

## Sustainability Report including the social and environmental movements in 2019

**Sustainability Development** SUTHA dedicated to the development of lime and mineral processing products in order to be a leading manufacturer by developing our technology and product innovation to create value for customers in a variety of industries. We developed excellent management processes to create value and natural methods by creating mutual benefits for the shareholders and stakeholders for sustainable growth together. The strategies to drive towards sustainable business consisting of;

### 1. Economy

- Management and solutions or crises that affect business growth factors
- Accelerate the establishment of a strong and stable domestic production base to serve businesses in Southeast Asia through a merger strategy by merging the low-cost small lime plants and expanding the business with export increasing
- Products development to increase the value, customers and new markets
- Develop in-house technology and product innovation to create and improve production processes that can produce consistent quality products by using low-cost energy and efficient production resources to reduce wastes
- Build and develop sustainable organizations to drive future growth

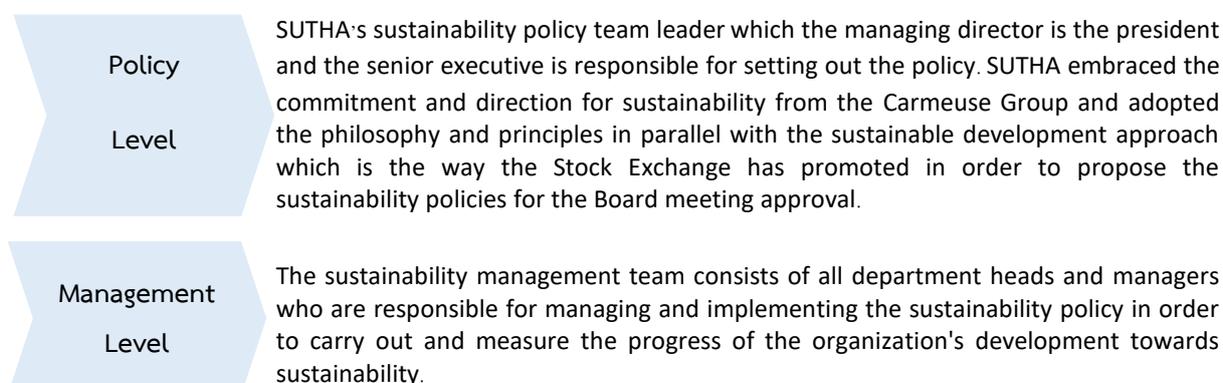
### 2. Social

- Proceed to create an excellent management system with an emphasis on health and safety in the work environment under the ISO 45001 standard with the goal of preventing loss and reduce the number of lost time accidents and accidents that require medical treatment to be ZERO
- Employee potential development by focusing on continuous training
- Treat labor fairly and respect to the human rights
- Build a good relationship with the community by participating and supporting activities
- Support the stakeholder's participation

### 3. Environment

- Supply chain management to reduce the impact of air pollution and reduce hazardous wastes
- Environment management under ISO 14000 standard
- Effective resources using
- Clean energy using with the installation of a 2-MW solar farm to save the electricity cost and can reduce CO2 by 1,052 tons/year

Sustainability management in order to have a concrete drive by establishing a team to set directions Policies and plans for implementation as follows;



Operation  
Level /  
Projects

A team of operation responsible for the Company stakeholders in each group by choosing the key issues that have been prioritized as a framework for sustainability or to be developed in the form of projects or activities.



### Stakeholders Engagement

Stake holders	Directors/Executives/ Employees	Business parties (Materials, products and services dealers, suppliers or financial institution)	Customers
Engagement methods	<ul style="list-style-type: none"> <li>- Board of Directors meeting and information from the Welfares Committee</li> <li>- Joint meetings with internal departments and internal communications</li> <li>- Poll (survey)</li> <li>- Survey results from various external agencies and from interested parties in similar industries or other listed companies</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting &amp; Greeting campaign for internal departments</li> <li>- Information from joint meetings or contacts with interested parties within the organization</li> <li>- Survey results from various external agencies and from interested parties in similar industries or other listed companies</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting &amp; Greeting campaign</li> <li>- Satisfaction survey</li> <li>- Joint meetings</li> <li>- Communication and contact channels</li> <li>- Sources of information that customers publish through the media or from survey sources, the government databases that are available for search or connect to</li> </ul>
Expectations / needs of stakeholders	<ul style="list-style-type: none"> <li>- Regular compensation and good welfares, bonus and special holidays besides required by the laws</li> <li>- Good working environment and job safety</li> <li>- Career path and growth suitable for economic conditions</li> </ul>	<ul style="list-style-type: none"> <li>- Clarity in product information, services, agreements and conditions</li> <li>- Response in compliance with the terms and conditions</li> <li>- Transparent procurement</li> <li>- Punctual payment proceeding for debt or services fee</li> </ul>	<ul style="list-style-type: none"> <li>- High quality products and meet the required standard which is not affect to the production process, community and environment</li> <li>- Fair and suitable price and responding to market conditions and industrial competition of customers</li> <li>- Fair and suitable price including punctual delivery</li> <li>- Standardized packaging and does not affect storage and transportation</li> <li>- After-sales service and accurate supporting documents</li> </ul>

Stake holders	Directors/Executives/ Employees	Business parties (Materials, products and services dealers, suppliers or financial institution)	Customers
<b>Responding to expectations</b>	<ul style="list-style-type: none"> <li>- Appointing of the Nomination and Remuneration Committee to consider the suitability of the compensation structure</li> <li>- Establishing compensation policy by evaluating economic conditions, plans and results of operations</li> <li>- Appropriate welfare arrangements in accordance with working conditions</li> <li>- Good working environment and safe</li> <li>- Establishing the employee handbook, safety signs and providing adequate safety equipment for the employees suitable for working conditions in each area</li> <li>- Providing safety training</li> </ul>	<ul style="list-style-type: none"> <li>- Providing business partners survey</li> <li>- Providing products specification sheet for customers</li> <li>- Launch Meet &amp; Greet in a group for the business partners or in individual for the potential partners to exchange information and opinion or for discussion</li> <li>- Site visit</li> <li>- Regular communication between responsible persons and the business partners through calling, Line and email</li> <li>- Improvement of products and services payment system including online banking and determine the payment term to be in line with the conditions with accurate and concise control system for the customer's bank account</li> </ul>	<ul style="list-style-type: none"> <li>- Focusing on customer relations and set an internal system to follow-up customers satisfaction and focusing on fulfilling the customer's requirement in each group</li> <li>- Close monitoring to assure the punctual products delivery and services as well as to meet the customer's requirements</li> <li>- Providing the product's intensive knowledge training for the employees or providing supportive activities for the customer relations management</li> </ul>

Stake holders	Shareholders	Competitors	Communities/Social / Government/Environment
<b>Engagement mythology</b>	<ul style="list-style-type: none"> <li>- Open-minded to opinions received from the Shareholder meeting</li> <li>- Maintain the investor's relations through the Opportunity Day</li> <li>- Communication with the investors through calling and email</li> <li>- Communication via calling, email and website</li> <li>- Survey results from various external agencies and from interested parties in similar industries or other listed companies</li> </ul>	<ul style="list-style-type: none"> <li>- Meet &amp; Greet</li> <li>- The Information available on website, news and marketing channel</li> <li>- Survey results from various external departments from the competitor's expectation</li> </ul>	<ul style="list-style-type: none"> <li>- Community relations</li> <li>- Community relations activities</li> <li>- Community relations staff or government agencies</li> <li>- Communication channel through news, newsletter and others</li> <li>- Survey results or evaluations from various departments for the same business</li> </ul>

