels of interest and influence.

- 1) Influence refers to the degree of power each individual stakeholder has in setting and modifying the operations of the company measured by a stakeholder's level of power, authority, expertise, or resources to change or prompt decisions in any area of the company.
- 2) Interest refers to how the stakeholders are impacted by the operation outcomes without having any power over influencing it. Interest is the degree to which a stakeholder is affected by or interested which is measured by a stakeholder's level of involvement, their level of concern or commitment, and their perceived benefit or harm.

Score	Y-axis (Influence)		X-axis (Interest)	
1	Low	Low power or influence in determining company outcomes.	Low	Low interest or place little importance on determining company outcomes
2	Moderate	Moderate power or influence in determining company outcomes.	Moderate	Moderate interest or placing of importance on determining company outcomes.
3	High	High power or influence in determining company outcomes.	High	High interest or placing of importance on determining company outcomes.

Social operating results - Stakeholders Engagement

4	Very high	Great power or influence in determining company outcomes and can halt company operations.	Very high	Very high interest and placing of importance on determining company outcomes and are able to halt company operations.
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- 1) Players are the high-power, high-interest individuals with whom the Company considers collaborating and keep fully engaged.
- 2) Subjects are the low-power, high-interest stakeholders who can offer great insights and ideas for the Company and its business operations, but the Company can selectively agree or admit.
- 3) Context-setters are high-power, low-interest stakeholders (heads of departments, for example) can have a lot of influence over the operations but don't want to be involved in the details. Keep them up to date and upgrade them to players.
- 4) Crowd: These individuals will require some ongoing communication about the project's progress but probably the least of all stakeholders.

The company has evaluated and prioritized key stakeholder groups using influence and interest assessment principles in preparing engagement activities to create stakeholder participation.

Item	Stakeholders Priorization	Influence	Interest	Stakeholder Matrix			
1	Customers	4	4	4x4	4x4	4x4	4x4
2	Shareholders	4	3	4x3	4x3	4x3	4x3
3	Employees	3	4	3x4	3x4	3x4	3x4
4	Business partners/Sub-Contractor	3	3	3x3	3x3	3x3	3x3
5	Communities	3	3	3x3	3x3	3x3	3x3
6	Regulators	3	2	3x2	3x2	3x2	3x2
7	Governance Agencies local bodies	4	1	4x1	4x1	4x1	4x1
8	Competitor	2	2	2x2	2x2	2x2	2x2

To establish the stakeholder engagement

1. Assess stakeholder needs and expectations through a survey.
2. Evaluate the significance, strategy, and planning for stakeholder engagement.
3. Execute stakeholder engagement activities that align with appropriateness, opportunities, and budget, ensuring they contribute to impact and value creation for the business or organization while adhering to the company's sustainability strategy or plan as outlined.

Minimize environmental impact and advocate for environmental development.

- Create innovative initiatives that provide value to society and the environment in line with sustainability development goals.
- Implement programs aimed at reducing environmental harm, addressing dust issues, and mitigating production-related impacts.
- Initiate efforts focused on climate change management and decreasing greenhouse gas emissions.
- Promote environmental policies, including circular economy practices, waste separation, and effective waste management.
- Encourage product responsibility.

Mitigate adverse impact for safety, enhance collaboration, relationships, well-being, potential, society, community, and human rights.

