



# บริษัท สุรากลึงจัน จำกัด (มหาชน)

Golden Lime Public Company Limited



CONTRIBUTES TO  
A BETTER WORLD

## Business Driving for Sustainability Report Year 2022

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One Report  
ประจำปี 2565

## Message from the Chairman

### Dear Customers, Business Partners, Employees, the Governance unit, and Shareholders,

The year 2022 provided both opportunities and represented threats to Golden Lime PLC and its subsidiaries, due to disruptive geopolitical events, volatility in the energy and freight markets, but also a strengthening economic recovery in Thailand and the region.

First, the impact of the Covid pandemic on the business was gradually declining during the year, that with the full reopening of Thailand in July 2022 resulted that by end of the year business was completely back to normal. Going forward we face the best year in a decade for the economy in 2023 as Thailand will experience a post pandemic boom in tourism and construction segments.

Second, the consequence of the energy market disruptions, adding to the already existing imbalances in supply and demand on the internationally traded coal and LNG markets, was an ultra-volatile fuel sourcing environment, where pricing of key energy sources, especially solid fuels like coal or petcoke, doubled or tripled compared with the relatively stable 2010-2020 period, impacting Golden Lime's core business cost structure dramatically.

Third, another imbalance in international trade, the hyper volatile container freight market, that went completely haywire in 2021-2022, limiting the export potential of Thailand based quicklime producers, returned to historic average levels by end of the year, at a surprising speed. This offers the opportunity of enhanced export performance in the year to come.

The overall balance of these external events (Negative 1/ fuel cost, that had to be passed on customers in multiple round of price adjustments , 2/ shipping rates, that limited export volumes 3/ still sluggish economy in H1 2022, especially in construction , but positive 2/ economic activity recovery especially in H2 ) resulted a fluctuation in results from month to month, well above previous years. Still, the overall result was close to management objectives for 2022.

Going forward, we expect 2023 to be a significantly better year for business in Thailand in general, as the GDP growth was revised upwards multiple times, demand is expected to improve, while energy prices will likely start to normalize, as well as export performance to improve.

From the perspective of Golden Lime PLC, in 2023, beside the above macroeconomic events, we expect the roll-out of new products launched in 2022 to come to a conclusion, as well as laying the foundation of future organic growth, to result a year with performance ahead of 2022.

The year ended with a consolidated sales and services revenue of 1,478 million Baht, way above last years of 1,186 million Baht, with relatively flat volumes, but major escalation in finished product pricing as the passing on of energy costs was inevitable. The generated consolidated EBITDA reached 227 million Baht statutory and 229 million Baht normalized, after a 235 million Baht statutory and 233 million Baht normalized result in 2021. The net profit of 89 million Baht and 60 million Baht normalized was well above last year's 51 million Baht statutory and 49 million Baht normalized, main reason being the somewhat higher EBITDA generation, lower financing costs as the company is continuously reducing its debt and is de-leveraging, lower tax payments due to Solar project related BOI tax credits. The earnings per share was 30 Satang statutory and 20 Satang normalized, after a statutory 17 Satang statutory and 16 Satang normalized in 2021.

The scope of business did not change in 2022 vs 2021, as Golden Lime PCL. operated the same subsidiaries with same shareholding as in the previous year. The liquidation of Saraburi Quicklime resulted no change in the scope, as this subsidiary's business was already in 2021 transferred to GL via an Entire Business Transfer process.

The core business of limestone and derivative products (aggregates, ground calcium carbonate, burnt lime, burnt dolomite, and hydrated lime production) carried out by Golden Lime and Thai Marble (generated well over 90% of the revenue and margins (vs 88% in 2021) while the non-core marble ornamental stone business, aggregate business, and engineering contributed the remaining 9% ( down from 12% the year before ), reason being price increases in the burn product energy intense segments primarily.

**Highlights of the year 2022:**

**H&S:** improving track record with no major incident in 2022, however the management targets of zero accident not reached yet, further improvement necessary.

**Green credentials & sustainability:** the in-house electricity plant (Solar I, 2MW) was operating now full year, and Q3 also the Solat II ( 0.5MW ) started operation, while in Q4 decision was made to invest in a Solar III (1.0 MW ) project. Beside solar, we also advanced the biofuel project, with the objective of a pilot production line to be commissioned in the coming years, converting 15-30% of production capacity to “Green lime” for the first time in Thailand, with zero (non-calcination related) combustion CO<sub>2</sub> emission.

**New Products:** The construction industry product for the AAC industry was finally commenced in H2. This opens a new market for GL, after the successful dolomitic lime launch in 2020.

**Downstream service projects:** multiple initiatives (Milk-of-lime, electric-arc-furnace injection pursued) that once realized add new service business segment to the Golden Lime product portfolio

**Quality:** Relentless focus is on quality consistency, further extend our product portfolio with customized special products developed to individual customers

**Organization development:** continue to invest in human resources and talent, beyond current needs of the business, to prepare a long-term sustainable future of the enterprise, systematically strengthened the leadership and middle management teams, training programs in association with the Carmeuse Group.



**Our long-term vision remains the same:**

**We will develop SUTHA into a leading South East Asian lime producer.**

**“We contribute to a better world”**

is established and aligned with our vision.

**In the year ahead in 2023, we will improve the profitability of our core operations, add further new products, focus on export markets, diversify, and secure raw materials, driving the topline, operational margins, and bottom line to new heights.**

**We are looking forward together with all stakeholders of SUTHA to a great 2023!**

Date: 24<sup>th</sup> February 2023



Mr. Geza Emil Perlaki  
Managing Director and  
Chairman of the Executive Committee