Stake holders	Shareholders	Competitors	Communities/Social / Government/Environment
<b>Expectations / needs of stakeholders</b>	<ul style="list-style-type: none"> <li>- Increase return on investment (capital gain)</li> <li>- Regular and reasonable dividend payment</li> <li>- Steady and robust revenue growth</li> <li>- Liquidity of securities trading</li> <li>- Good corporate governance, accurate disclosure with transparency</li> <li>- Business stability and sustainable operating results</li> <li>- Safe investment which promote the business growth</li> <li>- Providing Shareholders factory visit project</li> </ul>	<ul style="list-style-type: none"> <li>- Conducting business with transparency under fair competition</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with laws or conducting the good corporate governance</li> <li>- Social and environment responsibility</li> <li>- Production process management to reduce the air pollution which affects the community</li> <li>- Promoting local employment, suitably support activities run by the community or government agencies</li> <li>- Cooperate in providing information and support projects run by government agencies</li> </ul>
<b>Responding to expectations</b>	<ul style="list-style-type: none"> <li>- Establishing the corporate governance policy and guideline, set out the standard for working system, risk management and internal audit control system</li> <li>- Management with transparency</li> <li>- Providing the roadmap for business sustainability and stability</li> <li>- Conducting shareholders meeting and activities to meeting with the investors and minor shareholders</li> <li>- Conducting the meeting with the major shareholders regularly</li> <li>- Establishing the dividend payment policy at an appropriate rate and with constant payment</li> <li>- Investing for growth</li> </ul>	<ul style="list-style-type: none"> <li>- Establishing the guidelines for conducting business with transparency under fair competition by not seeking the confidential information of competitors in dishonest ways, not destroying the reputation of the competitors by accusing or acting without truth and unfairness</li> </ul>	<ul style="list-style-type: none"> <li>- Conducting business in line with laws and comply with the good corporate governance</li> <li>- Conducting business with social and environmental responsibility practices that meet international standards</li> <li>- Regularly and suitably cooperate with corporate governance or government agencies</li> <li>- Conducting supportive activities with community and government agencies</li> </ul>

### The materiality of Business and Sustainability

The consideration to identify the business key material issues consists of economic sustainability, social and environment related to the Stakeholders of the Company. Those material issues might affect the ability of business conduction and business value-creating for the Shareholders both in the present and future.

The Company considered to evaluate the material issues and to communicate the business strategies to respond to the Stakeholders expectations which is an important factor for maintaining competitiveness, creating long-term value for the organization and supporting sustainable business operations.

### Criteria for identification of material issues

#### 1. Identification of material Issues

Data collection based on Stakeholder's expectations by selecting the important factor for maintaining competitiveness, creating long-term value for the organization and supporting sustainability in economic, environmental and social aspects as follows;

- **Internal** are identified based on Executives' brainstorming sessions, corporate strategy, key short-term and long-term risks as well as information obtained from Stakeholders
- **External** are identified based on consideration of sustainability trends such as sustainable business development guidelines promoted by the Stock Exchange of Thailand or SDGs or the global changing trends, crises that may affect business operations, laws and regulations and the requirements under the controlled standards.

#### 2. Prioritization

The important issues that may affect the sustainability of the Company will be prioritized using tools called Materiality Matrix consists of;

- **Horizontal axis:** represents the significance to Company considered from effects/risks which might affect Company both short term and long term
- **Vertical axis:** represents the significance to Stakeholders in order to make any decisions considering by the level and importance of impact caused by the Company to the Stakeholders.

#### 3. Report Assurance

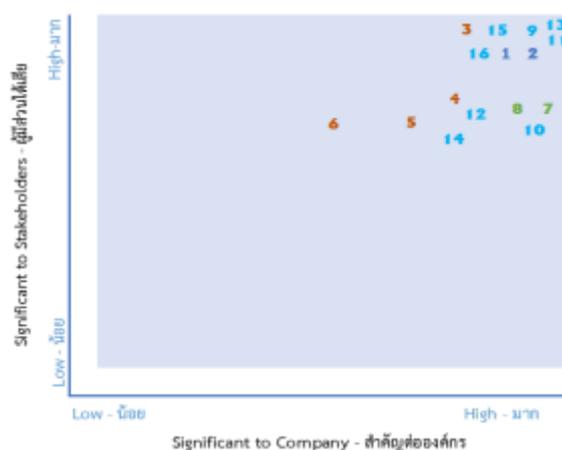
The presentation of the business key material issues which may occur to the Company both in the short and long term shall be reviewed and assured by the Board of Directors, Sub-Committee or related Executives in order to be used as information for determining strategies and business plans which is appropriate for driving and contributing the sustainability to the Company further.

The materiality of Business and Sustainability for the year 2019	Rationale for impact issues							
	Stakeholders					Company		
	Emplo yees	Business Party	Custo mer	Share holders	Community /Social	Brand Image	Business Driving	Stability & Sustainability
<b>Corporate Governance</b>								
1. Compliance with the laws and corporate governance policy	/	/	/	/	/	/	/	/
2. Compliance with transparent management policy	/	/	/	/	/	/	/	/
<b>Social</b>								
3. Health and safety	/	/	/		/	/	/	/

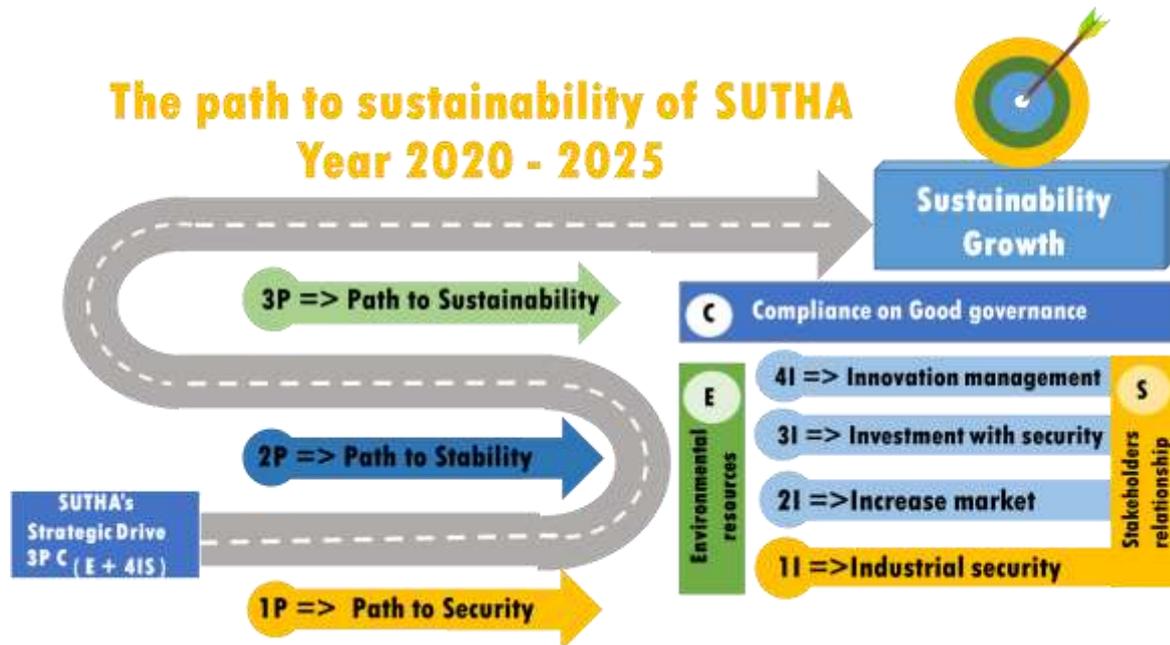
The materiality of Business and Sustainability for the year 2019	Rationale for impact issues							
	Stakeholders				Company			
	Employees	Business Party	Customer	Share holders	Community / Social	Brand Image	Business Driving	Stability & Sustainability
4. Working environment/atmosphere	/	/	/			/		
5. Community and government agencies relations							/	/
6. Factory visit for Shareholders						/		
<b>Environment</b>								
7. Effects reduction from production process	/	/	/	/	/	/	/	/
8. No air pollution issue	/	/	/	/	/	/	/	/
<b>Economy</b>								
9. Good operating results, stable business growth	/	/	/	/	/	/	/	/
10. Safe investment and growth	/	/	/	/	/	/	/	/
11. Products and packaging meet the customer's requirements			/			/	/	/
12. Competitive price			/			/	/	/
13. Eco-friendly products and packaging for customers			/			/	/	/
14. Good procurement and payment system		/				/	/	/
15. Friendly production process for the Stakeholders	/	/	/	/	/	/	/	/
16. Regular and reasonable dividend payment	/	/	/	/	/	/	/	/

#### Effects reduction plan / Implementation

- Policies updating to be in line and comprehensive with the guidelines of sustainability management
- Strategic planning and operational process for the sequence of important issues
- Process improvement to follow the Stakeholder's expectation
- Developing or providing activities to reduce the impacts and risks



