

Identifying and prioritizing 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	
2	Shareholders	4	3	
3	Employees	3	4	
4	Business partners/Sub-Contractor	3	3	
5	Communities	3	3	
6	Regulators	3	2	
7	Governance Agencies local bodies	4	1	
8	Competitor	2	2	

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

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

To evaluate and survey the impact of issues within the business supply chain, it is essential to understand the needs and expectations of each stakeholder group. This includes identifying methods to operate or manage effectively in response to these expectations.

Details of stakeholder analysis in the business value chain

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
<p>Customers</p> 	<ul style="list-style-type: none"> Qualified products and services as per requirements without affecting the production process, community and environment. On time delivery Standard packaging meeting storage and logistics requirements After-sales service and accurate and timely supportive documentation No selling price increase; not higher than other competitors Follow safe logistics rules and practices Follow supplier code of conduct Collaboration to drive business sustainability and greenhouse gas emissions data <p>Company's expectations</p> <ul style="list-style-type: none"> Requirements and obligations in terms and conditions; no pressure, no urgent deadlines, and flexibility to negotiate. Reasonable and suitable pricing aligned with the cost structure. Prevention of insider information leaks to competitors for negotiation or unfair benefits. Fostering relationships for sustainable business growth. 	<ul style="list-style-type: none"> Implement international standard systems such as quality (ISO 9001), environmental (ISO 14001), and occupational health and safety (ISO 45001) standards, along with internal controls, business ethics, and corporate governance across various sectors. Create a customer care system that tailors processes to meet the unique needs of different customer groups, aiming for improved satisfaction survey results. Monitor work processes in all relevant departments to ensure the delivery of products and services that align with customer requirements. Provide training for customer-facing teams to enhance their knowledge of products and services, as well as to develop skills for managing customer relationships effectively. Establish a process for addressing issues related to product quality and performance, including troubleshooting to prevent reoccurrences. Provide technical experts to assist in product application, offering guidance and additional services both before and after the sale. Innovate new products and broaden the customer base by focusing on environmentally sustainable options. Engage in activities organized by customers to strengthen relationships. Make sure to load promptly to reduce waiting periods. Focus on minimizing customer complaints and enhancing satisfaction scores. Prioritize product quality and responsibility in all operational 	<ul style="list-style-type: none"> Engaging in meetings and visits to gather feedback or participating in discussions via different communication platforms. Survey customer satisfaction Customers touring the facility and observing processes. Utilizing technologies to connect with customers and relevant officials. Attending Supplier Days hosted by customers to understand their policies and expectations. Information shared by customers through media or accessible survey sources and government databases.

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	<ul style="list-style-type: none"> Involvement in environmental initiatives like CO2 reduction, renewable energy, and biofuels. 	<p>processes to maximize customer satisfaction.</p> <ul style="list-style-type: none"> Sustainable Development Goals (SDGs) G5, G6, G9, G1, G4 https://www.goldenlime.co.th/Materiality_T.asp?lang=E The pricing strategy is based on the cost-based pricing and the market mechanism Strong and mutually beneficial trade relationships Collaboration can create sustainable benefit for each other. 	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
<p>Shareholders/ Investors</p> 	<ul style="list-style-type: none"> Enhance capital gains for better return on investment. Ensure regular and fair dividend distributions. Manage profits and cash flow effectively to maintain steady dividend payments. Facilitate liquidity in securities trading. Uphold strong corporate governance with accurate and transparent disclosures. Maintain business stability and sustainable performance. Provide a secure investment that fosters business growth. Organize factory tours for shareholders. Offer hard copy annual reports to shareholders upon request. Provide food boxes for shareholders during meetings. Hold a physical Annual General Meeting instead of a virtual one. <p>The Company's expectations</p>	<ul style="list-style-type: none"> Develop a corporate governance policy and guidelines that establish standards for operational systems, risk management, internal audit controls, transparent management, and current policies aligned with the 2024 Corporate Governance Assessment program. Implement risk management strategies for crisis situations, including asset management. Create a roadmap for business sustainability and stability, along with a sustainability management policy to collaboratively advance these initiatives. Organize shareholder meetings and engage with investors and minority shareholders. Regularly hold meetings with major shareholders. Set a consistent dividend payment policy with an appropriate rate. Pursue growth investments through business acquisitions to enhance and secure the supply of limestone raw materials, establishing a strong industrial and agricultural foundation both nationally and globally. 	<ul style="list-style-type: none"> Feedback gathered during Shareholder meetings Activities related to Investor relations Input and remarks collected from Opportunity Day Communication with investors through phone and email Interaction via phone, email, and website Meetings with both direct and indirect shareholders Execution of corporate policies set by major shareholders Survey findings from different external organizations and stakeholders in similar sectors or other publicly traded companies