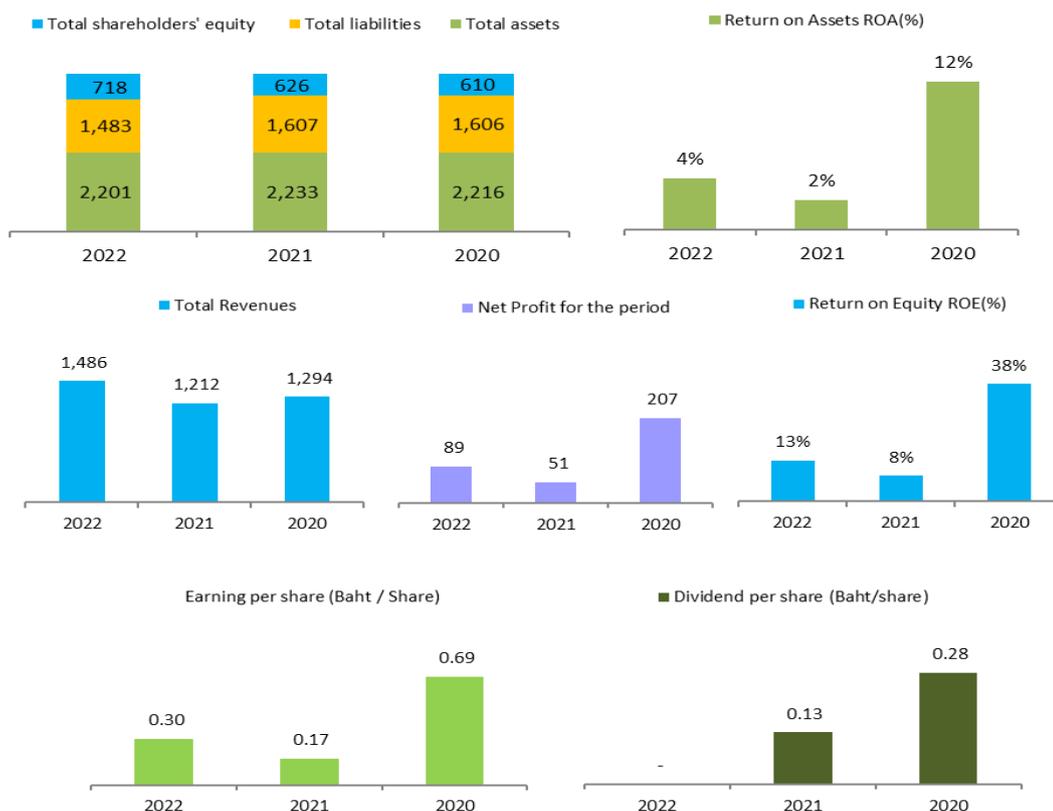


Mr. Sripop Sarasas  
Chairman of the Board of Directors



#### 4. Management Discussion and Analysis

Financial Highlight	Year		
	2022	2021	2020
Unit : Million Thai Baht (THB)			
Total assets	2,201	2,233	2,216
Total liabilities	1,483	1,607	1,606
Total shareholders' equity	718	626	610
Weighted average number of ordinary shares (shares)	300	300	300
Total Revenues	1,486	1,212	1,294
Net Profit for the period	89	51	207
Earning per share (Baht / Share)	0.30	0.17	0.69
Return on Assets ROA(%)	4%	2%	12%
Return on Equity ROE(%)	13%	8%	38%
Net Profit Margin (%)	6%	4%	16%
Number of Share (Million share)	300	300	300
Par value (Baht/share)	1	1	1
Dividend per share (Baht/share)	-	0.13	0.28



## 4.1 Highlights

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- ▶ Health and safety: There were **five lost time injury** in 2022
- ▶ Sales revenue (consolidated): **1478mTHB in 2022** compared with 1185mTHB in 2021 an increase of 25%
- ▶ EBITDA (consolidated): **227mTHB in 2022 (normalized 229mTHB)** compared with 235mTHB (normalized excluding asset sales, and other items 232mTHB) in 2021 a decrease of 3% (normalized decrease of 1.3%)
- ▶ Net income: **89mTHB in 2022** compared with 51mTHB in 2021 an increase of 74%

### Commenting Mr. Geza Perlaki, Golden Lime Managing Director said:

The GLOBAL MACROECONOMIC environment continued to improve in the quarter: while the elevated energy prices persisted, the inflation in the US and EU started to slow down (and in Asia including Thailand never really rose to exceptional levels), the interest-rate increase expectations and recession fears also subsided gradually (resulting a generally more optimistic market sentiment), many segments of the commodity markets (including container freight) experienced a normalization of the supply-demand situation and pricing returning to long term historic average levels.

The DOMESTIC MACRO situation improved also substantially: GDP expectations for 2023 saw a positive correction with returning tourism revenue, stronger THB, improving balances of payments.

DOMESTIC MARKET trends: The domestic lime market segments linked to exports (notably chemical industry and steel to a certain degree) experienced some setbacks, and the finishing stages of construction activity (Marble) still experiences weak market demand. Apart from the above, other markets were performing well: construction activity related to early stages (AAC lime demand and ready-mix stone), the paper industry in general, non-export related chemical industry demand, were generally healthy. Also, the sugar 2022/2023 season is expected to improve by 15-20% vs previous years, however not reaching peak year 2018/2019, and the actual startup of most mills was postponed 2-3 weeks to the very last week of December, so the volume impact will not be visible before Q1 2023. EXPORT MARKETS continued to be difficult to service, as the container freight was still high in Oct-Nov 2022, and the stronger THB also limited competitiveness.

FUEL costs: The energy markets (especially natural gas & coal) worldwide experienced in Q4 2022 the continuation of elevated price levels reached in Q2 and Q3, especially with regard to petroleum-coke and higher-grade coal, attributable to excess demand as result of supply chain restructuring (due to Ukraine conflict and shifts in demand patterns) still in average +30-40 % above last year same period.

COSTS beyond fuel also saw major escalation: electricity (20% up in 2022 total), diesel fuel related internal movements and material handling, fix costs linked to inflation, transportation of finished goods to customers, all up 10-15% vs previous year same period.

As consequence GL had no other options, but to pass on these cost rises to customers, relentlessly and inevitably, to protect margins and secure a sustainable revenue stream – this is a continuation of a cost and price escalation cycle that began in Q3 2021 and lasted so far for 18 months already.

The core BURNT PRODUCT (quicklime and dolomitic lime) sales experienced in Q4 2022 a volume decrease, due to pricing of the product primarily, that was somewhat ahead of competition, and overall stagnating domestic and export market demand. The revenue realization, due to pricing exclusively, increased in +30% range. The price evolution in Q4 finally managed to catch up with the cost evolution,

resulting a Gross Margin normalization gradually in October to December, after a dip in August-September (that was clearly unsustainable)

The crude AGGREGATE product sales, due to ready-mix sales (new improved product) increased significantly, but so do the costs, due to the diesel price and electricity cost increase, resulting in limited profitability. Thai Marble Corporation (TMC) carries significant working capital in finished crude products that will be only gradually deduced as sales consequently exceed production in 2023.

The MARBLE activity of TMC, started to improve in Q4 but not yet returning to pre-Covid levels, as construction finishing stage works will only follow with 12–18 months delay.

GL considers a phase III SOLAR project that will boost the output to 3.5MW covering 25% of GL's electricity needs, a project that has improved payback at current higher electricity price levels.

As result of the FLEX-FUEL I program, GL was able to use in Q4 multiple solid fuels, including petroleum-coke, milled and lump bituminous coal, as per actual market conditions for an overall optimum cost structure.

The NEW PRODUCT introduced for the construction segment in 2021 still, finally entered regular production phase, acquiring a regular customer base already.

The Company is focusing on sustainability strategy in 3 aspects; environmental, social and governance (ESG) details as follows.

**Social:** Being aware of the importance of personnel resources and working safely, SUTHA aims to drive every business process throughout the business chain with safety. However, some lost time accidents still occur which SUTHA embraces as a challenge in cultivating a safety culture at work pertaining to the social aspect in sustainability framework.

**Economics:** The cost performance influenced by rising fuel costs and resulting in selling price increase is addressed as one material to meet expectations and business sustainability. The Company implements Cost Saving and Flex fuels as the cost management measure to leave no impact passed on to customers.

**Environment:** The Company manages assets and investments to provide shareholders with a return on the investment as expected by investing in an asset for generation expansion of solar energy as one of renewable energy initiatives that can reduce carbon dioxide emissions for less impact on climate change and the environment. Even the biomass project does not contribute positive statement, it is a challenging goal towards greenhouse gas emissions reduction for carbon neutrality.

## 4.2 Outlook

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MACRO environment in 2023 will continue to improve, we expect a generally stellar year for the Thai economy.

The key FUEL combustible costs will undoubtedly continue to represent the major challenge in Q1 2023 and throughout the year. GL will continue to benefit from the obtained fuel flexibility: use all possible fuel sources to limit any future cost increase, and diversify its energy mix (including CO2 neutral and thus future proof alternative fuels)

GL will pursue further NEW PRODUCT DEVELOPMENT projects, as well as explore ALTERNATIVE green and carbon neutral fuel alternatives.