## Strategy for Sustainable Development



**3P C Strategy** (E + 4IS) is a strategy for sustainable development consisting of:

**1P Strategy** - Focusing on production base management strategies to ensure safety and create production stability by focusing on the development of the organization to be effective using principles of Operational Excellence:

- **Process, Personal Safety and Environment**  
Adhering to Occupational Safety and Health Administration, safe working procedures in the production process and environmental management in the organization, providing the highest standards of performance to be in line with the organization's safety standards.
- **Quality Excellence**  
Emphasizing the production of highquality products. The current is quality focused on market environment for any industry player to remain competitive on a sustainable basis, its products be of highest quality.
- **Energy**  
Using combustible efficiently to reduce environmental impact.  
The Company invests in a solar energy project with 2 megawatts of electricity generation capacity used in the production process to reduce the use of electricity from the grid. The project will start using electricity from solar energy in 2020.
- **Project Development and Execution**  
Projects done systematically with effective control.
- **Yield and Supply Chain**  
Focusing on the development of production processes to increase the efficiency to boost further the competitiveness of the Company.
- **Reliability**  
Focusing on machinery maintenance to achieve effectiveness in production of products and increase the capacity availability.



- **Cost Effectiveness**

Controlling and managing costs efficiently through various tools such as Statistical Process Control (SPC) and Lean Manufacturing in order to add value to products and services, as well as use resources to their maximum benefit.

- **Conduct of Operation**

Focusing operational improvement of the organization continuously for being a sustainable business.

**2P Strategy** - Focusing on strategies in 3 areas consisting of:

- Increasing markets, sales and turnover.
- Engaging investment for the purpose of expanding business on a sustainable basis.
- Using innovative management tools and methods, including:
  - 1) Strategy - defining consistent paths and goals
  - 2) Culture - encouraging people to create new ideas and innovate.
  - 3) Process - processes that can measure, reproduce, and result in the success
  - 4) Tool & Techniques - tools and techniques used to stimulate innovation
  - 5) Matrices - key performance indicators to assess the performance with traceable capacity

**3 P Strategy** : Focusing on strategies for sustainable business development and aiming for a framework of operations in 3 main areas, including:

- Using resources efficiently to protect the environment.
- Creating good relations with interested parties.
- Performing good corporate governance

3 P C Strategy ( E + 4 IS ) implemented by SUTHA as the main strategic framework for all interested persons and related parties within the organization to use as a guideline for planning and driving SUTHA towards sustainable growth.

### Sustainability Report including the social and environmental movements of SUTHA

We implemented the business according to the good corporate governance policy based on social and environmental responsibility. All stakeholders are treated fairly whether internal stakeholders such as the shareholders, executives, employees or the external stakeholders such as the customers, business partners, services providers, community, environment, government agencies and the country. The implementations consisting of;

- **Good Corporate Governance** by leading the organization to build a sustainable business, determine the business objectives and goals, strengthen the effective directors, recruit and develop the directors and employees, promote the innovation and responsible business. Ensure that there is an appropriate risk management system and internal control system, maintaining financial reliability and disclosure and support participation with all stakeholders.

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
	2020 CGR SCORE "EXCELLENT"	2021-2023 CGR SCORE "EXCELLENT"
<b>Good Corporate Governance Implementation</b>		
<b>For the year 2019 received CGR SCORE "VERY GOOD"</b>	Data collection, measurement of progress from the CGR score evaluated by IOD	Data collection, measurement of progress from the CGR score evaluated by IOD
The movements of the year 2019	Plans of the year 2020	Plans of the year 2021-2023
- The board has overseen to ensure the implementation of the good	- Establishing and laying out a comprehensive policy	- Disclosure of information in accordance with the

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
<p>corporate governance policy, business ethics and the treatment of related stakeholders as well as comply with the policies laid down and follow up on the implementation of various strategies and plans which the management has proposed including budgets to be implemented through performance reporting. The management reported the progress of operation via email and presented it in the board meeting and each director gave the opinion as deems appropriated.</p> <ul style="list-style-type: none"> <li>- Appointing the Nomination and Remuneration Committee to perform the duty in order to nominate the qualified nominee to be as the directors and propose to the shareholders meeting for the approval.</li> <li>- Providing knowledge development for directors, executives and employees.</li> <li>- Establishing policies for promoting innovation and responsible business practices</li> <li>- Appropriate monitoring of the risk management and internal control systems and maintaining financial reliability and disclosure.</li> <li>- Supporting participation with all stakeholders.</li> </ul>	<p>framework in line with international sustainability development on relevant topics and can be implemented under business processes and factors.</p>  <ul style="list-style-type: none"> <li>- Consideration of improving the structure of the sub-committee by appointing the sub-committee which is The Nomination and Remuneration Committee to perform the duty of the Corporate Governance Committee.</li> <li>- Appointing the Risk Management Committee</li> </ul>	<p>ONE Report guidelines specified by the SEC, correctly, clearly and appropriately</p> <ul style="list-style-type: none"> <li>- Policy update to be in line with the changing regulations, laws and procedures</li> <li>- Modification of the form of sustainability reporting using the GRI standard in accordance with business standards or the possibility to proceed.</li> </ul>

- **Business Conduction with Fairness and Anti-Corruption** Conduct the business with fairness to all stakeholders in accordance with the law, rules and regulations. Management with transparency and set out the guidelines for social and environmental responsibility with the prudent proceeding. Be cautious and provide an effective prevention plan to manage the various risks by the active implementation as well as maintaining and following the anti-corruption policy continuously. Supervise employees, agencies, business partners to be aware of the potential fraud and strictly anti-corruption. SUTHA joined with public and private



agencies as one of the members of the PACT Network. In 2019, SUTHA participated with the Office of the National Anti-Corruption Commission as a pilot company in the evaluation project of the morality and transparency of operations of private-sector agencies and no complaints were found regarding corruption from stakeholders.

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
	2020 “Zero Fraud Complaint”	2021-2023 “Zero Fraud Complaint”
<b>Business Conduction with Fairness and Anti-Corruption</b> Complaints regarding fraud from various channels <b>“Zero Fraud Complaint”</b>	Data record and the measurement of progress Number of fraud complaints from stakeholders	Data record and the measurement of progress Number of fraud complaints from stakeholders

- Treating labor fairly and respect to the human rights** SUTHA provides the fair treatment to all employees in accordance with labor laws, labor welfare and ethics to build justice and respect in the personal rights in order to create stability, peace, and promote career advancement while developing the potential of employees as well as taking care of employees' standard of living by adhering to the principles of human rights and labor of the United Nations. These include refraining from using child labor and comply with the local labor laws in each country where the Company has entered for the business. The Company provided a safe working environment and health according to international standards, free from drugs and treat all employees equally, with no discrimination from the origin, ethnicity, gender, age, skin color, religion, disability or any status that is not related to work as well as providing fair employment and supervision to assure there are no threats or intimidation or being violated personal rights and freedoms between the directors and employees or related persons and realize and respect the privacy of personal information by implementing the privacy policy.

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
	2020 “No Labor Disputes”  Average Training Hours 10 hrs. / person	2021-2023 “Developing indicators by measuring the satisfaction from employees” Average Training Hours 12 hrs. / person
<b>Treating labor fairly and respect to the human rights</b>  1. In 2019, “Zero Labor Disputes”  2. Promoting opportunities and measuring career advancement total training hours of employees are 5,167 hours. The Number of participants is 605 persons and the average training hours is 9 hrs. / person.  3. Encourage employees to express their views constructively for development.	1. Data collection and progress measurement from the number of labor disputes  2. Suggestions of employees are treated appropriately.  3. Complaints of employees are quickly and fairly resolved to reduce conflicts.	1. Data collection and progress measurement from the number of labor disputes  2. Suggestions of the employees are continually treated.  3. Complaints of employees continuously reduced.