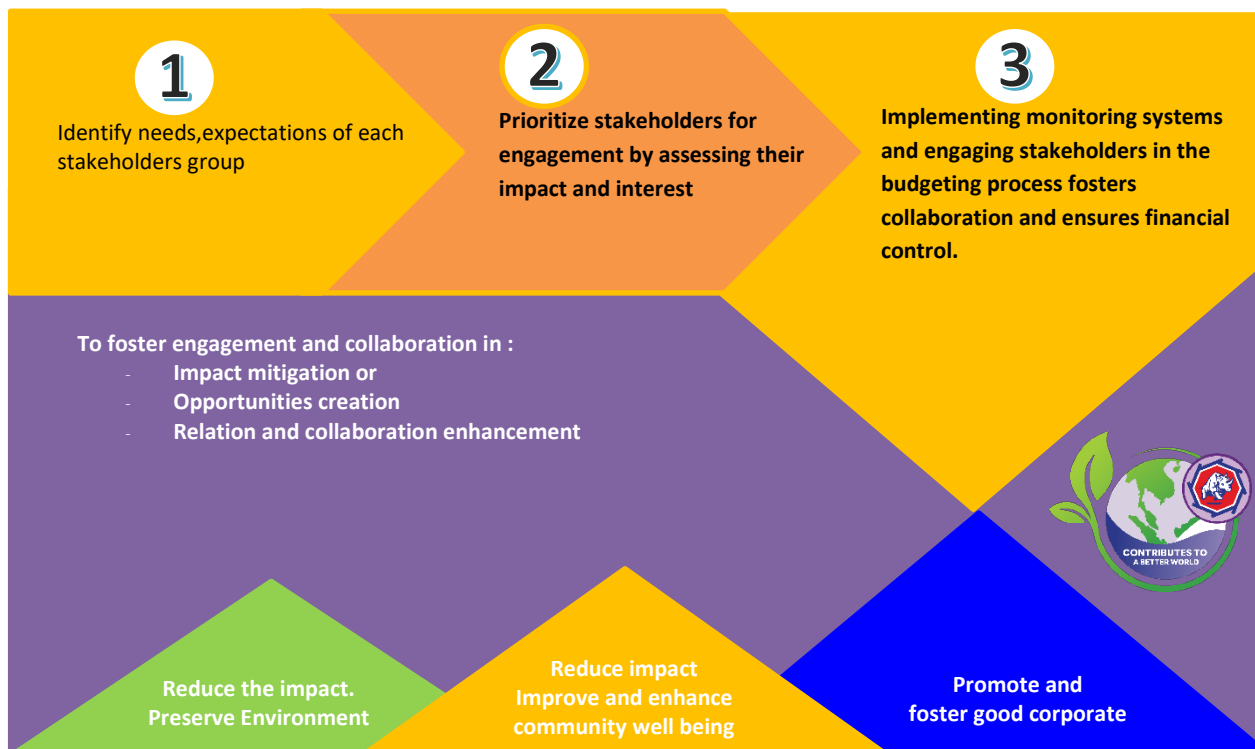
- Foster labour relations initiatives that enhance safety, hygiene, and employee engagement.
- Create programs that align performance with the expectations of key stakeholders influenced by business operations.
- Encourage activities that foster a safe work environment, promote hygiene, enhance happiness in workplace and engagement, reduce inequality, and support human rights initiatives.
- Develop programs that enhance skills, responsibilities, and oversight by capable internal staff, fostering creativity and business growth to enhance competitiveness.
- Support educational initiatives and youth development in accordance with sustainability goals.
- Engage in community, social, and public relations activities aligned with sustainability objectives.

Advance business growth and governance.

- Engaging involvement that generate business opportunities, improve product or service quality, and enhance overall business performance to meet established objectives.
- Implementing risk management strategies and fostering business management skills to minimize issues, overcome challenges, and mitigate risks associated with operations.
- Establishing processes for effective control and monitoring to ensure ongoing operational improvements.
- Encouraging various advancements to ensure businesses comply with regulations and standards while developing measures to prevent potential impacts and disputes.
- Initiating activities aimed at reducing resource consumption, managing costs, and enhancing business capabilities.
- Promoting initiatives that support the development of a circular economy and optimize resource management.