The FINANCING mix will change from a debt-heavy approach (that is increasingly expensive, with a general rise of interest rates, both in USD and (to a lesser degree) THB) to a more balanced debt/equity mix, via a RO capital increase in Q1 2023 (concluded by the time this MD&A is public), that will serve the purpose of debt reduction as well as financing of major capex investment in new capacity.

We expect in 2023, with a stronger economy, and overall healthy demand in most segments of the lime market driving higher revenue generation, combined with plateauing cost drivers and rebounding marble market, to serve as basis of a performance well above the previous years.

### 4.3 Financial highlights (based on Thai FRS)

#### 2022 Income Statement Summary as of 31 December 2022 compared to 2021:

	FY 2022	FY 2021	FY 2020	YoY change FY 2022 vs FY 2021	YoY % change FY 2022 vs FY 2021
Unit: Million Thai Baht (THB)					
Sales and service income	1478.39	1185.51	1112.51	292.88	25%
Other income	7.68	26.29	181.06	-18.61	-71%
<b>Total revenues</b>	<b>1486.07</b>	<b>1211.80</b>	<b>1293.57</b>	<b>274.27</b>	<b>23%</b>
Cost of sales and services	1131.60	884.60	828.99	247.00	28%
<b>Gross profit</b>	<b>346.79</b>	<b>300.91</b>	<b>283.52</b>	<b>45.88</b>	<b>15%</b>
Gross profit margin	23%	25%	25%		
SG&A	265.01	239.23	219.33	25.78	11%
EBITDA	226.59	234.59	384.99	-8.00	-3%
EBITDA margin	15%	19%	30%		
Depreciation and amortization	137.13	146.62	139.74	-9.49	-6%
EBIT	89.46	87.97	245.25	1.49	2%
Finance cost	-35.99	-37.39	-31.47	-1.40	-4%
Income tax expenses	35.74	0.58	-6.70	-35.16	6062%
<b>Net income for period</b>	<b>89.21</b>	<b>51.16</b>	<b>207.08</b>	<b>38.05</b>	<b>74%</b>
Earnings per share (THB)	0.30	0.17	0.69	0.13	74%

#### 4.3.1 Analysis of 2021 in comparison with 2020 results

**Revenue from sales and services** in 2022 was higher from the same period last year 25% from the core burnt product (quicklime and dolomitic lime) mainly from the higher price and together with the higher sales volumes from overall stronger domestic demand especially sugar, steel, chemical, also export market.

**Other income** in 2022 lower than last year as there was one-time transaction from non-core asset sales in 2021. In 2020, there was one-time transaction from Thai Marble acquisition related, gain on bargain purchase of 177mTHB.

**Cost of sales and services** has significantly increased due to fuel cost, diesel cost, and electricity cost especially in 2<sup>nd</sup> half of the year, the company has increased the sales prices in multiple steps to cover the higher cost exposure together with the use of FLEX-FUEL project which best diversifying our energy mix. As a result, gross profit margin in 2022 dropped by 2% from 2021.

**SG&A** in 2022 were higher than the same period last year mainly from selling expense in Golden Lime as the company sales more to the export market, while the administrative expenses were reduced from the same period last year as last year there was one-time expense of mining damage.

**EBITDA** (Earnings before tax, depreciation, and amortization) in Q4 2022 was higher than the same period last year by 4% while in the year 2022 EBITDA was lower than 2021, mainly from the one-time other income from non-core asset sales and mining damage in last year. If we exclude two exceptional items from 2021 EBITDA was 224mTHB and 2022 normalized EBITDA was 229mTHB. However, the Golden Lime standalone EBITDA in 2022 increased from last year by 11%.

**Depreciation** this year has slightly decreased from last year as some of the assets have fully depreciated.

**Finance cost** in 2022 reduced from the same period last year due to the continually repayment of principal.

**Income tax** expense in 2022 has decreased compared to the same period last year as there was Board on Investment (BOI) tax benefit from Solar farm project together with the booking of deferred tax from temporary differences which mainly arose from Saraburi Quicklime (SQL) our subsidiary was completed the liquidation process.

All in all, from above mentioned resulting in the **Net income** in 2022 has increased by 74% compared to the same period last year.

#### 4.3.2 Assets, Liabilities & Shareholders' Equity

**Current assets:** mainly decreased from the continuing delivery of kiln components and collection receivable from Golden Lime Engineering subsidiary for the kiln construction business in Indonesia.

**Non-current assets:** decreased from the depreciation of fixed assets and amortization of intangible assets.

**Current liabilities:** the short-term loan has increased while the current portion of long-term loan reduced.

**Non-current liabilities:** decreased from the repayment of long-term loan.

**Shareholder equity:** increased from net results.

#### Financial Position Summary as of 31 December 2022 compared to 31 December 2021:

Unit: Million Thai Baht (THB)	31st Dec 2022	31st Dec 2021	31st Dec 2020	YoY change 2022 vs 2021	YoY % change 2022 vs 2021
Total current assets	758.40	775.07	728.35	-16.67	-2%
Total non-current assets	1,442.33	1,457.82	1,487.94	-15.49	-1%
Total assets	2,200.73	2,232.89	2,216.29	-32.16	-1%
Total current liabilities	1,142.65	1,183.60	795.55	-40.95	-3%
Total non-current liabilities	339.91	423.50	810.29	-83.59	-20%
Total liabilities	1,482.56	1,607.10	1,605.84	-124.54	-8%
Total shareholders equity	718.17	625.79	610.45	92.38	15%
Total liabilities plus shareholders equity	2,200.73	2,232.89	2,216.29	-32.16	-1%

### 4.3.3 Cash Flow Analysis

Cash and cash equivalents at the end of 2022 increased by 4mTHB from the start of the period of 40mTHB to 44mTHB mainly came from the **net cash flows from operating activities** that mainly increase from the delivery of kiln and collection receivable from Golden Lime Engineering subsidiary for the kiln construction business in Indonesia.

**Net cash flows used in investing activities** at the end of 2022 has decreased compared to last year as there were the reserve of principal and interest payments under the condition according to the loan agreement in last year.

**Net cash flows used in financing activities** at the end of 2022 has increased compared to last year as the company has repaid the regular loan repayment for both Saraburi Quicklime acquisition and TMC acquisition together with finance cost have been repaid on schedule. In addition, the company short-term loans have been drawn down less than last year.

#### Cashflow Summary as of 31 December 2022 compared to 31 December 2021:

Unit: Million Thai Baht (THB)	FY 2022 YTD	FY 2021 YTD	FY 2020 YTD	YoY change	
				FY 2022 vs FY 2021	FY 2022 vs FY 2021
Cash and cash equivalents at beginning of period	40.10	133.47	83.39	-93.37	-70%
Net cash flows from operating activities	217.45	120.97	223.21	96.48	80%
Net cash flows from (used in) investing activities	-89.77	-119.67	-594.27	-29.90	-25%
Net cash flows from (used in) financing activities	-123.34	-94.67	421.15	-28.67	30%
Net increase (decrease) in cash and cash equivalents	4.34	-93.37	50.08	97.71	-105%
Cash and cash equivalents at end of period	44.44	40.10	133.48	4.34	11%