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
<p>4. Encourage employees to participate in social and environmental responsibility.</p> <p>5. Manage the workplace environment for safety and healthy</p> <p>6. Fair employment management based on work performance, capability and economic conditions.</p>	<p>4. Employees are involved in various activities of the company and other departments in the community.</p> <p>5. Statistics of illness and accidents at work decreased.</p>	<p>4. Employees are volunteering in various activities to support the society and community development.</p> <p>5. The statistics of illness and accidents at work continually decreased to zero within 2023.</p>
The movements of the year 2019	Plans of the year 2020	Plans of the year 2021-2023
- Establishing policy to protect personal information	- Provide promotional activities or by implementing SDGs with relevant sustainability targets for possible activities	- Provide promotional activities or by implementing SDGs with relevant sustainability targets for possible activities
Sustainable Development Goals (SDGs) with relevant sustainability targets for possible activities		
		

- **Occupational health and safety management**

All employees are considered to be the heart of each project and valuable resources. As such, the Company will do its utmost to implement effective health and safety measures. The Golden Lime Public Company Limited shall be a leading company in milling, grinding and lime production. The Company's goal is 'zero accidents' by continuously implement the occupational health and safety management policy to be in line with OHSAS 18000(ISO 45001) standard and appointed "an occupational health and safety committee" to be responsible for monitoring and giving suggestion in order to improve safety in all operational areas, in cooperation with the related working groups,

safety personnel, and all employees under the strong support from the management. This will focus on prevention and reduction of workplace accidents through the risk identification processes and require control measures, as well as promoting the concept of behavior-based safety under the project "identification of unsafe conditions", which will allow all employees to help investigate the potential dangers or hazards in their own areas. Then the responsible person will arrange the risk assessment along with the preventive measures proposed to the occupational safety and health committee to be considered, amended or approved as appropriate, and establish a safety standard operating procedure, as well as provide personal protective equipment, carry out modifications to protect workers from unsafe working conditions. The goal is to reduce work-related injuries and accidents. In case of workplace accidents, it will be investigated by the safety professional and discussed by the occupational safety and health committee, in order to resolve the issue and provide an effective measure to avoid the further duplicate issue.



The Company recognizes the importance of preparing for emergencies and disasters mitigation plans that may arise from the operation. Therefore, there are appointed emergency preparedness and response teams for this purpose, including fire response team and chemical spill response team. Furthermore, the emergency scenarios are prepared to train internal teams together with the local government agencies and private organizations, including subdistrict administration organization, municipality, hospital, police station, etc. Such emergency preparedness and response teams will receive training and practices on annual basis, with essential emergency equipment such as fire extinguisher, firefighting tank, firefighting and rescue vehicle, etc.



Moreover, the Company has launched a campaign of "Safety mind" and also gives importance to participation with stakeholders by sending truck drivers to participate in activities organized to promote safe driving organized by Hino Motors Sales (Thailand) Co., Ltd. ("Hino") to develop driving and find the best drivers.

**Sustainability KPIs focus on Safety**

Indicators that are used to indicate progress or results of operations to identify important progress in social or demographic management, including employee safety, which the Company places utmost importance and the indicators that have been defined are recordable accident rate (accidental rate that caused to stop working) includes accidents caused by all recorded work which must be diagnosed by a medical professional or a licensed health professional especially accident to stop working and accidents that require medical treatment.

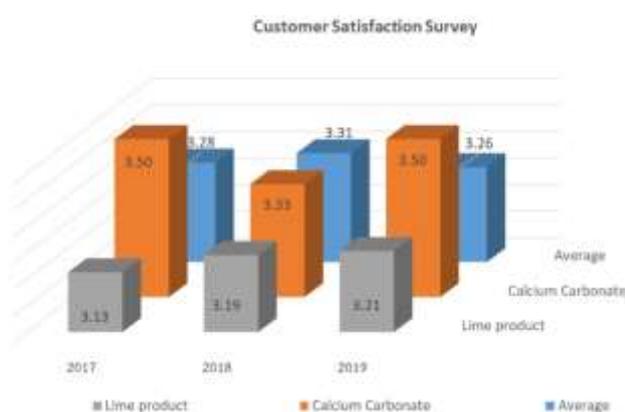
Lost Times Accidents			
Branch / Subsidiary (S)	2019	2018	2017
1. Head Office	0	0	0
2. Nha Pra Lan	1	0	1
3. Chongsarika	4	1	6
4. Huai Pa Wai	0	0	0
5. Prabuddhabaht (PB) / SQL(S)	1	1	0
6. Golden Lime Engineering(S)	0	0	0
<b>Total (Times)</b>	<b>6</b>	<b>2</b>	<b>7</b>

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
<p><b>Occupational health and safety management</b></p> <p><b>Number of labor disputes in 2019 Lost Time Accidents</b> 6 times</p> <p><b>Non-Lost Time Accidents</b> 0 time</p>	<p><b>2020</b></p> <p><b>Lost Time Accidents</b> 0 time</p> <p><b>Non-Lost Time Accidents</b> 0 time</p>	<p><b>2021-2023</b></p> <p><b>Lost Time Accidents</b> 0 time</p> <p><b>Non-Lost Time Accidents</b> 0 time</p>
The movements of the year 2019	Plans of the year 2020	Plans of the year 2021-2023
<ul style="list-style-type: none"> <li>- Establishing policy to protect personal information</li> <li>- Providing the trainings of safety, pollution control and greenhouse effect management for employees</li> <li>- Providing the safety training to all level of employees</li> <li>- Providing safety signs in all area of the plants</li> </ul>	<ul style="list-style-type: none"> <li>- Certified OHSAS 18000 and ISO 45001 to certified for Occupational Health and Safety Management Systems and strictly controlled to reduce the numbers of lost time accidents cover all in the value chain</li> <li>- Analyze of risks and opportunities for the improvement and effective compliance to related regulations</li> <li>- Identification of dangers and the elimination of hazards from various processes</li> <li>- Promote safety mind regularly</li> <li>- Clear procedure for the monitoring and measurement process to be used for continuous improvement</li> <li>- Provide safety supportive activities for participation throughout the process according to the value chain</li> <li>- Provide supportive activities or by implementing SDGs with relevant sustainability targets for possible activities</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance to the standard of Occupational Health and Safety Management Systems and strictly controlled to reduce the numbers of lost time accidents in order to achieve the goal</li> <li>- Provide safety supportive activities for participation throughout the process according to the value chain</li> <li>- Provide supportive activities or by implementing SDGs with relevant sustainability targets for possible activities</li> </ul>
Sustainable Development Goals (SDGs) with relevant sustainability targets for possible activities		
		

- **Customer Focus and Responsibility to Consumers**

The Company will produce goods and services and manage them efficiently to build trust and relationship with the customers both before and after sales. The Company will prepare storage system and give sufficient and true information as well as give knowledge to customers for accompanying their decision to buy the goods and services. In addition, the Company will do research and development to create innovation for goods and services with the emphasis on the processes and activities that benefit the society and environment.

The Company will provide the quality control procedures, test, and agency in order to monitor the quality of goods and services, including delivering goods and services to customers based on Quality Management System, ISO 9001, including the environment system management, ISO14001 and the occupational health and safety system management ISO 45001 as well as providing details and information of goods and services for customers and interested persons can download it from the Company's website. The Company has customer satisfaction assessment procedure covered in every aspect of business including product quality and services. The results of the assessment are used as a guideline for the Company development. This year, the Company has applied for standard verification and received approval from two government units which are Thai Industrial Standard for industrial lime from Ministry of Industry and Halal Standard from the Central Islamic Council of Thailand.



Indicators to measure the operation by focusing on creating value for customers by setting a goal for recording complaints / selling products which help focus on what the customers of the group of the Company want. This indicator discusses all complaints related to products received from customers and is registered. Regardless of whether the claim is accepted by the results of the analysis of the complaint or not.