Social operating results - Stakeholders Engagement

Framework for stakeholder engagement



Roles and Responsibilities

Departmental and unit chiefs whose operations are relevant to each stakeholder group can coordinate with relevant parties such as investor relations, sustainability development work panel and relevant sub-committees such as the Welfare Committee, Environmental Committee, Environmental Governance Team to jointly determine strategies and activities to create engagement with each stakeholder group to

- 1) Set objectives for determining engagement outcomes such as building co creation, providing information, providing information to shareholders and investors, developing relationships, and guiding personnel to reduce operational costs, to reduce greenhouse gases emissions, etc.
- 2) Carry out identifying, prioritizing ,analyzing and mapping engagement activities in accordance with the engagement framework.

SUTHA conducts essentially five levels of engagement with stakeholders: informing, consulting, involving, collaborating, and empowering.

1. Inform: Provide stakeholders with balanced and objective information to assist them in understanding the ongoing operations, problem, alternatives, threats, opportunities and/or solutions informed in a transparent, correct, reliable manner (There is no opportunity for stakeholder input or decision-making.) via accessible channel.
2. Consult: Gather feedback on the information given. Consultation involves information exchanges among the stakeholders ; government, the implementing authorities, project executing suppliers, in which level of input can range from minimal interaction (online surveys, etc) to extensive either formal or informal to provide opportunities to give feedback to be considered in the decision-making process

Social operating results - Stakeholders Engagement

3. **Involve:** Work directly with stakeholders during the process to ensure that their concerns and desired outcomes are fully understood and taken into account at each stage. Final decisions are still made by the company, but with well-considered input from stakeholders such as environmental management initiatives taken in the operational establishment areas.
4. **Collaborate:** Partner with stakeholders at each stage of the decision-making, including developing alternative solution ideas and choosing the preferred solution together. Goal is to achieve consensus regarding decisions. For examples, to partner with customers in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
5. **Empower:** Place final decision-making power in the hands of stakeholders. Voting ballots and referenda are common examples conducted via a general meeting of shareholders and agenda meeting with major shareholders.

Engagement tools applied.

Inform	Consult	Involve / Collaborate / Empower
- Public meetings - Briefings - News media - Public Presentations - Info Kiosks - Hotlines - Newsletters - Bulletins - Social media - Websites - Fact sheets - Arts and entertainment	- Public meetings, hearings, workshops - Focus groups - Study circles - Interviews - Surveys - Opinion polls - Questionnaires - Social Media - Suggestion boxes - Comment forms	- Consensus workshops - Study groups - Focus groups - Task Force - Advisory boards, committees - Polling - Votes - Social media

The Company identifies, prioritizes, and does a mapping of engagement to implement effectively and monitor its outcomes against its goal to report in the annual report and to the board to evaluate the efficiency and allocate budget appropriately.

Stakeholder Engagement: Customers

The customer satisfaction survey is effectively and thoroughly applied in measuring and benchmarking customer satisfaction for comprehending customer satisfaction, requirements, and areas for improvement toward product qualifications, packaging, transportation services, the sales document management to meet the expectations of customers in each industry.

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graph TD; 1((1. Prospecting)) --> 2((2. Initial Contact and building a relationship)); 2 --> 3((3. Identify Needs)); 3 --> 4((4. Present Offer)); 4 --> 5((5. Manage Objections)); 5 --> 6((6. Closing sale and follow-up)); 6 --> 1; C((CUSTOMER)); L((LONG-TERM));
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Customer Survey Results

KPI	Target	Result
2023	100%	87%
2024	100%	94%
2025	100%	88%

TECHNICAL
STEREOTYPES
SUSTAINABLE
CONCERNING
PUBLIC HEALTH
FOOD PROBLEMS
AGRICULTURE
WATER & WASTE MANAGEMENT
410 C&S
OTHERS

Social operating results - Stakeholders Engagement

Open Space Meeting: Customer Visit

organized either by the customer or the company, during which the customer engages with the company's processes, or the company meets with the customer to explore potential collaboration opportunities.

Aligning with the agenda set by the customer either onsite at the Company or on customers' sites, our Sales and Marketing representatives are to coordinate with other departments to achieve meeting objectives.