## 4.4 Financial Ratios

Ratio	Audited Consolidate Ended December 31		
	2022	2021	2020
<b>1. Liquidity ratio</b>			
Current Ratio (Times)	0.66	0.65	0.92
Quick Ratio (Times)	0.20	0.16	0.38
Cash Flow Liquidity Ratio (Times)	0.19	0.12	0.31
Accounts Receivable Turnover Ratio (Times)	8.21	7.95	6.55
Average Collection Period (Days) <sup>3/</sup>	44	46	56
Inventory Turnover (Times)	6.22	6.68	12.32
Sales Turnover Ratio (Days) <sup>1/3/</sup>	59	55	30
Account Payable Turnover (Times) <sup>4/</sup>	9.39	7.90	11.74
Average Payment Period (Days) <sup>3/4/</sup>	39	46	31
Cash Cycle (Days) <sup>3/4/</sup>	64	54	54
<b>2. Profitability ratio</b>			
Gross Profit Margin (%)	23.46%	25.38%	25.48%
Operating Profit Margin (%)	6.05%	7.42%	22.04%
Operating Cash Flow to Operating Profit(%)	243.08%	137.51%	91.01%
Net Profit Margin (%)	6.00%	4.22%	16.01%
Return on Equity (%) - ROE	13.28%	8.28%	37.73%
<b>3. Efficiency ratio</b>			
Return on Assets (%) - ROA	4.02%	2.30%	11.64%
Return on Fixed Assets (%) - ROFA <sup>5/</sup>	18.23%	15.48%	34.68%
Asset Turnover (Times)	0.67	0.54	0.73
<b>4. Financial ratio</b>			
Debt to Equity (Times)	2.06	2.57	2.63
Net Debt to Equity (Times) <sup>4/</sup>	1.54	1.91	1.81
Net Debt to EBIDA (Times)	4.89	5.10	2.87
Net interest bearing debt to Equity (Times)	1.60	1.98	2.03
Interest Coverage (Times)	6.61	4.76	8.12
Operating Cash Flow to Total Cash Outflow (Times) <sup>4/</sup>	0.77	0.38	0.64
Dividend Payout Ratio (%) <sup>2/</sup>	0%	76%	41%

For the year 2022 and the previous years, apply the calculation formula refer from the industry and service groups in the 56-1 ONE

Note: 1/ Calculate based on finish goods only

2/ Dividend Payout ratio of the year is calculated from the amount of dividend paid in the account period

3/ The Company used day per years from 360 day per year to 365 days per year.

4/ In 2021, there was an adjustment to the formula for calculating financial ratios to be in line with the financial ratios audited by the auditors. Also, the ratio numbers disclosed for Y2020 and Y2019 have been revised due to adjustments to the formula used for Y2021.

### 3. Business Driving for Sustainability

SUTHA aims to develop the business and organization into sustainability pertaining to being a leading lime producer and mineral processor in South East Asia **in delivering highest values to all Shareholders and Stakeholders**. SUTHA performs prime lime production and mineral processing enhanced by process innovation and technology guided and geared by expertise and business alliances to foster industrial and agricultural sectors of the country as we realize that lime, an alkaline material, is chemically a fundamental raw material converted into useful products for everyday life. Even lime production is associated with unavoidable CO<sub>2</sub> emissions from heating the kiln and the calcination process, lime can compensate for its unavoidable emissions by minimizing negative environmental impact to both agricultural and industrial sectors by restoring and maintaining water resources, air and ground. Determined to deliver the value that we believe in, SUTHA intends to take part in making the world a better place.

#### 3.1 Sustainable Management Policy and Goals

SUTHA's business development framework for sustainability on three dimensions i.e., social, environmental, and economic is as follows



SUTHA has adopted the sustainability management framework for driving sustainable business development with emphasis on 9 goals as follows;



**PEOPLE: ESTABLISH SAFE PRACTICES & GOOD GOVERNANCE**

- 1 Safety-based Performance Development**  
We operate with without accident through as well motivated, trained, educated and Healthy workforce
- 2 Communications & Engagement to create shared value**  
We want to be recognized as a company operating constructive dialogue with our stakeholders
- 3 Community- driven Development**  
We partner with local organizations for the well-being of our communities

**PLANET: ENHANCE BEST RESOURCE UTILIZATION & PROTECTION**

- 4 Effective utilization of resources**  
We optimize our consumption of natural resources (Stone, Water, Energy and Fuels)
- 5 Carbon Reduction (CO2)**  
We reduce our CO2 footprint and that of our customers (CO2 Roadmap)
- 6 Biodiversity**  
We preserve and create biodiversity and respect the environment

**PROSPERITY: CREATE ECONOMIC STABILITY & BUSINESS SUATAONABLR GROWTH**

- 7 Building Sustainable Partnerships**  
We are the preferred supplier with product and services bringing the best benefit for the customers and for the stakeholders
- 8 Constant Growth through Safe Investment &Co-Investment**  
We continue to grow the business through strategic investment and joint ventures, that also create business values
- 9 Integration of Circular Economy for Sustainable, Safe & Secure supply chain**  
We actively integrate the circular economy in our business model to pass on sustainability value to people

The 9 goals mentioned above have been developed in line with the United Nations' Sustainability Goals (SDGs), thereby ensuring that they are implemented in line with the 2030 Sustainability Vision set by the Global Community.



SUTHA adopts management ideas and practices in accordance with the United Nations' SDG 9, from Carmeuse Group for the development of business sustainability along with social and environmental governance.



**Ensure health and well-being for all, at every stage of life with utmost importance on the well-being of our employees, their families and those in our communities.**  
As a vital element of our business strategy, we are committed to achieving zero-injuries in our workplace, promoting programs to encourage better health of our employees and their families, and supporting wellness of community nearby.

	<p><b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</b></p> <p>Education is the heart of progressivity of the Company, creating a more effective workforce and preparing future generations for succession by providing various programs for employees as well as customers so that they can overcome challenges. SUTHA is committed to continually seeking new technologies and delivery methods to provide learning opportunities for employees, along with investing in partnerships with schools to prepare students for skilled positions and allow ideas and knowledge exchange as a Learning Share method.</p>
	<p><b>Ensure availability and sustainable management of water and sanitation for all</b></p> <p>“Clean water” is essential for life. The SUTHA produces; lime and limestone, plays a vital role in treatment of both drinking and waste water. They are used to soften water, neutralize pH, and remove organic impurities and heavy metals.</p> <p>Our strategy is to continue growing our offering water treatment solutions through new product development, the past acquisitions and expanding operations in new regions, along with supporting the wildlife conservation activities and promoting usage of environmentally friendly products.</p>
	<p><b>Ensure access to affordable, reliable, sustainable and modern energy for all</b></p> <p>Our products play a key role in the production of Solar Glass and the elements of wind mills. Additionally, we got supports from Carmeuse group in utilization of alternative fuels, efficiency improvements to reduce energy consumption, renewable energy investments, efficiency improvements of our customers and partnerships aiming at turning our unavoidable process CO2 emissions into a resource for renewable energy.</p>
	<p><b>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</b></p> <p>The core of our sustainability strategy is prosperity that means we establish priorities to sustain long-term profitable growth, which in turn provides jobs in our communities, many of which in rural areas, along with opportunities for employee development. To support this strategy, we continue to expand and diversify our business through acquisitions and work to develop innovative solutions for future challenges.</p>
	<p><b>Build resilient infrastructure, promote sustainable industrialization and foster innovation</b></p> <p>Our primary business starts with lime and limestone used in infrastructure projects for thousands of years. Currently our largest growth segment is in construction, thus making it a key part of our strategic focus. Our strategy focuses in three areas: mergers &amp; acquisitions, innovative solutions and expansion of offerings. This has enabled us to broaden our portfolio, develop solutions to replace environmental impact of products and expand our footprint to support infrastructure projects.</p>
	<p><b>Ensure sustainable consumption and production patterns</b></p> <p>It all starts with our quarry management in the most efficient way, and ends with developing innovative uses for all variations of our materials. Our strategy continues to focus on acquisitions, product development and operation improvements that helps us reuse, or minimize landfilled materials.</p>
	<p><b>Take urgent action to combat climate change and its impacts</b></p> <p>Carmeuse group overarching strategy for reaching CO<sub>2</sub> neutral by 2050, provided that the global team in place focusing on the following five pillars: Energy Efficiency, Alternative Fuels, Asset Base Transformation, Circular Model and CO<sub>2</sub> Neutral Footprint.</p>