Sustainable Development Policy	Short-term / Long term goals of Sustainability	
	2020	2021-2023
<b>Customer Focus and Responsibility to Consumers</b> <b>customer satisfaction survey in various fields</b> <b>3.35</b> <b>Products claims/Complaints</b> <b>0.047%</b>	<b>customer satisfaction survey in various fields</b> <b>3.5</b> <b>Products claims</b> <b>0%</b>	<b>customer satisfaction survey in various fields</b> <b>4</b> <b>Products claims</b> <b>0%</b>
	Score from customer satisfaction survey  Products claims compared with sales volume or customer's complaints	Score from customer satisfaction survey  Products claims compared with sales volume or customer's complaints

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
	The movements of the year 2019	Plans of the year 2020
<ul style="list-style-type: none"> <li>- Meeting with customers to check the feedback and requirements for coordination with the internal related departments for better improvement in order to fulfill the customer's needs or sharing the issues and find solutions in order to deliver the satisfaction to the customers</li> <li>- Providing the technical staff to support and service the customers</li> </ul>	<ul style="list-style-type: none"> <li>- Developing of customer satisfaction survey system by using technology to create a digital survey for more convenience to the customers and for faster improvement in order to meet their requirements and gain highest satisfaction from the customers</li> <li>- Developing products category system to deliver products match with each customer's requirement</li> <li>- Provide supportive activities or by implementing SDGs with relevant sustainability targets for possible activities</li> </ul>	<ul style="list-style-type: none"> <li>- Launch CRM system (Customer Relation Management) in sales and marketing to follow-up and collect data of customer's satisfaction</li> <li>- New products development for the market's needs which require more effective products especially eco-friendly products</li> <li>- Emphasizing of sustainability as well as bringing Circular Economy in terms of sustainability or ESG</li> </ul>
Sustainable Development Goals (SDGs) with relevant sustainability targets for possible activities		
		

- **Environmental Management** by promoting and supporting the effective management of the environment in line with the ISO 14000 standard and focus on process management in the value chain to avoid effects on the environment. Every activity of the Company, all employees at all levels must consider the importance of environmental management as well as significant effects on the environment and assure there is management in order to use resources wisely for maximum benefits including determining pollution prevention measures for employees and the community.

The Golden Lime Public Company Limited is one of the country's largest lime producing companies that aims to produce products with high quality. Meanwhile, it understands the importance of managing its impact on the environment. All kinds of activities must therefore be carried out with regard to environmental management and consider any impact on the environment. In order to achieve this goal, the Company has issued the following guidelines:

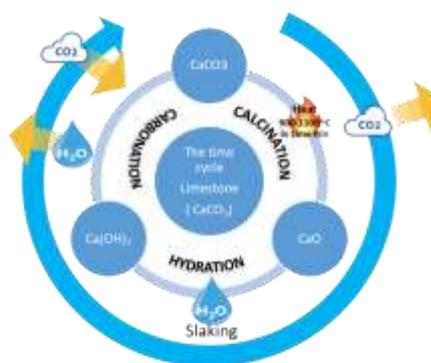
1. Strictly adhere to official regulations relating to the environment and cooperate with different organizations to preserve the environment.
2. Be determined to use resources productively and efficiently to lessen the impact on the environment caused by both present and future operation by means of prevention, supervision and continual improvement.
3. Specify and review objectives and aims of the environmental management activities in order to get it systematically improved and corrected.
4. Be determined to use resources productively in order to reduce the amount of usage as well as recycle and reuse.
5. Follow up, examine and evaluate the operation of environmental management activities in line with the mentioned requirements.

6. Promote the use of appropriate working instruments in order to lessen the effect as well as organize activities and publicize the environmental management activities.
7. Promote the continual improvement of the environment.
8. Publicize all environment management activities to the organization and the general public.

To control and manage the environment along the path of sustainability, the Company pays attention to the approach to sustainability, including the product supply chain management process, to analyze the impact and reduce the environmental impact caused by the process to a minimum by considering the life cycle of the product which is the main product of the Company, including Lime, cement and hydrated lime products by studying the information to cover the cycle of lime products under the production process of the main products, ranging from the management of raw materials that are factors of import, transportation, and production until the end of life and assess the cycle of raw materials such as the limestone cycle to study the impact that may affect the environment to cover all operation managements in an eco-friendly way.



**A Life Cycle Inventory for Lime:** Lime is a product derived from limestone in an industrial process. Naturally occurring limestone, which is composed almost exclusively of calcium carbonate (CaCO<sub>3</sub>). It May be in the form of calcium carbonate that is calcite. In the industrial process, the chemical name is Calcium Carbonate (CaCO<sub>3</sub>) which passes through the burning process in the furnace with high heat at a temperature of 900-1100 degrees Celsius. The calcium carbonate is converted to calcium oxide (CaO) from the chemical reaction which requires high heat (Calcination) until the cement or Quicklime, which can be sold in cubes or to be produced as a continuous product in the process of crushing to powder (quicklime powder) which can be sold by packing or distributed by carriage in the form of a bulk car or the production of lime flakes to be produced as a continuous product, which is processed through hydration by mixing water. The lime reacts exothermically when combined with water (slaking) and transforms into hydration, which is a dry powder, or a compound that has a chemical name of calcium hydroxide [Ca (OH) 2] through the selection of the desired size.



When time passed, water that are gathered in the product that causes the reaction to be hydrated and then evaporate and when the cement is formed and absorbed by carbon dioxide in the air or in the environment until accumulation and precipitation is converted into limestone (Calcium carbonate) by circulating as a cycle according to the limestone cycle which is considered the main raw material used in the production of lime.

**Controlling the impact of the production process** to conduct an environmental control and management in accordance with international standards ISO14001, the Company has an analysis of the impact from the production process to place environmental and provided an internal environmental management in process and cultivated the employees' awareness on the environmental impact that may happen in all processes; for example, in the production processes, there are the installation of dust and gas control systems and use of water spray for cleaning the area around the plant instead of sweeping, use the street cleaner sweeper truck which may result in the spread of dust. Furthermore, the use of circulating water system in the plant with water recycling and reuse it in the process for cleaning raw materials, as well as the implementation of air quality and pollution monitoring system in accordance with legal requirements.

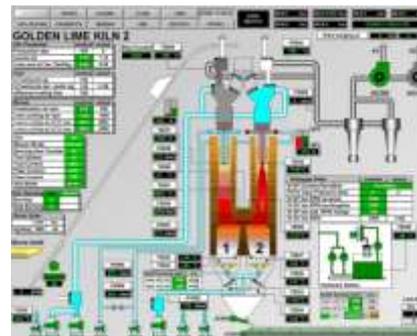


**Controlling the impact of air quality**, the Company has a procedure for controlling and reducing the impact of production process, namely installation of dust, smoke and gas removal systems in the production process of all lime kilns, including cyclone, Setting Chamber Wet Scrubber and Bag Filter, which are the systems for removing dust and exhaust gas from using coal as fuel in the burning process. The purpose is to ensure no pollution, which will affect the environment from the production process. The pollution control systems can control dust and gas generated by the operation of kilns not to exceed the standard prescribed by law and not affect the atmosphere, including:

- 1) **Setting chambers** mainly act to separate dust from the production process by dust weight to filter, sort out large dust.
- 2) **Cyclone-Centrifugal Separators** are primarily used to separate smaller dust to filter, sort out the dust larger than 10 microns.
- 3) **Wet Scrubbers** system is used to spray water droplets to impact on dust particles to trap exhaust gas. The gas control method by Absorption is coupled with the control of the properties of lime products to help trap gas for exhaust gas sedimentation before emitting the smoke from the production process, released from Kiln Stack at a height of 39 meters into the atmosphere.
- 4) **Bag filters** for removing dust in general production areas, e.g. calcium hydroxide and calcium carbonate factory, etc.



Additionally, the operation of the machines has been controlled by PLC and Visualization system that can set the parameters to control the operation of the machines with advanced technology for controlling the burning and Combustion process in the lime kiln process. This can be used to control the amount of oxygen and temperature sufficient for the burning process. The system will control and reduce the amount of carbon dioxide (CO<sub>2</sub>) after burning limestone with the temperature higher than 900 degrees Celsius ( $CaCO_3 + Heat = CaO + SO_2$ ).



**Controlling the impact by the Factory Management**

- o Create the closed system under silo, at warehouse and goods lift to control dust, which may affect the environment.
- o Plant fast-growing trees, which help dust control, avoid dust floating away from the production area. Lines of over a hundred thousand trees have been planted in order to protect the surrounding area.
- o Control over pouring concrete in the area and beside the street for easy cleaning. Use water spray for cleaning instead of sweeping in order to avoid spreading dust.
- o Clean machines and buildings to prevent dust buildup as well as check and maintain machines and equipment regularly.
- o Solve transportation problems by using canvas to cover truck complete in order to prevent falls when transporting goods, and determine the weight of the load is not excess of the standard legal limit.
- o Tree planting around the factory area and production area.
- o The other process to control the impact, the closing warehouses, and water spray to reduce the dust on the ground in the inside and external area.