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	<ul style="list-style-type: none"> shareholders focus on long-term investment decisions. more engagement to create advantageous sponsorships for businesses. Ensure a comprehensive understanding of business operations, market conditions, competition, and compliance with corporate governance and legal requirements. Promote transparent co-investing to benefit all parties and ensure fair returns for stakeholders through open business practices. 	<ul style="list-style-type: none"> Enhance business operations to achieve returns aligned with strategic goals. Manage the solar farm project to produce electricity and initiate further projects that provide economic, social, and environmental benefits. Build investor confidence for a long-term, healthy relationship by offering knowledge support and fostering an understanding of business regulations and cultural differences across countries. Support business growth by providing technical expertise and a network for directors and executives to ensure effective management and solutions that promote stability and sustainability. 	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Directors/Executives/ Employees 	<p>Directors – executives</p> <ul style="list-style-type: none"> Fair and reasonable compensation Professional dignity without effect on business reputation Disclose accurate and transparent information with sufficient care and respect to others' rights and honor Training sessions provided to enhance the performance of directors Virtual meeting Effective meeting agenda with time proper time allocated Proper frequency of executives meeting <p>The Company's expectation</p> <ul style="list-style-type: none"> Set aside enough time to complete tasks effectively. Focus on identifying and minimizing barriers in every process. 	<p>Directors – executives</p> <ul style="list-style-type: none"> Schedule meetings effectively, ensuring adequate time allocation and support for each committee's performance. Choose meeting times that accommodate directors in different time zones to facilitate their participation. Utilize technology for meeting schedules, such as calendar bookings. Provide easy-to-access links for joining meetings. Prepare all necessary information for meetings in advance. Offer clear explanations and summaries of key issues. Ensure that supporting information is accurate and sufficient, distributing it on time and responding to needs. 	<ul style="list-style-type: none"> Board and subcommittee meetings Updates from the welfare committee Collaborative meetings within internal departments and communication Queries from designated individuals, feedback collected through annual performance assessment Data from employee satisfaction assessments Insights from external organizations representing stakeholders in comparable sectors or publicly traded companies External factors, including shifts in living conditions due to crises

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
<p>External stakeholders</p>	<ul style="list-style-type: none"> • Develop a contingency plan before potential risks materialize. • Foster open communication for better mutual understanding. • Oversee responsibilities diligently, aiming for the greatest benefit to the company and its operations. • Act with careful consideration for all stakeholders involved. • Carry out responsibilities with integrity, caution, and transparency. • Collaboratively manage and oversee the business to ensure sustainable growth that benefits shareholders and stakeholders alike. <p>Employees</p> <ul style="list-style-type: none"> • Regular compensation and good welfare, • Annual bonus for employees at all levels • Additional paid holidays over the law's basis • Added special holidays according to the Government's announcement • Annual Party and leisure activities for employees • Good working environment and job safety • Human rights respect and equal treatment without disparity • Training and knowledge, career path development for advancement, stability and balancing wages as per economic conditions. • Full IT support for convenient and reliable IT at work <p>The Company's expectations</p> <ul style="list-style-type: none"> • Perform duties responsibly, cautiously, honestly, and responsible for products, services, society and the environment with conciseness 	<ul style="list-style-type: none"> • Proper and convenient meeting technologies • Develop a succession plan for directors and senior executives at both corporate and subsidiary levels, reviewing it as necessary. • Ensure compensation is appropriate and aligned with responsibilities. • Conduct business operations in compliance with laws, regulations, and established methods. • Provide accurate and transparent information. • Deliver information promptly as required by laws and regulations, avoiding delays. • Summarize and clarify regulations, guidelines, and reasons for any changes in practices that need to be reported to the board. • Manage and mitigate risks to minimize negative impacts. • Establish an acceptable risk level and preventive measures • Control and prevent disputes, complaints, and issues related to human rights, the environment, or corruption risks. • Enhance oversight across the supply chain for both internal staff and related parties. <p>Employees</p> <ul style="list-style-type: none"> • Develop work manuals, conduct training sessions, assess employee performance, ensure fair treatment of workers, uphold human rights, and share relevant policy information through the website, bulletin boards, and internal communication channels to enhance understanding among employees. 	<ul style="list-style-type: none"> • Government initiatives, relevant governmental bodies, and corporate governance organizations • Trends and challenges in sustainability examined by various national and global agencies • Benchmarking against sectors or industries with similar operational characteristics • Comparisons with firms within the same Market Cap category