	SUTHA also drives these five pillars in promoting other businesses to reduce its impact on climate change. Additionally, the Application teams are setup to work with our customers to improve processes and efficiencies which reduce CO <sub>2</sub> impacts.
	<p><b>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land.</b> Lands are our resources for business operations While we remove resources that contribute to humankind, it is also our responsibility to give back. Thus, we place great emphasis on the restoration of nature and enhancement of biodiversity. Even during the operational life of our quarries, we invest in restoring them through taking care of water quality, planting trees, and incorporating programs that brings back wildlife to ensure proper community ecosystem and land restoration.</p>

To assign a team to set directions, policies and implementation plans as per below;

Level	Implementation
Policy Level	<p>SUTHA's sustainability policy team leader consists of</p> <ol style="list-style-type: none"> <li>1. Sustainability committee appointed by the Board; the managing director as the president , the deputy managing director and senior executives</li> <li>2. Sustainability teamwork appointed in a combination of relevant managerial and staff representatives to supervise and drive the organizational sustainability development</li> <li>3. The sustainability policy proposed by its team and approved by its committee guides the commitment and direction for sustainability from the Carmeuse Group and adopts the philosophy and principles in parallel with the sustainable development guided by the SET, CGR score and UN Sustainable Development Goals including future regulations by other government agencies.</li> <li>4. Sustainability Reporting guidelines as per the Sustainability Disclosure according to the criteria specified in the annual information disclosure form / regular report (Form 56-1 One Report) approved by the Board and disclosed via SET link in use since Y2021</li> </ol>
Management Level	<p>The sustainability management team consists of all department heads and managers to carry out and measure the progress of the organization's development towards sustainability.</p> <ol style="list-style-type: none"> <li>1. Managing and implementing the sustainability policy through guidelines and frameworks to drive the organization towards sustainability.</li> <li>2. Assessing supporting data to set out the framework, guidelines, and goals to set sustainability indicators to measure progress in sustainability</li> <li>3. Tracking operational progress against goals, reviewing and analyzing data to improve operations including reporting progress</li> <li>4. Compiling data according to reporting standards to illustrate indicators to measure progress in operations in consistent with the information disclosure guidelines of listed companies.</li> <li>5. Promoting, supporting, raising awareness, communicating in order to create a culture of sustainability within the organization.</li> <li>6. Communicating policies, strategies, goals, and progress in sustainability operations through the annual report involving stakeholders for both employees and stakeholders' engagement</li> </ol>

	<p>7. Follow up and review the sustainability performance to be proposed to the Board of Directors before disclosure to stakeholders</p> <p>8. Preparing practice guidelines to support sustainability performance.</p> <p>9. Encourage and support employees to comply with policies and guidelines in accordance with the framework of sustainability practices.</p>
Operation Level	<p>1. Understanding organizational sustainability</p> <p>2. Acknowledge and perform as per policies, strategies, goals, and indicators of the sustainability policy and practices.</p> <p>3. Responsible teamwork as a direct contact with stakeholders in each group bringing the materiality to discuss and set initiatives into an annual work plan</p>

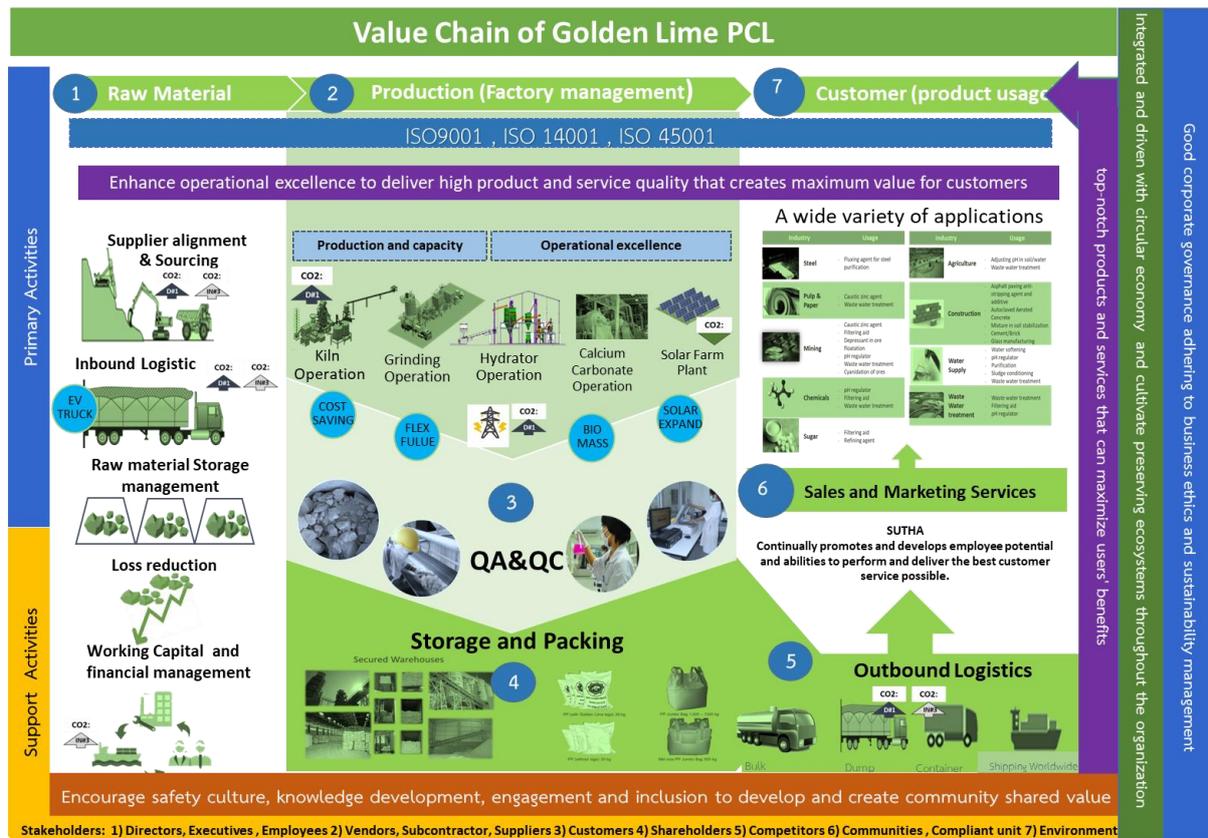
The Board of Directors appointed a sub-committee as the Sustainability Development committee for supporting and directing for sustainable development economically, socially, and environmentally to ensure appropriate, sufficient, efficient and effective Company's business operations. The board is consisting of a member who is a director of the Company and 2 senior executives as follows:

Name-Surname	Director/Executives	Position
1. Mr. Geza Emil Perlaki	Managing Director / Director	Chairman of SD committee
2. Mr. Keetawit Malanon	Operation Senior Executive	SD committee member
3. Mr. Somchai Jaturanont	Sales, Marketing and Logistic Senior Executive	SD committee member



### 3.2 Stakeholders' impacts management in the value chain

#### 3.2.1 Value Chain of SUTHA



SUTHA emphasizes supply chain management to deliver maximum value and benefits as a partner who always offers products and services that bring the best benefits to SUTHA's customers. To achieve such goals, SUTHA implements the following primary and support activities in 7 core process as per the supply chain management.