**Measurement of Air Quality from the Stack**

		Year/ Parameter	Total Suspended Particular (TSP)	Carbon monoxide (CO)	Oxides of Nitrogen (Nox)	Sulfur Dioxide (SO <sub>2</sub> )
(The Average Measurement) From the Stack	Average Result	Standard	320	690	400	700
		2562-2019	142	216	170	1
		2561-2018	106	291	201	43
		2560-2017	87	190	157	24

### Measurement of Air Quality in the work area

Location	Parameter	Standard	#1/2019	#2/2019	#1/2018	#2/2018	#2/2017
			(15-19/7/2019)	(11-14/11/2019)	(11-12/06/2018)	(26-27/11/2018)	(20-21/11/2017)
1. Maintenance Area	Benzene	10 ppm	<0.001	<0.01	0.030	<0.001	<0.001
	Iron Oxide Fume	10 mg/m <sup>3</sup>	<0.001	<0.01	0.012	0.002	0.004
2. Calcium Plant	Respirable Dust	5 mg/m <sup>3</sup>	2.087	1.629	0.591	0.560	1.400
3. Calcium Plant	Total Dust	15 mg/m <sup>3</sup>					4.760
4. Hydrate Plant	Respirable Dust	5 mg/m <sup>3</sup>	1.143	0.800	0.304	0.577	4.228
5. Hydrate Plant	Total Dust	15 mg/m <sup>3</sup>					7.560
6. Kiln Area	Total Dust	15 mg/m <sup>3</sup>	1.217	0.308	0.500	0.174	0.040
7. Lab	Hydrochloric acid	7 mg/m <sup>3</sup>	0.085	<0.02	3.832	2.638	0.980
8. Grinding Plant	Total Dust	15 mg/m <sup>3</sup>	0.835	0.727	0.690	2.160	1.087

### Quality of effluent from the water recycle system in the factories

For the Company's activities, water is used for the production process, including spraying water to wash stone before entering the burning process in the kilns. A water consumption system includes the pit and installation of piping system to circulate the used water back to the cesspit by sedimentation in the pit. After going through a sedimentation process, the water is reused. Sludge in the pit, which includes bits of earth, mud from washing stone mixed with the dust of lime from the production process, will be dumped, scooped out for utilization such as use to adjust the factory areas, donation to the temples, the schools, the villagers for land fill, etc.

As to Water recycle system based on the standard of industrial wastewater according to notification of the Ministry of Industry No. 2 1996 (B.E. 2539) issued under the Factory Act 1992 (B.E. 2535), the Company has measured the quality of used water as follows:

Measurement	Method	Standard	2019	2018	2017
			(11-14/11/2019)	(11-12/6/2018)	(24-25/05/2017)
pH*	pH Meter	5.5-9	11.900	7.300	11.770
Suspended Solids	Dried at 103-105 °C	50 mg/l	24.000	<2	25.000
Total Dissolved Solids	Dried at 103-105 °C	3000 mg/l	200.000	520.000	3472.000
BOD5	Azide Modification	20 mg/l	<2	<2	<2
COD	Closed Reflux	120 mg/l	6.000	12.000	5.560
Oil & Grease	Partition & Gravimetric	5 mg/l	<5	<5	<5

(\*) **Acidity, alkalinity (pH):** The standard values are between 5.5 - 9.0. From checking the properties of water used in the system, the pH values are between 11 - 13, which are highly alkaline. Lime products as main products in the process involve the use of water with high alkalinity properties. When using the water recycle system in the production process, so the quality of measured water is high alkalinity.

### Control of noise impact from the production process

There are the points that cause noise in the production process, including the operation of Blower System installed in the closed concrete wall building and other noise-causing systems which are not heavy machines. Besides, control equipment in the process is installed to minimize the impact of noise pollution in order to meet the noise pollution control standards.



Measurement Area	1/2019 (15-19/07/2019)		2018 (11-12/06/2018)		2017 (24-25/06/2017)	
	Standard (Leq. 8 hrs.: dBA = 85)	Standard (Leq. 8 hrs.: dBA = 85)	Standard (Leq. 8 hrs.: dBA = 85)	Standard (Lmax : dBA = 140)	Standard (Leq. 8 hrs.: dBA = 90)	Standard (Lmax : dBA = 140)
Lime handling Kiln 1	84.6	97.2	90.5	102.7	83.8	102.0
Lime handling Kiln 2						
Lime handling Kiln 3	82.6	98.4	87.0	103.0	83.7	137.3
Lime handling Kiln 4						
Lime handling Kiln 5	90.2	93.2	84.0	101.5	85.8	101.1
Lime handling Kiln 6	87.1	99.9	90.1	102.7	84.9	98.3
Packing Area Hyd Plant 1	84.8	92.3	85.4	95.2	84.2	91.7
Packing Area CaCO <sub>3</sub> plant	85.8	99.4	90.7	100.6	92.0	97.0
Packing Area Grinding Plant RM-3	67.9	81.9	71.8	94.8	66.7	84.3
Packing Area Grinding Plant RM-4	66.4	94.2	77.6	102.1	66.9	92.0
Control room Grinding Plant	57.1	77.9	60.8	86.0	59.8	80.3
<b>Average</b>	<b>78.5</b>	<b>92.7</b>	<b>82.0</b>	<b>98.7</b>	<b>78.6</b>	<b>98.2</b>

#### Controlling the impact of temperature and heat from the production process

Heat generated by the burning process does not affect the environment in any heat-related way because the kiln system is closed with brick insulation to prevent heat from leaking out of the kilns. Furthermore, the points with possible impact are controlled by measuring the temperature of heat in the areas with possible impact.

Measurement Area	1/2019 (15-19/07/2019)	2018 (11-12/06/2018)	2017 (24-25/05/2017)
	Standard (34°C)	Standard (34°C)	Standard (34°C)
1. Conveyor K2	27.5	28.8	30.4
2. Conveyor K5	29.1	30.2	31.7
3. Maintenance Shop	29.7	29.8	30.8
<b>Average</b>	<b>28.8</b>	<b>29.6</b>	<b>31.0</b>

#### Control of toxic effects

For the process of lime and calcium carbonate production: No toxins appear in this process. No other toxic chemical components are used at all stages of the production process.

#### Waste and sewage disposal management

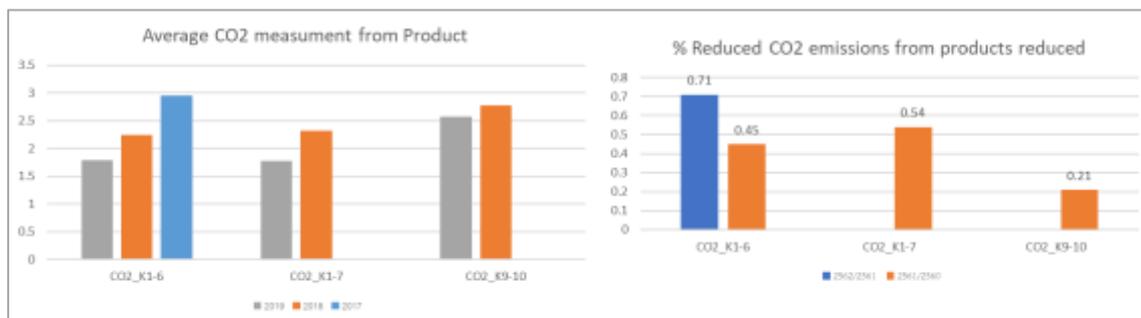
There are bits of waste or sewage, dust and ash from the lime production process. Some parts, which can be sorted out for selling, will be sold. Some of them will be transported for use within the factory areas or the communities by request, for example, to adjust, fill the areas as requested by the communities and the villagers. Permission has been sought from the government authorities for transporting wastes out of the factories, transporting wastes for the villagers by request at the points

that do not cause any trouble to nearby areas by the proper landfill and using wastes to fill the authorized points only.



### Environmental performance indicators

Carbon dioxide emissions (CO<sub>2</sub>), burning, mixing in products sold, are selected as an important environmental performance indicator. Measuring CO<sub>2</sub> emissions is extremely important for energy-intensive industries. The strategy and management of CO<sub>2</sub> is important to the decision of the group that accepts the policy from Carmeuse, whether it is production, sales and investment projects. This indicator consists of CO<sub>2</sub> emitted from the furnace of the group of the Company, from fuel and raw materials covering both products obtained from burns that are already sold.