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders	<p>to prevent negative impacts toward the organization or other stakeholders</p> <ul style="list-style-type: none"> Operate safely happily at work, focus on health, self-development, work method development, cooperate and communicate appropriately, remain with the company for a lengthy period Develop knowledge, skills and pay attention to the stakeholders to operate in accordance with the policy and guidelines set by the executives, the Board of Directors, and shareholders to drive the business growth and sustainability. Be responsible, be inclusive and participate brainstorming to develop creative practices and solutions for organizational sustainability. 	<ul style="list-style-type: none"> Supply essential information and provide adequate tools and equipment to facilitate job responsibilities. Formulate compensation policies by analyzing economic trends, strategic plans, and operational outcomes. Offer suitable welfare benefits that align with the living conditions of each workplace. Establish a safe and conducive working environment. Ensure that appropriate safety gear is available for employees and others working in the factory. Modify working hours and guidelines at each location to ensure consistency and appropriateness, benefiting both the organization and its employees. Announce holidays in accordance with legal requirements and add significant holidays judiciously to manage overall costs effectively. Plan annual social and recreational events for employees and management, considering convenience, minimizing travel risks, and enhancing employee satisfaction based on the establishment's location. Create and distribute employee handbooks, develop manuals and safety symbols, and provide safety equipment tailored to each establishment's conditions. Organize training sessions and send teams to participate in courses covering work systems, safety, new regulations, and sustainability development. Develop essential and relevant work manuals. 	

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External stakeholders			
		<ul style="list-style-type: none"> • Implement systems and software to support teleconferencing in line with electronic meeting standards across all departments. • Set up communication systems to facilitate information exchange between the company and its employees. • Distribute opinion surveys to gather employee feedback effectively. • Developing various activities to enhance employee participation • Installing equipment for online training for employees 	

Stakeholders	Expectations	managing stakeholder expectations	Engagement methods
External			
<p>Business partners (Raw materials, products and services suppliers or financial institution)</p> 	<ul style="list-style-type: none"> • Profitability from business operations, cooperation that reciprocates appropriately and fairly with long term cooperation without problems and obstacles. • Clarity in product information, services, agreements and conditions including the credit term, guarantee conditions and the fair business agreements • code of conduct between trading partners. • Compliance with terms and conditions • Transparent and fair contract of procurement • Payments in commercial transactions on time • Loan repayment and interest on time • Coordinating, discussing, or sharing information to perform duties including attending meetings to discuss related matters through various 	<ul style="list-style-type: none"> • A procurement policy is in place and is implemented in line with the internal controls, the supplier's code of conduct, and governance policies across different areas. • in compliance with Quality standards (ISO9001), environmental standards (ISO 14001) and occupational safety and health standards (ISO 45001) and implementation of internal control, codes of conduct and corporate governance in related fields. • Conduct supplier assessment to prioritize supplier and to monitor compliance with the supplier code of conduct. • Have the Supplier codes of conduct signed by partners as acknowledgment. • Listing of trading partners and prioritization of key suppliers. • Conduct business partnership survey • Providing products specification sheet for customers 	<ul style="list-style-type: none"> • Meeting & greeting among internal departments • Information from joint meetings or contacts with interested parties within the organization • Information from Subsidiary who operates the limestone quarry • Survey results from various external agencies and from interested parties in similar industries or other listed companies • Survey and monitoring • Results of the supplier assessment • Supplier risk assessment and priority of key suppliers • High value procurement contracts require high value guarantee along