Objective:

to exchange knowledge and insights related to the development of products and services, as well as to articulate needs, expectations, and collaborative efforts.

Corporate Benefit:

- Gain valuable insights into customer needs and expectations.

Stakeholders benefit:

- Obtain information guidance on how to meet those expectations.

Action research: In collaboration with the Carmeuse, the key shareholder including clients, government bodies, and educational institutions, an assessment will evaluate the viability of using lime products for new sustainable applications. This initiative will leverage the Carmeuse's expertise and innovations alongside educational specialists to explore the potential of lime and calcium carbonate in enhancing the competitiveness of national infrastructure projects.

The sales and business development seek ways to improve the development of lime and calcium carbonate products for field projects, thereby supporting inclusive and sustainable industries and encouraging innovation, in alignment with SDG Goal 9.



Relevant Research

Historical and ongoing studies highlight the limited scope of research on lime and hybrid lime soil stabilization within Thailand. To address this, SUTHA has established a formal partnership with the Civil Engineering Department of Rajamangala University of Technology Isan to jointly develop lime-based soil stabilization products.

The project is currently in the final research conclusion phase, and results are anticipated to guide future product development and commercial implementation.



Photo Source: <https://www.carmeuse.com/th/en/products/civil-engineering/solutions>

Objective:

To improve the competitiveness of the national industry in lime products by leveraging insights from Carmeuse to collaborate with Thailand's education sector for research and development. This initiative aims to generate business opportunities while benefiting civil society and establishing a robust infrastructure system for the nation.

Corporate Benefit:

To assess the viability of business growth that encourages the development of new products, potentially leading to sustainable commercial opportunities in the future.

Stakeholders benefit:

To access knowledge from world-class research and development organizations, fostering a knowledge network that can be expanded to enhance expertise. This can lead to societal and national benefits, creating value and promoting overall development.

Social operating results - Stakeholders Engagement

Shareholders Engagement:

Meetings of shareholders, SET Opportunity Day, other engaging activities via concepts and frameworks associated with policy implementation

Annual general meeting of shareholders IR and management team participate Opportunities Day arranged by SET

The shareholders' meeting, which minority shareholders attend annually, is expected to be an open meeting at the designated venue. The Company has arranged the meeting to meet these expectations.



SET Opportunity Day

The Company presents its annual and quarterly operating results at least twice a year, depending on available opportunities and scheduling procedures. These events can be scheduled through the Stock Exchange of Thailand system for 2024. The following three sessions are planned to report operating results:

- 1) Annual operating results for 2023 on March 15, 2024
- 2) Quarterly results for Q1 2024 on May 17, 2024
- 3) Quarterly results for Q2 2024 on September 4, 2024.



- Engaging ECOVADIS sustainability assessment in collaboration with the Carmeuse, the shareholders group, during which Thailand has achieved the milestones of "SILVER Y2022, GOLD Y2023, SILVER Y2024, GOLD Y2025."
- The Annual audit of the internal control system was conducted by the auditor team from the indirect shareholder group, the Carmeuse, which had been approved by the Audit Committee for the 2025 audit. This team evaluated the internal

Objectives:

- Adhering to legal requirements in disclosing performance and key information for minority shareholders.
- Working together to enhance business operations and generate new opportunities

Corporate benefit

- Report operating performance and obtain expectations / opinions

Stakeholders benefit

- To acknowledge operating results and practices to respond expectations

Objectives:

- Ensure compliance to verify that the Company's internal control system is sufficient and suitable.
- Foster collaboration among shareholders, the Board of Directors, the Audit Committee, and management to collectively oversee and follow up on the effectiveness of the internal control process, making necessary improvements and corrections annually to maintain an adequate and appropriate internal control system.

Corporate benefit

- obtain recommendations and strategies for enhancing the internal control process, ensuring it operates effectively and efficiently to safeguard and manage assets comprehensively while improving overall efficiency and effectiveness.