- 1 Procurement and management of raw materials from the limestone quarry management process, procurement of limestone or minerals, fuel and raw materials sourcing for the production process to achieve quantity and quality to deliver to various types of customers \.ncluding inbound transportation stock storage and manage the use of various resources for maximum benefit. Reducing costs and reducing process losses Including working capital management in order to have a low and appropriate cost of financial management.
- 2 Production control and management to minimize negative impacts and reduce CO2 emissions through cultivating good practice.
- 3 Quality Control and Quality Assurance
- 4 Sufficient and safe warehousing and packaging
- 5 Safe, on-time deliveries
- 6 Offer proactive sales support, product application, product knowledge, product benefits and tips
- 7 Connecting Customer Engagement in safe application, reducing negative environmental impact.

To deliver products and services for the utmost benefit to both customers and stakeholders, SUTHA contributing to the better world, delivers value as a secure raw material base for industrial sectors and agriculture of the country and the world. SUTHA will make a move to make our world a better place by core practices below ;

• **Endless efforts to improve and develop.**

taking proactive actions on the environmental development, implementing best practices with concern on human health, well-being. as well as natural resources and environment by doing the following:

- > **Develop both quantity and quality** to secure raw material supply for various industries both domestically and internationally
- > **Continuously sourcing** of raw materials to ensure sufficient quantities
- > **Process development** by leveraging technology and innovation to control production, product screening by best practices and care, create a culture of responsibility for products and services in delivering quality and qualifications that are consistent with the use of customers in each industry in order to get the most out of the use of the product.
- > **Strive to develop** the use of energy, fuel, stone, combustible fuel, and water, by optimizing resources and trying endlessly to find ways to reduce costs for ourselves and the customers.
- > Committed to apply biomass fuel instead of fossil fuels to reduce greenhouse gas emissions to reach the goal of carbon neutrality.
- > Integrated sustainable resource-circulating for resources conservation and environmental impact reduction.
- > Never cease improving according to quality standards (ISO9001), environment (ISO14001) and safety and occupational health standards (ISO 45001) with rigorous operations, decrease in problems and impacts, safely operation without any accidents in the workplace.
- > Manage waste and reduce landfill to zero.
- > Handling hazardous materials according to regulations and standards of the Department of Industrial Works and relevant laws
- > Utilize resources efficiently with recirculation of parts that can be reused or repairing and prolonging useful life to reduce the amount of greenhouse gas emissions
- > Develop product knowledge for users in various applications and industries, and adapt to reduce environmental impact, especially for daily use that can help reduce the environmental impact.
- > Optimizing resources according to the circular economy ;recycling or repairing and prolonging useful life to reduce greenhouse gas emissions



• **Take responsibility** with concern for the surrounding environment to affirm that the production process of quicklime and calcium carbonate could be environmentally friendly by cultivating values to all personnel that their prudent, caring and responsible operations can protect human health, natural resources, and the environment and the Company take these values as a company and its personnel's great responsibility now and tomorrow.



• **Best practices** for excellence in environmental conservation and optimizing resources, developing renewable energy, promoting biodiversity for conserving resources and cost.

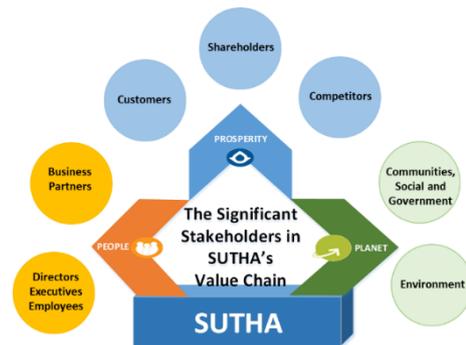
- Control or reduce costs with maximum efficiency
  - Staying current with the latest technology.
  - Reduce carbon dioxide emissions.
  - Reducing consumption of water, resources and materials by recycling, reusing, repairing or prolonging the useful life
- SUTHA strives for people's better quality of life and contributes to all cooperations for the better world to live in.



### 3.2.2 Value Chain and Stakeholder Analysis

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

- 1) Directors, executives, employees
- 2) Business partners, contract parties, service providers
- 3) Customer
- 4) Shareholders
- 5) Competitors
- 6) Community, society, government sector, regulators
- 7) Environment



#### 3.2.2 (1) Assessment and survey to analyze the significant stakeholder in the value chain

For assessment and survey to analyze issues affect the business supply chain. needs or expectations of each group of stakeholders Including finding ways to operate or manage to meet expectations According to the group of stakeholders are as follows:

##### 1 Directors/Executives/Employees

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
<ul style="list-style-type: none"> <li>▶ Board of Directors meetings and sub-committee meetings</li> <li>▶ information from the Welfares Committee</li> <li>▶ Joint meetings with internal departments and internal communications</li> <li>▶ Inquiries from responsible persons, opinion survey, performance assessment of directors</li> <li>▶ Employees Satisfaction survey</li> <li>▶ Survey results from various external agencies and stakeholders in similar industries or other listed companies</li> <li>▶ External factors such as crisis, social movements, government agencies policies and corporate governance agencies</li> <li>▶ Relevant policies from the government, agencies and corporate governance</li> <li>▶ Sustainability trends and issues surveyed by various agencies at the national or global level</li> </ul>	<b>Directors - executives</b>	<ul style="list-style-type: none"> <li>▶ Arranging meetings, allocating time to support the duties of each committee adequately and appropriately</li> <li>▶ Support and develop meeting potentials via electronic media</li> <li>▶ Prepare correct, sufficient information, to send data in advance, timely, and on time</li> <li>▶ Construct a succession plan for directors, senior executives both at the corporate level and its subsidiaries</li> <li>▶ Design an appropriate compensation structure in alignment with scope of responsibility</li> <li>▶ Operate and control operations in accordance with laws, rules, regulations and procedures accurately, scrupulously and strictly.</li> <li>▶ Disclose accurate and transparent information.</li> <li>▶ Keep directors informed of any revision , modification of rules, regulations and practices</li> <li>▶ Manage and prevent risks and mitigate impacts and control issues to prevent negative effects.</li> <li>▶ Monitor to prevent disputes Complaints regarding society, human rights, environment, or possible risk of fraud and corruption</li> <li>▶ Manage and control budget for business stability, good performance, growth and value for stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>▶ Fair and reasonable compensation</li> <li>▶ Professional dignity without effect on business reputation</li> <li>▶ Disclose accurate and transparent information with sufficient care and respect to others' rights and honor</li> <li>▶ Training sessions provided to enhance the performance of directors</li> <li>▶ Allocate sufficient time to perform duties.</li> <li>▶ Atten at least 1 training course of an interest and notify the Company to keep record.</li> <li>▶ Communicate toward mutual understanding</li> <li>▶ Manage/supervise, act responsibly to reach best interests of the company and business and take the stakeholders involved appropriately</li> <li>▶ Perform duties with honesty, prudence, carefulness, transparency, co-manage or supervise for stable and sustainable growth to pass on the benefits to shareholders and stakeholders</li> </ul>	