Stakeholders	Expectations	managing stakeholder expectations	Engagement methods
External	<p>communication channels as necessary</p> <p>The Company's expectation</p> <ul style="list-style-type: none"> • Qualified products without corruption and fraud • Prompt services and solutions from contractors or contracted parties under rules and regulations with fairly treat to staff and ensure no impact to the Company and community nearby, society, environment and business operation in long run. • Compliance with supplier code of conduct and procurement guidelines in line with sustainability development 	<ul style="list-style-type: none"> • Launch Meet & Greet in a group for the business partners or in individual for the potential partners to exchange information and discuss through communication channels as needed or remotely meeting • Inform safety and security measures and any other relevant rules • Regular communication between responsible persons and the business partners through phone calls, Line and email • Improved payment process for goods, services and payment via online banking and adjusted payment terms and conditions with a verification system for an accurate and concise transaction which has been carried out • Fair business agreements and conditions with non-discrimination under both parties' acceptance. • In case of the related parties' transactions, the pricing will be based on Arm's Length principle and proceed in accordance with the disclosure rules of SET • Funds gained from the sale of collateral assets shall be used as debt repayments to financial institutions in full amount. <p>The Company's expectation</p> <ul style="list-style-type: none"> • Deliver goods and services as per agreed guidelines • Collaboration to create mutual long-term benefit • Effective and fair supplier assessment and evaluation • Suppliers' handbook • Arrange "Supplier Day" for suppliers' engagement 	with full process of vendor selection

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
<p>Communities/Social (GRI : 413-1)</p> 	<ul style="list-style-type: none"> • Compliance with laws or good corporate governance in driving the business sustainability guidelines • Preventing various impacts from business process that cause inconvenience in various aspects to nearby communities • Social and environmental responsibility • Implement sustainable development guidelines to reduce the impacts of climate change and take action on matters related to all stakeholders • Production management to reduce the air pollution which affects the community and disclose CO2 emission data • Promote local employment and community activities arranged by the government agencies, treat labor under Human rights principles throughout the supply chain and proceeding in accordance with the Personal Data Protection Act • Support traditional local activities such as making merit, community care services and caring for temple Property • Safety monitoring • Attentively make use of complaint channel provided by the Company to implement corrective actions properly • The Company's expectations • refrain from expressing dissatisfaction without evidence. • use the company's designated complaint channel on the website, contact the public relations officer. 	<ul style="list-style-type: none"> • Operate in compliance with environmental standards (ISO 14001), occupational safety and health standards (ISO 45001) and internal control system • Regulate dust levels and enforce strategies to minimize buildup and protect the community. • Collaboration from all stakeholders in the organization to participate in the sustainability development practices • Implement Human Rights principles throughout the value chain • Mindful investment in manufacturing, tool or processes for preventive measures • Conducting business with social and environmental responsibility practices that meet international standards in cooperation with stakeholders to drive jointly with throughout the business cycle. • Regularly and suitably cooperate with corporate governance or government agencies • Conducting supportive activities with community and government agencies in a number following regulations of government agencies. • Working time and working methods adjustment in order to comply strictly and cooperate with the government's protective measures, regulations or guidelines announced by the corporate governance agency • Attentive to recommendations and comments by continuously adjusting, reviewing and developing, systems or method as 	<ul style="list-style-type: none"> • Meet up with community agencies • Community relations programs • Community relations staff or government agencies • Communication channel through news, newsletter, and others • Conduct community surveys either by the company team when joining annual community events or by local authorities in which the Company participates to obtain surveyed opinions through coordination with local authorities or community leaders.

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External stakeholders			
		<p>an improvement and participation with full force appropriately</p> <ul style="list-style-type: none"> • Develop and implement tax policy strictly • Corrections and improvements as per suggestions or cooperation in relevant activities • Laying out guidelines, frameworks and methods to monitor if there is any negative impact toward stakeholders to construct preventive measures to prevent recurrent • Assign representative personnel to participate activities organized by regulatory or government agencies appropriately <p>The company encourages community members to report various issues and concerns.</p>	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
<p>Corporate Governance Agencies</p> 	<ul style="list-style-type: none"> • Regulations compliance, policy and work practices established • Sustainability implementations • CO2 emission reduction • Minimize impact to an environment • Patriciate ESG rating assessment • Complete and transparent information disclosure • Equitable treatment to all shareholders • Govern the business with honesty, integrity, transparency and responsibility with provable data • Prevention of conflict of interest of directors and executives and the use of inside information • Corporate internal controls, risk management, crisis management, Human rights due 	<ul style="list-style-type: none"> • Regulators prescribe policy, requirements identify work instructions • Define scope, framework and implementations to respond such expectations • Review and improve work practices and develop as work instructions / training • Provide training, workshop regarding new and changing regulations 	<ul style="list-style-type: none"> • Via Rules, regulations, work guidance • Policy announcement • News notified via e mail, corresponding platform • Training course provided • Website publication and communication channels • Surveys and campaign incorporated with various agencies