Stakeholders benefit:

Social operating results - Stakeholders Engagement

	control system, production processes, and operational systems, including support functions and office activities. The audit took place in April 2025, followed by a review of responses and corrective actions based on their recommendations. The findings were compiled into a report and presented to the Audit Committee in November 2025, with participation from the Company's senior management, seniors from the operation, and finance executives. 	confidence regarding the adequate and proper internal control system, assured by regularly monitoring and reporting to the Audit Committee each year, along with transparent disclosure and complete report for stakeholders.
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Personnel, directors, and executives' engagement

Customer Visit : The Carmeuse group's Directors and Executives

In October 2025, Sales and Marketing Executives, under the leadership of Executive Director Mr. Ben Harrath Faouzi and Mr. Timothe Van den Bossche, visited key customers to obtain valuable insights into their needs. The collected information will be evaluated to improve product integration in customer processes and maximise benefits.



Objective :

The newly appointed directors visited the customer's operations to familiarize themselves with how the company's products are utilized. Their goal was to collaboratively identify the best solutions for maximizing the benefits of these products.

Corporate benefit

To foster trust and demonstrates the commitment of the Company's directors and executives. It highlights the significance of engaging with customers regularly to support product development strategies and to find tailored solutions that enable customers to fully leverage the products for optimal results.

Stakeholders benefit

The directors gain valuable insights from customer feedback, allowing them to offer recommendations or assemble a team of experts from both the Company and Carmeuse. This collaboration aims to enhance product development and ensure effective integration of the products into the customer's operations.

Employee engagement and employee satisfaction surveys conducted by the Human resources department to assess and analyze for better responding to the needs of personnel.



The Employee Satisfaction and Engagement Survey conducted by SUTHA, as a subsidiary of the Carmeuse Group, utilizes the Oracle HCM system and applications provided by the Carmeuse Group to enhance its human resource management.

Social operating results - Stakeholders Engagement

SUTHA has utilized a tailor-made survey to assess employee satisfaction. The findings from the survey are utilized to identify potential improvements in human resource management, employee engagement, meeting expectations, work development, and overall efficiency in advancing the organization.

To establish the format, ideology, process, and methods have been established, and a schedule has been set to gather employee feedback from the management group every 18 months. In the most recent round (Y2024-Y2025), the survey was conducted and monitored online by an external operator, Perceptyx, between October 28 and November 15, 2024. This survey covered 11 key categories; Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance and included a total of 34 questions; Employees take pride in their organization and are motivated to stay, feeling a sense of personal achievement and often recommending it as a great workplace. Internal communication is open and honest, fostering personal growth through training and support from supervisors. The well-organized work environment promotes efficiency, safety, and health, contributing to a sense of security. Senior management provides a clear vision and goals, helping employees understand expectations and recognize their skills. Contributions are valued, workloads are manageable, and compensation is fair. Employees have the necessary tools and work collaboratively, benefiting from effective cooperation that helps balance work and personal life while managing stress.



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.

Additionally, the three areas identified for development, with response rates between 68% and 71%, included enhancing employee health and well-being, fostering an efficient work environment, and improving comprehensive and beneficial communication.

The next survey will be in 2027.

Social operating results - Stakeholders Engagement

Executive engagement with a major shareholder



The seminar and workshop scheduled for November 13–14, 2025, aimed at educating participants on Social Style communication to assist executives, managers, and essential staff in gaining a deeper insight into the behaviors and personalities of their colleagues. This understanding, in turn, fosters improved collaboration and coordination, leading to enhanced efficiency.

Furthermore, significant material from the Change Management course was presented to equip personnel with the necessary skills to comprehend and prepare for organizational change through analytical exercises and simulations. This enables them to effectively apply their knowledge to collaboratively manage and drive change within the organization.

Objective :

Organize tailored training programs for executives featuring interactive workshops through group activities. Participants gained hands-on experience to effectively implement in their roles.