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
		<ul style="list-style-type: none"> <li>▶ Communicate any online training sessions (limited English sessions provided)</li> </ul>
	<p style="text-align: center;"><b>Employees</b></p> <ul style="list-style-type: none"> <li>▶ Regular compensation and good welfares,</li> <li>▶ Annual bonus</li> <li>▶ Additional paid holidays over the law's basis</li> <li>▶ Added special holidays according to the Government's announcement</li> <li>▶ Annual Party and leisure activities for employees</li> <li>▶ Good working environment and job safety</li> <li>▶ Human rights respect and equal treatment without disparity</li> <li>▶ Training and knowledge, career path development for advancement, stability and balancing wages as per economic conditions.</li> <li>▶ Perform duties responsibly, cautiously, honestly, and responsible for products, services, society and the environment with conciseness to prevent negative impacts toward the organization or other stakeholders</li> <li>▶ Operate safely happily at work, focus on health, self-development, work method development, cooperate and communicate appropriately, remain with the company for a lengthy period</li> <li>▶ Develop knowledge, skills and pay attention to the stakeholders to operate in accordance with the policy and guidelines set by the executives, the Board of Directors, and shareholders to drive the business growth and sustainability.</li> <li>▶ Be responsible, be inclusive and participate brainstorming to develop creative practices and solutions for organizational sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Establish communication means to reach mutual understanding</li> <li>▶ Provide proper and safe working conditions</li> <li>▶ Provide sufficient safety equipment to all operators and subcontractors</li> <li>▶ Adjust the operational time for the best interest to both employees and the Company</li> <li>▶ Announce holidays according to the Government's announcement and adding more as suitable to business and working conditions</li> <li>▶ Arrange a new year party and leisure activities for employees to meet Executives</li> <li>▶ Provide Employee handbooks, safety manuals and protective equipment appropriate to the working area and conditions in each establishment.</li> <li>▶ Arrange the trainings, provide training to personnel on relevant safety, new relevant laws according to the sustainability framework</li> <li>▶ Establish a manual of personal data protection policy and implementation of human rights principles</li> <li>▶ Provide applicable operating system for teleconference to all departments.</li> <li>▶ Effective workplace communication tools for personnel</li> <li>▶ Opinion survey to collect employee opinions for further improvement</li> <li>▶ Initiate and develop employee's engagement activities</li> </ul>

**2 Business partners (Raw materials, products and services suppliers or financial institution)**

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
<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>▶ Information from Subsidiary who operates the limestone quarry</li> <li>▶ Survey results from various external agencies and from interested parties in similar industries or other listed companies</li> <li>▶ Survey and monitoring</li> <li>▶ Results of the supplier assessment</li> <li>▶ Supplier risk assessment and priority of key suppliers</li> </ul>	<ul style="list-style-type: none"> <li>▶ Profitability from business operations, cooperation that reciprocates appropriately and fairly with long term cooperation without problems and obstacles.</li> <li>▶ Clarity in product information, services, agreements and conditions including the credit term, guarantee conditions and the fair business agreements</li> <li>▶ code of conduct between trading partners.</li> <li>▶ Compliance with terms and conditions</li> <li>▶ Transparent and fair contract of procurement</li> <li>▶ Payments in commercial transaction on time</li> <li>▶ Loan repayment and interest on time</li> <li>▶ Coordinating, discussing, or sharing information to perform duties including attending meetings to discuss related matters through various communication channels as necessary</li> <li>▶ Obtain qualified raw materials, products and services and not to take advantage or seeking unlawful benefits</li> <li>▶ Receive services and solutions from contractors or contracted parties under rules and regulations with fairly treat to staff and ensure no impact to the Company and community nearby, society, environment and business operation in long run.</li> <li>▶ Get cooperation in compliance with supplier code of conduct and procurement guidelines that promote the value chain management in line with sustainability development</li> </ul>	<ul style="list-style-type: none"> <li>▶ Operate in compliance with Quality standards (ISO9001), environmental standards (ISO 14001) and occupational safety and health standards (ISO 45001) and implementation of internal control, codes of conduct and corporate governance in related fields.</li> <li>▶ Conduct supplier assessment to prioritize supplier and to monitor compliance with the supplier code of conduct.</li> <li>▶ Have the Supplier codes of conduct signed by partners as acknowledgment.</li> <li>▶ Listing of trading partners and prioritization of key suppliers.</li> <li>▶ Conduct business partnership 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 discuss through communication channels as needed or remotely meeting</li> <li>▶ Inform safety and security measures and any other relevant rules</li> <li>▶ Regular communication between responsible persons and the business partners through phone calls, Line and email</li> <li>▶ Improved payment process for goods, services and payment via online banking and adjusted payment terms and conditions with a verification system for an accurate and concise transaction which has been carried out</li> <li>▶ Fair business agreements and conditions with non-discrimination under both parties' acceptance.</li> <li>▶ In case of the related parties' transactions, the pricing will be based on Arm's Length principle and proceed in accordance with the disclosure rules of SET</li> <li>▶ Funds gained from the sale of collateral assets shall be used as debt repayments to financial institutions in full amount.</li> <li>▶ Deliver goods and services as per agreed guidelines</li> <li>▶ Collaboration to create mutual long-term benefit</li> </ul>

### 3 Customers

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
<ul style="list-style-type: none"> <li>▶ Meeting and paying a visit for feedback physically or through communication channels</li> <li>▶ Satisfaction survey</li> <li>▶ Modern communication channels utilizing technologies to contact customers and relevant parties</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>	<ul style="list-style-type: none"> <li>▶ Qualified products and services as per requirements without affecting the production process, community and environment.</li> <li>▶ On time delivery</li> <li>▶ Standard packaging meeting storage and logistics requirements</li> <li>▶ After-sales service and accurate and timely supportive documentation</li> <li>▶ No selling price increase; not higher than other competitors</li> <li>▶ Collaboration to drive business sustainability and greenhouse gas emissions data</li> <li>▶ Requirements and demands based on basic terms and conditions; No rush, no urgent not too tight time and able to negotiate for any unfair conditions</li> <li>▶ Fair and appropriate pricing according to the cost mechanism</li> <li>▶ No insider information leakage to competitors for negotiation or unfair advantage</li> <li>▶ Maintaining relationships for long term business</li> </ul>	<ul style="list-style-type: none"> <li>▶ In compliance with Quality standards (ISO9001), environmental standards (ISO 14001) and occupational safety and health standards (ISO 45001) and implementation of internal control, codes of conduct and corporate</li> <li>▶ Focusing on customer relations process to follow-up and respond to customer's requirement in each group to obtain customer satisfaction at the desired level.</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> <li>▶ Providing a support team or technical application staff to introduce the product's application including pre-sales and after-sales services</li> <li>▶ Product development and market expansion to the customers who are using the eco-friendly products</li> <li>▶ The pricing strategy is based on the cost-based pricing and the market mechanism</li> <li>▶ Strong and mutually-beneficial trade relationships</li> <li>▶ Collaboration can create long term benefit for each other.</li> </ul>