- Note:**
1. Kiln No. 7 (K7) started production in 2018
  2. Kiln No. 9-10 (K9-10) is the kilns of Saraburi Quicklime Co., Ltd. (SQL), which the Company has acquired the SQL on 19 March 2018

### Energy and resource effective management

The Company is a regulated structure under the energy and saving resource management into practice. In order to implement this requirement, the Company has set out energy preservation guidelines requiring those concerned to jointly carry out as follows;

1. The Company shall operate an appropriate energy management scheme and consider energy preservation as part of the Company's work. It also requires all levels of executives and employees to cooperate on its implementation.
2. The Company shall preserve energy in line with suitability and the amount of energy used by each section.
3. The Company is determined to comply with the law related to energy preservation and energy management.
4. The Company aims to improve the efficiency of the organization's energy use continuously in line with good performance.

In a bid to achieve such improvement the Company is prepared to provide necessary resources including personnel, budget, working time, training and participation which can ensure efficient energy management.

## Energy

The Company has used three major types of energy as follows.

1. Coal for the lime production process, the Company managed to control coal fuel consumption so as to use the fuel for maximum efficiency.
2. Electricity from the Provincial Electricity Authority for operation of the production machines and the office in each establishment and will install the electrical system generated by Solar farm in 2020.
3. Solid Fuel for the process of freight transport and production support vehicles.



*The Board of Directors' Meeting no. 3/2019, held on 14 May 2019 at 3 p.m. has approved to sign the Letter of Intent ("LOI") / Memorandum of Understanding ("MOU") with Christiani & Nielsen Energy Solutions ("CNES") provides to the Company services related to the design, shortlisting and selection of suppliers, the obtaining of necessary approvals and services related to the erection of a Solar Farm with a 2.25 MW capacity. The electricity to be produced by the Solar Farm will be used in the production process at the Company's Chongsalika Plant located at No. 7, Soi 11, Line 3, Moo 12, Saraburi-Lom Sak Road, Chong Sarika Sub-District, Phatthana Nikhom District, Lopburi Province.*

*And Project will installation finished in the year 2020.*

## Other resources

The Company has used the main resources from natural sources, including:

1. Limestone for the lime production process. The Company's management to use limestone is aimed at reducing the amount of loss in the process as much as possible. The Undersize Stone is sorted out in a size that can be reused in the production process in order to manage resources for maximum benefit.
2. Calcite stone for the process of calcium carbonate production
3. Water for the production process and public utilities within the factories by using groundwater and management to use the recycling system. The objective is to manage the use of resources from water sources for maximum benefit.

## Indicators for energy management operations

By determining indicators for the main energy management, including fuel costs for furnaces, including electricity divided by products sold. This reflects the group of the Company to continuously improve energy efficiency. The fuel used in the kiln affects approximately 80% of the total energy consumption. All other energy sources (production plants and offices) will also be taken into account. These indicators show the energy intensity associated with the number of products that we sell.

Short-term / Long term goals of Sustainability	
<b>Energy management operations 2020</b>  <b>CO2 from products reduced target 0.3%</b>	<b>Energy management operations 2021-2023</b>  <b>CO2 from products reduced target 0.5%</b>

Short-term / Long term goals of Sustainability	
Plans of the year 2020	Plans of the year 2021-2023
<ul style="list-style-type: none"> <li>- Installation of 2 MW Solar farm project at Chong Sarika plant to generate the clean energy and eco-friendly</li> <li>- Using eco-friendly equipment and tools</li> <li>- Value chain management together with both internal and external stakeholders in line with social and environment for sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Installation of additional Solar panels in areas to generate the clean energy and eco-friendly and to save cost for electricity</li> <li>- Using eco-friendly equipment and tools</li> <li>- Value chain management together with both internal and external stakeholders in line with social and environment for sustainability</li> <li>- Finding more alternative fuel sources or energies</li> </ul>
Sustainable Development Goals (SDGs) with relevant sustainability targets for possible activities	
	

- **Community and social development** with the aim of creating community participation, promoting and supporting education, art, culture and ethics in the community including promoting local employment, skills development to eliminate and prevent threats that affect health including promoting better healthy.

In 2019, SUTHA organized CSR activities for the community, social and government agencies all projects total amount to THB 483,984 projects consist of follows:

○ **Children's Day 2019**

On 11<sup>th</sup> January 9, 2019, the Company donated the gifts (bicycles) to Chong Sarika Subdistrict Administration Organization, Nha-Pralan Sub-district and Huai Pa Wai Sub-district total amount of THB 20,000 to distribute the bicycles to the children who attended the activity on the Children's Day.



○ **Annual Merit Making**

The Company donated the refrigerator and gifts from merit making of employees of the Company and gave 50 packs of SUTHA's drinking water (THB 6,750) to contribute to charity activities and gilded with pearl in front of the Buddha image in the temple on 8<sup>th</sup> March 2019.



○ **Kathin Traditional Ceremony (Merit Making)**

On 4th November 2019, the Company has joined the activity of making merit for a good relationship with the villagers by donating the money of THB 35,000 and 50 packs of drinking water (THB 1,750) and provided food, ice-cream and drinking water to the almshouse.



○ **School's area Improvement Project**

- 1) **Ban Khoa Kwang School, Deelang Sub-district** - The Company donated the under-sized stone 3 bulks truck (total amount of THB 8,100) to the school for the improvement of the access road which used to be the laterite road and contain the water when raining.



- 2) **Ban Nong Pho School, Chong Sarika Sub-district** - The Company donated the under-sized stone 3 bulks truck (total amount of THB 8,100) to the school for their School Bird Project which is the activity that creates the knowledge and career guidance to the students and the villagers in the agriculture.



- **Project to helping Khao Khao Nuea Community which living beside the factory of the Company, Na Phralan Branch:** The Company has given the rice to the villagers to create a good friendship with communities in the vicinity around our factory.



- **Scholarships for the Diploma Students and the High Vocational Students**

On 22<sup>nd</sup> July 2019, the Company provided the 2 scholarships for the diploma students (total amount THB 4,000) and 2 scholarships for the high vocational students (total amount THB 6,000) at Lopburi Technical College. These scholarships were given to the students who are good at studying but lacking the support funds.



- **Activities for Environment**

1) **Big Cleaning Day Project – “Together to refresh Nha-Pralan”**: On 7th February 2020, the Company provided the Big Cleaning activity by cleaning the road to reduce the dust. This activity has cooperated between Nha-Pralan Sub-district, school, community and the government organizations in the area.



2) **Making Good from Heart Project** – the Company attended the community cleaning activity in Huai Pa Wai Sub-district including clean the public canal and provided the drinking waters. This activity has cooperated between Huai Pa Wai Sub-district, the village master, villagers, school and the government organizations in the area.



- 3) **Volunteer Cleaning Project** – On 4<sup>th</sup> March 2019, the Company attended the activity to clean the temple area of Chong Sarika temple to prepare the area for the annual traditional festival.



○ **Community's activities Sponsorship by donating the money**

- 1) **Songkran Festival** - To carry on the Songkran tradition festival, the Company sponsored the budget and drinking water to the government agencies for the safe driving campaign during the holidays.
- Chong Sarika Subdistrict Administration Organization
  - Nha-Pralan Sub-district, Saraburi
  - Huai Pa Wai Sub-district, Saraburi
  - Pu Krang Sub-district, Saraburi



- 2) **Loy Kratong Festival** - To carry on the Loy Kratong Festival, the Company sponsored the budget and drinking water to the government agencies
- Chong Sarika Subdistrict Administration Organization
  - Nha-Pralan Sub-district, Saraburi
  - Huai Pa Wai Sub-district, Saraburi
  - Pu Krang Sub-district, Saraburi



2021-2023 Short-term / Long term goals of Sustainability in community, social and environment development	
<p style="text-align: center;"><b>Plan of the year 2020</b></p> <p style="text-align: center;"><b>Action Indicator</b></p> <p style="text-align: center;"><b>To reduce complaints from community to be less than in 2019</b></p>	<p style="text-align: center;"><b>Plan of the year 2021-2023</b></p> <p style="text-align: center;"><b>Action Indicator</b></p> <p style="text-align: center;"><b>No complaints from community</b></p>
<p style="text-align: center;">Sustainable Development Goals (SDGs) with relevant sustainability targets for possible activities</p> 	

- **Innovation and innovation dissemination** by conducting business to create new things both valuable and worthy and lead to positive changes for which increase productivity or bring better value for community, social and environment as well as creating economic, social and environmental wealth.