Corporate Benefits :

to enhances soft skill enabling executives to integrate their knowledge into daily work routine

Stakeholders Benefit:

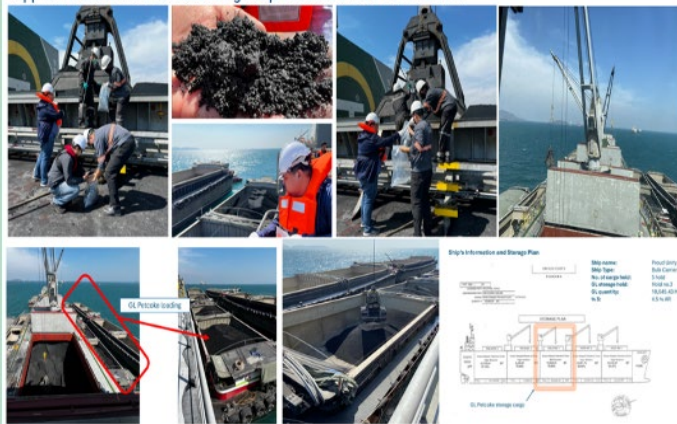
Executives gain knowledge and build relationships through collaboration, fostering coordination and teamwork.

Suppliers' engagement

Suppliers' engagement : Supplier Site Visit :

Monitoring the fuel import process for products purchased from suppliers during the year 2025

Supplier visit activities for assessing the processes of fuel raw material



Objective:

Analyze the value chain and origins of key raw materials.

Corporate Benefits:

Stakeholders gain insights into processes and resource origins, boosting confidence for significant investment loans.

Stakeholders Benefit :

oversee operations and retrieve information on essential asset sources, which helps in assessing the business's stability.

Participation with TSD, in the Project: Supporting the adoption of QR Code Sealer service



Participation in the Project:
Supporting the adoption of the QR Code Sealer service to achieve the goal of reducing greenhouse gas (GHG) emissions.

เข้าร่วมโครงการ : สนับสนุนการใช้บริการ QR Code Sealer เพื่อเป้าหมายการลดปริมาณการปล่อย GHG



Key Highlights

- Promote sustainability by reducing paper usage, lowering carbon emissions, and cutting operational costs for listed companies.
- Support measures for participating companies include:
 - ✓ 10% annual discount on registrar service fees for three consecutive years (2026–2028).
 - QR Code Sealer must be used exclusively for sending shareholder meeting invitations for every meeting.
 - Companies must invest in licenses to continuously support the project for 3 years.
 - Special privilege: Securities with legal obligations are entitled to use the QR Code Sealer service once.

For further information, contact: SRG_TSD@set.or.th

Project Background:

The Thailand Securities Depository Co., Ltd. (TSD) launched the TSD e-Services for Net Zero project to promote sustainability and reduce environmental impact by inviting listed companies to use the QR Code Sealer service for sending electronic shareholder meeting invitations.

Project Objectives:

- Reduce paper usage
- Reduce greenhouse gas emissions
- Reduce operating costs for listed companies
- Increase work efficiency

Benefits for Participating Companies:

- Receive a 10% discount on annual securities registrar fees for 3 consecutive years (2026–2028)

Expected Positive Impacts:

- Reduce paper usage by over 3,817 million sheets per year
- Reduce carbon emissions by 53 tons per year
- Equivalent to the CO₂ absorption of over 5.6 million trees
- Reduce average annual costs by over 25%

What is QR Code Sealer:

It is a service developed by TSD that allows listed companies to send shareholder meeting invitations and supporting documents in QR code format instead of printing documents. This allows shareholders to access information conveniently, quickly, and in an environmentally friendly manner.