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	diligence, complaint channel, anti-corruption network <ul style="list-style-type: none"> Sustainability materiality identifications, implementation and reporting The Company's expectations <ul style="list-style-type: none"> Provide training and/or recommendations for cost saving, avoiding cost occurred Provide and facilitate with document digitization / online training, news to reduce costs and boost Productivity · 		

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Government Agencies 	<ul style="list-style-type: none"> Compliance with laws or good corporate governance in driving the business sustainability guidelines Preventing various impacts from business processes that cause inconvenience in various aspects to nearby communities Cooperate in providing information and support projects run by government agencies Cooperate and promote to comply with the government's protective measures, regulations or guidelines announced by the corporate governance agency Safety control Equitable treat to all labor Adhere to tax ethics Strictly follow government authorities' instructions Immediate correction 	<ul style="list-style-type: none"> Regularly and suitably cooperate with corporate governance or government agencies. Pollution control in the community nearby the business Implementing Human rights principles throughout the value chain Develop and implement tax policy strictly Conducting supportive activities with community and government agencies following regulations of government agencies. Working time and working methods adjustment to comply strictly and cooperate with the government's 	<ul style="list-style-type: none"> Meet up with community agencies Community relations staff or government agencies Onsite visit and related assessment Government's announcements or regulations for cooperation to prevent any contingency situations and emergencies

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	<ul style="list-style-type: none"> Quick response to the authorities' inquiries <p>The Company's expectation</p> <ul style="list-style-type: none"> Fair and transparent assessment of duties and taxes with no delay except for tax refund Clear and reliable practice of new or existing authorities' work practices Concise requirements Provide exact and clear Focal point for government affairs 	<p>measures, regulations announced by the corporate governance agency</p> <ul style="list-style-type: none"> Assign representative personnel to participate activities organized by regulatory or government agencies appropriately The government and regulatory agencies offer investment promotional advantages such as Tax benefits, guidance, training courses at no cost, discounted annual fee, etc. with providing idle period for listed companies to make a change and adjust to comply new regulations. 	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
<p>Competitor</p> 	<ul style="list-style-type: none"> Conducting business with transparency under fair competition Do not damage competitors' reputation by slandering or doing any act without the truth Do not seek competitor's confidential information by dishonest means 	<p>Good ethic guidelines to follow:</p> <ol style="list-style-type: none"> 1. Compete under fair rules 2. Not seeking insider information of competitors by dishonest means 3. Don't undermine the competitor's reputation by defamation or doing any act without the truth 4. Not entering into agreements with competitors or other business operators that monopolize or block competition 5. Avoiding or not taking any action that leads to disputes with competitors and disclosure of annual operating result 	<ul style="list-style-type: none"> Business meets ups Information disclosed on website, news and marketing channel External Survey results

Diagram of the stakeholder analysis in the business value chain

Item	Stakeholders Priorization	Influence	Interest	Stakeholder Matrix			
1	Customers	4	4	2x4	2x4	2x4	2x4
2	Shareholders	4	3	2x3	2x3	2x3	2x3
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

Communication and community engagement

Engagement and feedback through collaboration activities

Employees engagement survey

groups to engage with community members and gather information.

96% Completion Rate

Invited: 426, Completed: 410

Avg. Completion Time: 7 min 56 sec

15 Aug 2024 Process inspection by provincial industrial agencies

29 May 2024 TAEWON Company from Korean visit CS plant

Visits from customer groups, both domestic and international, to the process.

Part	Article	Photo Number
01	3.2.2	010302_001

Golden Lime Public Company Limited

Stakeholder Analysis, Stakeholder Communication and Engagement