

Customers Management

Customer management plan

Development plan	Plans for the year 2025-2027
<ul style="list-style-type: none"> - New market survey - 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 - Monitoring feedback after product delivery to improve customer satisfaction 	<ul style="list-style-type: none"> - Co-develop production process and product specifications with potential buyers to deliver products as per their requirements - Product improvement and development to meet the expectations of customers in all industries. - Implement CRM system (Customer Relation Management) assisting sales and marketing functions to identify each customer's needs in order to collect data and follow-up of customer satisfaction - New products development for the market's needs especially eco-friendly products - 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.

Customer management goals

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

Responsible Consumer Communication and customers satisfaction Survey	
Target	Result
100%	94%
Pending product noncompliance	
Target	Result
0	0 (note /2)
Operational Downtime	
Target	Result
≤ 4 %	1.25
Product quality compliance	
Target	Result
> 95 %	98.02

Complaint from Customer
% Return of product/Revenues from sales

Year	Complaint Rate
2022	0.123%
2023	0.195%
2024	0.169%

CUSTOMER SATISFACTION SURVEY

Year	Result	SD Target
2016	82%	82%
2017	83%	83%
2018	81%	81%
2019	84%	84%
2020	88%	88%
2021	90%	90%
2022	83%	83%
2023	87%	87%
2024	94%	94%

Note: 1) 2023 Lime and Calcium carbonate customer satisfaction survey result presented in percentage.
 2) The objective is to ensure stability in production and distribution by creating a tailored distribution plan for various customer groups. Each group has specific product needs, prompting the company to implement strategies to minimize control impacts and ensure timely delivery. This includes developing standards aligned with quality management practices. However, inconsistencies affecting customer needs remain unaddressed. In 2024, there were 12 additional complaints, including five about unburnt lime cores, six regarding moisture in crushed or hydrated lime, and one about calcium carbonate not meeting specifications.
 3) 2024, the percentage of returned products compared to the products sold within the period was 0.169% (Y2023 was 0.195% and Y2022 was 0.123%) (GRI 301-3)

In 2024, the average satisfaction survey results from both lime and calcium carbonate customer groups showed notable improvements compared to the previous year.

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.

- The primary raw materials are limestone and fuel. Limestone contains impurities, while fuel varies in heating properties and humidity levels. These factors pose risks that could potentially impact the quality of the products or services offered.

- 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	Operation shut down in high demand period, Restrictions on safe investment judging from the priorities and return
		Improve screening system to classify product characteristics	
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. This will involve a 5.5 million baht investment in the Replace Hydrated Lime Classifier project, aimed at achieving the desired size and fineness of the hydrated products.

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- > 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.

CUSTOMER SATISFACTION SURVEY

Year	Result (%)	SD Target (%)
2016	82%	80%
2017	83%	80%
2018	81%	80%
2019	84%	80%
2020	88%	80%
2021	90%	80%
2022	83%	80%
2023	87%	80%
2024	94%	80%

SX TSCN SUSTAINABILITY AWARD 2024 CEREMONY

Continuous investment in process improvement to meet customer satisfaction

Golden Lime Public Company Limited

Continuous improvement to enhance customer satisfaction
การปรับปรุงและพัฒนาอย่างต่อเนื่องเพื่อเพิ่มระดับความพึงพอใจของลูกค้าของเรา

Part	Article	Photo Number
01	3.4.2	010343_001 Customer

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 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

Keys sales marketing, Technical, QC joined with training program with Carmeuse Group Global Technical Sales during, 29-30/03/2024

Kaizen Training courses and Workshop 09.05.2024

Golden Lime Public Company Limited

SUTHA's team is training to better assist our customers.
ทีมงานของ SUTHA ยังคงมีการอบรมอย่างสม่ำเสมอเพื่อพร้อมสนับสนุนลูกค้าของเรา
กิจกรรมและเวิร์กช็อปพัฒนากระบวนการความคิด จัด สดี การวางแผน และการทำงานร่วมกัน

Part	Article	Photo Number
01	3.4.2	010343_008 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;

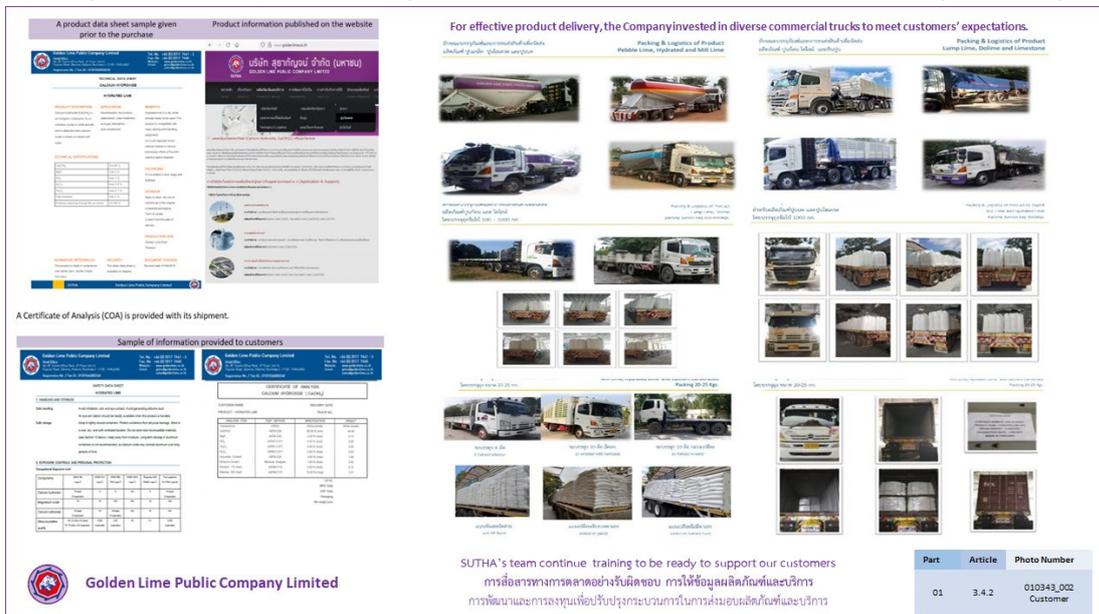
<p>Notice of Personal Data Protection Policy of customers</p>	
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1. Disclose products and services information accurately and completely
2. Employees must understand, analyze and know key issues related to customer needs and get ready to provide product 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.

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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 data 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.



Treatment toward competitors and Anti-unfair competitiveness

(GRI : 206-1)

1. Business Competitors

From 2022 to 2024, the Company has 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, following the leading firms in the industry. 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.