Environmental

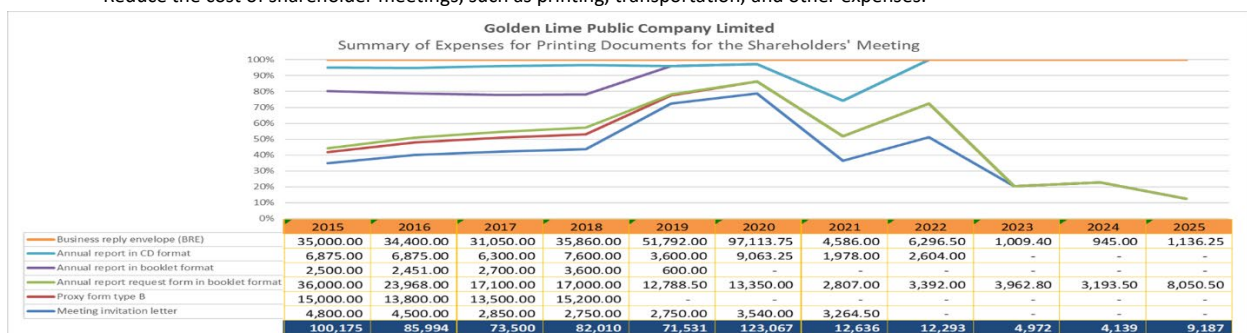
- Reduce the use of natural resources such as paper and energy.
- Reduce greenhouse gas emissions, which helps mitigate global warming.
- Support the organization's and country's Net Zero goals.

Social

- Promote ethical and honest cooperation with local partners.
- Create equality within the organization and foster a fair work culture.
- Support paperless work both inside and outside the office.

Governance

- Strive to create a transparent and highly accountable organizational culture.
- Adhere to quality standards in all areas to enhance data management capabilities.
- Reduce the cost of shareholder meetings, such as printing, transportation, and other expenses.



Tax operations

Golden Lime Public Company Limited places a lot of emphasis on tax management. The Company always manages its tax obligations in compliance with the laws and regulations while creating the highest value to its stakeholders. This includes paying taxes in accordance with the laws and conducting direct and indirect tax planning to support domestic and international operations in a transparent and fair manner for all stakeholder groups. Therefore, the Company has established a clear Tax Policy, which outlines its commitment to responsible tax management.

Tax Code of Conduct

The Company aims to create sustainable growth while adhering to tax laws and adding value to society.

Tax Risk Management

The Company is responsible for taxes and duties and has implemented Tax Risk Management and transparent internal control systems. Additional guidelines and practices can be found at https://goldenlime.co.th/en/tax_action/.

Income Tax

❖ Income Tax of the Company (in aspect of separate financial statement)

In 2025, the company made a loss for the period of 1.74 million baht before income tax. The income tax expenses for the year were 5.15 million baht, resulting in an effective tax rate of 296%. However, the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

In 2024, the company made a profit of 75.936 million baht before income tax. The income tax expenses for the year were 16.48 million baht, resulting in an effective tax rate of 22%. However, the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

In 2023, the company made a profit of 89.334 million baht before income tax. The income tax expenses for the year were 18.79 million baht, resulting in an effective tax rate of 21%. However, the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

❖ Income Tax of the company and its subsidiaries (in aspect of consolidated financial statement)

The Company earned a a loss for the period of 3.96 million baht before income tax in the year 2025. However, income tax expenses for the year amounted to 5.14 million baht, resulting in an effective tax rate of 130%. It is important to note that the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