The Company has the vision to be a leader in production and distribution of lime and calcium carbonate by developing technology and manufacturing innovation knowledge management in the organization to meet the needs of customers. On the basis of giving importance to society and environment including the interests of those who have been involved.

The elements of driving the organization into an organization of innovation comprising the following 5 important dimensions:

#### **Dimension 1: Strategic Dimension**

Focus on clear perspectives in setting goals for innovation including strategies for transferring innovation goals to internal departments to understand the importance and be able to formulate guidelines for innovation development in line with the business goals of organization.

#### **Dimension 2: Structures**

Focus on strategies for learning and commitment to building a mutually beneficial business including cooperation in the operation, communication between personnel and decentralization in administration and operation within the organization.

#### **Dimension 3: Support**

Focus on supporting innovation development in terms of finance, time, technology as well as creating and distributing knowledge and skills for people in the process of innovation management.

#### **Dimension 4: Climate**

Focus on the process of managing and developing human resources in order to support the perspective and understanding of the connections of job characteristics in different departments in the organization

by nurturing the development of models for assessing the potential of human resources and creating an atmosphere that is conducive to the development of creativity within the organization.

#### **Dimension 5: Culture**

Focus on encouraging employees in the organization to think outside the box and focus on creating new ideas, such as setting challenging goals, dare to accept risks and can accept errors arising from the development of innovation, considered as part of the learning process, accepting comments and feedback from employees and rational arguments along with the preparation process for future changes.

The Company has been promoted and sponsored by Carmeuse and GP Group, a group of major shareholders of the Company in the functional structure. By exchanging knowledge with each other including working with affiliates of the Company and various external agencies

The Company promotes innovation development which can be summarized as follows:

- Reducing gas and waste generation from the lime production process by burning lime with high temperature (Hard Burnt Lime)
- Develop new product to create value added for the lime by applying lime kiln dust which is a waste from the production process to develop into a brick.
- Improving and modifying autoclaved aerated bricks to meet the needs of customers.

In 2019, Golden Lime Public Company Limited has joined through a project organized by the National Innovation Agency (Public Organization) (NIA) together with the Stock Exchange of Thailand on the program of “ Strategic Innovation Management Program and provided engineering services to various companies as follows;

1) Coal grinding system at Chongsarika plant: The Company has been awarded for Turnkey contract for supply parts, installation, test-run and commissioning. The entire grinding system commissioning was completed in March 2019.

2) Inverter for main bag filter fan: The Company has been awarded for supply, installation and test-run 2 Sets of Inverter 250kW for main bag filter fans from Alva Aluminium Limited. The Installation of inverter system was completed in May 2019.

3) Dolime Briquetting system at Saraburi quicklime: The Company has dispatched a technical team to design the system, supervise the installation, test-run and commissioning the entire briquetting system. The commissioning was successful. The plant was hand-over to the customer in September 2019.

4) Coal Dryer feasibility Study at Premthai Energy: The Company has dispatched a technical team to study feasibility and design coal drying system. This system can increase the value of fine coal product which is significant contribution to Premthai Energy.

5) Developing the production control systems to increase the production capacity of kilns at Huai Pa Wai factory, Chongsarika factory and Saraburi Quick Lime Company Limited.

6) Improving the entire electrical system drawings at Premthai Energy

7) In the year 2019, the Company has expanded services of engineering to other companies, such as supervising and maintenance PLC system and automation system to Alva Aluminium Limited, which is an annual service contract to facilitate the client for using of automation systems and increasing efficiency of the production process.

For China market, the Company is discussing with existing lime kiln plant to upgrading their kilns by our technology for improving pollution condition.



The Company has been presenting the EOD™ kiln to those customers who using rotary kiln and persuade them to change to the EOD™ kiln whereas they can have greatly saving on energy consumption and achieve better lime quality.

Additionally, the Company is discussing and offering The EOD™ kiln to Chinese EPC contractor who has the construction project of steel plant.

In related with Environment engineering, the Company has been observing about the issue of waste gas from Large Industrial plants. Due to large amount of waste gas released from those plants, the effect of waste gas is not only to nearby community but also effect to the Country including PM2.5 problem. The Company has been appointed as the Representative in Thailand Cement Industry by Thermax Limited who is global company expertise in air pollution control.

#### 2021-2023 Short-term / Long term goals of Sustainability

- The Company has the long-term goal to design and develop the kiln with 300 Ton/ day capacity which will be new innovation and production capacity boost up for future products selling for customers beyond at current that the Company had only 150 Ton/day kiln. With this innovation. By this innovation, besides a larger size of kiln also improved the production control system. With the larger size, it can help the customer in economies of scale or it means the customers are able to produce in more capacity but in cheaper cost per unit. There will be remotely controlling for this innovation which can reduce the cost of production and improve a better quality for products at the same time.



- Sustainable Development Goals (SDGs) with relevant sustainability targets for possible activities



#### Prosperity

Business growth is a key factor in economic development, which will be the base for business development to sustainability. The Company has set guidelines for operation to drive the business to progress which consisting of:

1. **Marketing** By aiming to create value for customers industries both domestic and international customers in order to increase or expand the customer base in order to sell products to customers in a variety of industries both domestic and international customers. A diverse customer base will be the foundation to create a business that can continue without interruption if any industry faces problems. This will help the Company to secure its revenues.
2. **Products and Services** With quality products that meet standards, as well as providing services that are accepted by customers, will be an important factor for easier development and competition in the market. As such, the Company aims to improve the quality of the main products including developing new products

that can be marketed and sold. The Company has joined with the Carmeuse Group, the world's leading lime production specialist, who sends a team of experts with product knowledge, including the transfer of production techniques that help improve the production process to get quality products that meet the standards and requirements of customers in each industry. A team of experts together with all work units in the Company push to develop a source of raw materials, develop production technology to make product quality more promising, including allocating an adequate marketing representative to provide various services for the ultimate goal of satisfying customers.

**3. Technology and Innovation** By focusing on being a leader in bringing technology and innovation to develop production processes to reduce the amount of resources and be able to use energy for maximum efficiency.

**4. Competitive Ability** Driving business to tend to grow both in profitability, cost and expense control, as well as creating a production network with lower production costs. This is the main goal that the Company focuses on to create a growth trend for the business.

#### Growth indicators

Indicators that are used to indicate the progress or implementation of economic sustainability or business rises, assessed by EBIDA or income before interest, taxes, depreciation (EBIDA) / value of purchased stones. This is to be used as a growth indicator that represents the financial position of the Company compared with the use of natural resources which is the purchase of limestone. The group of the Company is determined to use all-natural resources efficiently and to build confidence in long-term profitability and continue the Company's operations.

KPI on Prosperity	Unit	2019	2018	2017
EBITDA (From Separate financial)	THB million	198.77	189.83	177.66
Limestone purchased	THB million	121.53	164.12	156.46
<b>EBITDA / Limestone purchased</b>		<b>1.64</b>	<b>1.16</b>	<b>1.14</b>

#### Risk and crisis management for continuous of business

Risk management will be supervised by the Risk Committee and Executives as well as monitoring crisis that may affect the Company's business operations. The guidelines of risk management and prevention in various as follows;

- **Risk managements related to the business operation**
  - Risk management of materials
  - Risk management of fuel supply and fuel price fluctuations
  - Risk management of occupational health and safety for the employee
  - Risk management from relying on major customers and the fluctuation of major industry conditions
  - Risk from industrial competition
- **Risk managements related to the financial**
  - Risk management of exchange rates
  - Risk management of interest rate
  - Risk management to maintain liquidity, debt repayment ability and dividend payment
- **Risk managements related to the management**
  - Risk management of having a major shareholder who has an influence on the management policy setting
  - Risk management from the ASEAN Free Trade Agreement