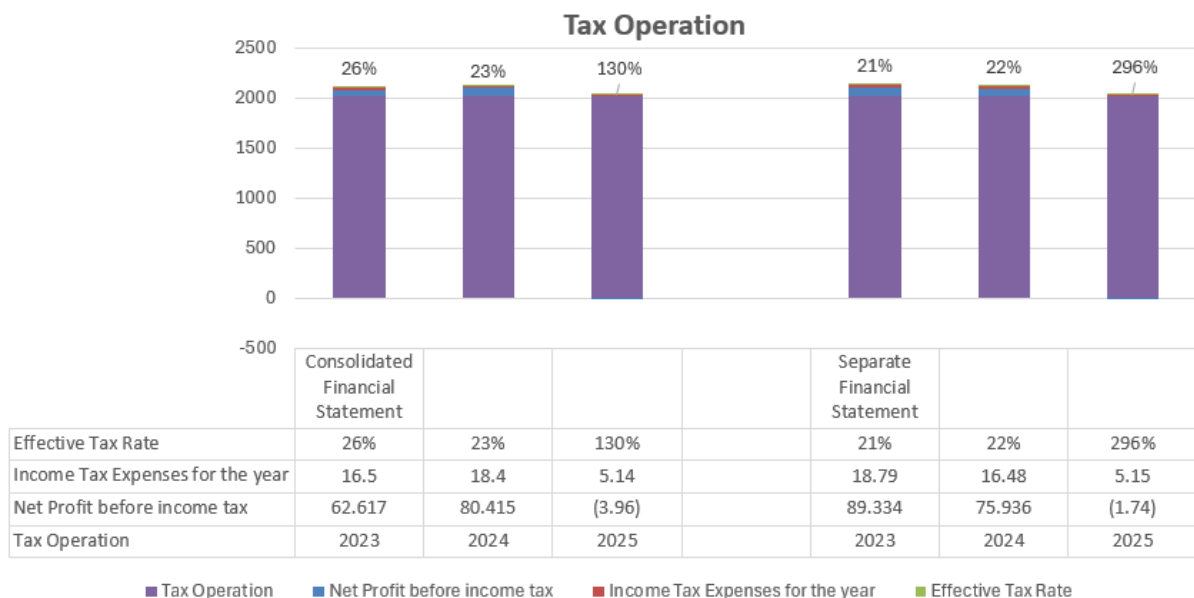
The Company earned a profit of 80.415 million baht before income tax in the year 2024. However, income tax expenses for the year amounted to 18.40 million baht, resulting in an effective tax rate of 23%. It is important to note that the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

Tax operations

https://goldenlime.co.th/en/tax_action/

The Company earned a profit of 62.61 million baht before income tax in the year 2023. However, income tax expenses for the year amounted to 16.50 million baht, resulting in an effective tax rate of 26%. It is important to note that the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

Tax Operation	Consolidated Financial Statement			Separate Financial Statement		
	2023	2024	2025	2023	2024	2025
Net Profit before income tax	62.617	80.415	(3.96)	89.334	75.936	(1.74)
Income Tax Expenses for the year	16.5	18.4	5.14	18.79	16.48	5.15
Effective Tax Rate	26%	23%	130%	21%	22%	296%



Information on Legal or social and human rights violations.

A Summary regarding cases that represent serious breaches of laws or social regulations, or those alleged to have adverse effects on social issues, particularly those highlighted in public news that could influence the company's business, image, reputation, and assets. Outline the facts, developments, causes, consequences, and preventive actions taken including any major labor disputes the company has experienced in the last three years.

Number of cases and incidents of significant legal or social and human rights violations.

Number of cases , incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents leading to significant labor disputes (cases)	-0-Case	-0-Case	-0-Case
Total number of incidents or complaints related to business partner's rights violations (cases)	-0-Case	-0-Case	-0-Case
The total number of cases or complaints related to partner rights violations (Cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents leading to disputes with the community/society (cases)	-0-Case Note	-0-Case Note	-0-Case Note
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents related to workplace safety and occupational health (cases)	-0-Case	-0-Case	-0-Case

Note: Environmental Complaints

Complaint: an allegation or narrative expression of dissatisfaction that highlights problems or areas for improvement, resolution to alleviate suffering or request for action.

The Company has received complaints from the community regarding the dust issue, which align with previously reported environmental concerns.

	2023	2024	2025
Number of cases or incidents that violated the law or created a significant negative impact on the environment (cases)	4 Rectified and closed	4 Rectified and closed	8 Rectified and closed



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