### 4 Shareholders / Investors

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
<ul style="list-style-type: none"> <li>▶ Opinions obtained in the Shareholder meetings</li> <li>▶ Investor's relations meet up activities</li> <li>▶ Suggestions and comments obtained from the Opportunity Day</li> <li>▶ Investors communication channel 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>▶ Increase return on investment (capital gain)</li> <li>▶ Regular and reasonable dividend payment</li> <li>▶ Profitable and cash flow management to ensure consistent dividend payment</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 promotes the business growth</li> <li>▶ A factory visit activity for shareholders</li> <li>▶ An annual report in the form of a hard copy sent to the shareholders upon request.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Establishing the corporate governance policy and guideline, set out the standard for working system, risk management, internal audit control system, transparent management and up to date policies in accordance with the 2023 Corporate Governance Assessment program</li> <li>▶ Risk management in crisis situations including assets management</li> <li>▶ Providing the roadmap for business sustainability and stability and sustainability management policy to jointly develop and drive such policy</li> <li>▶ Conducting shareholders meeting and activities with the investors and minor shareholders</li> <li>▶ Continuously arranging meeting with main shareholders</li> </ul>

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
	<ul style="list-style-type: none"> <li>▶ A food box set for the shareholders in the meeting for shareholders to attend</li> <li>▶ Convene a physical AGM instead of an E-AGM</li> <li>▶ Shareholders are interested and make decision on long-term investment.</li> <li>▶ Engagement to create beneficial sponsorship to businesses</li> <li>▶ Having an understanding of the business operation, business situation, competition, rules, regulations and requirements that listed company shall act under corporate governance, laws and regulations.</li> <li>▶ Transparent co-investing to create mutual benefit for all and a transparent business operation that can provide fair returns to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▶ Establishing the dividend payment policy at an appropriate rate and with constant payment</li> <li>▶ Growth investment through business acquisitions to strengthen and secure limestone raw material supply to be the national and global industrial and agricultural base</li> <li>▶ Improve the business operations to generate returns pertaining to the goals.</li> <li>▶ Operate the solar farm project to generate electricity and more initiatives for the economy, society, and environmental value in return</li> <li>▶ Business Investors' Confidence for a long-standing and healthy investor relationship with knowledge support, understanding of business rules and regulations, cultures across countries</li> <li>▶ Promote and contribute to the business by providing technical knowledge and business network to support such as directors and executives to supervise, manage that will lead to solution so that the business can grow with stability and sustainability.</li> </ul>

5

**Competitors**

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

6 Communities/Social/Government Agencies and Corporate Governance Agencies

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
<ul style="list-style-type: none"> <li>▶ Meet up with community agencies</li> <li>▶ Community relations programs</li> <li>▶ Community relations staff or government agencies</li> <li>▶ Communication channel through news, newsletter, and others</li> <li>▶ Government's announcements or regulations for cooperation to prevent any contingency situations and emergencies</li> <li>▶ Survey results or evaluations from various agencies in the same business</li> <li>▶ Through the representatives to participate in the training program or a meeting with corporate governance bodies or associations in relation to listed companies on a regular basis</li> <li>▶ Conduct community surveys either by the company team when joining annual community events or by local authorities in which the Company participates to obtain surveyed opinions through coordination with local authorities or community leaders.</li> </ul> 	<ul style="list-style-type: none"> <li>▶ Compliance with laws or good corporate governance in driving the business sustainability guidelines</li> <li>▶ Preventing various impacts from business process that cause inconvenience in various aspects to nearby communities</li> <li>▶ Social and environmental responsibility and implement sustainable development guidelines to reduce the impacts of climate change and take action on matters related to all stakeholders</li> <li>▶ Production management to reduce the air pollution which affects the community and disclose CO<sub>2</sub> emission data</li> <li>▶ Promote local employment and community activities arranged by the government agencies, treat labor under Human rights principles throughout the supply chain and proceeding in accordance with the Personal Data Protection Act</li> <li>▶ Cooperate in providing information and support projects run by government agencies</li> <li>▶ Cooperate and promote to comply with the government's protective measures, regulations or guidelines announced by the corporate governance agency</li> <li>▶ A strict monitoring and supervision of information system security in accordance with standards of information security governance.</li> <li>▶ Implement and measure human rights actions throughout the value chain.</li> <li>▶ Having understanding towards business and supporting its policies, trade benefits, tax privileges, knowledge and providing suggestions, services, facilitation without seeking benefits of one's own by exploitation with dishonesty. Promoting and granting permission done in a proper period, not create complicated rules and conditions that cause relatively higher operation cost.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Operate in compliance with environmental standards (ISO 14001), occupational safety and health standards (ISO 45001) and internal control system</li> <li>▶ Minimize impact from dust to communities</li> <li>▶ Collaboration from all stakeholders in the organization to participate in the sustainability development practices</li> <li>▶ Implement Human Rights principles throughout the value chain</li> <li>▶ Mindful investment in needful operating in manufacturing system, tool or processes to prevent problems that affect nearby communities</li> <li>▶ Conducting business with social and environmental responsibility practices that meet international standards in cooperation with stakeholders to drive jointly with throughout the business cycle.</li> <li>▶ Regularly and suitably cooperate with corporate governance or government agencies</li> <li>▶ Conducting supportive activities with community and government agencies in a number following regulations of government agencies.</li> <li>▶ Working time and working methods adjustment in order to comply strictly and cooperate with the government's protective measures, regulations or guidelines announced by the corporate governance agency</li> <li>▶ Attentive to recommendations and comments by continuously adjusting, reviewing and developing, systems or method as an improvement and participation with full force appropriately</li> <li>▶ Develop and implement tax policy strictly</li> <li>▶ Corrections and improvements as per suggestions or cooperation in relevant activities</li> <li>▶ Laying out guidelines, frameworks and methods to monitor if there is any negative impact toward stakeholders to construct preventive measures to prevent recurrent</li> <li>▶ Assign representative personnel to participate activities organized by regulatory or government agencies appropriately</li> <li>▶ The government and regulatory agencies offer investment promotional advantages such as Tax benefits, guidance, training courses at no cost, discounted annual fee, etc. with</li> </ul>

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
		providing idle period for listed companies to make a change and adjust in order to comply new regulations.

**7 Environment**

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
<ul style="list-style-type: none"> <li>▶ Government's policies</li> <li>▶ Discuss with community leader or Company's public relation</li> <li>▶ Discussions with relevant departments through communication channels or a notification of various matters, etc.</li> <li>▶ News and information on the website and other communication channels between communities and Company</li> <li>▶ Survey results and campaigns including cooperation asked by various agencies</li> </ul>	<ul style="list-style-type: none"> <li>▶ Production management or business operation with least negative impact to environment or minimize impacts to neighboring community</li> <li>▶ Promote eco-friendly management, resources conservation, nature reservation, energy management, waste management and biodiversity management.</li> <li>▶ Take part in reduction of pollution and impacts toward environment, community, and society</li> <li>▶ <a href="#">Supporting local living environments that enable health and well-being; promoting safer, healthier, and better lives</a></li> </ul>	<ul style="list-style-type: none"> <li>▶ Establishing policy and implement in accordance to ISO 14001 standards (Environmental management System)</li> <li>▶ Production management and control to reduce negative impacts toward environment</li> <li>▶ Establishing waste reduction policy and scenario; promoting green energy and alternative energy as alternative fuels to be used in the production to reduce environmental impact or less greenhouse gas emissions</li> <li>▶ Offer new products that can minimize toxic gases, contaminants, harmful acids to reduce environmental impact as a market expansion or increase customers pool who use products to reduce environmental impact.</li> <li>▶ Data Collection of direct and indirect CO2 emissions to the extent prescribed by SEC to further analysis to set measures for CO2 emissions reduction.</li> <li>▶ Implement water and resources management and waste sorting to reduce waste, reuse, and recycle</li> <li>▶ Establish Biodiversity practice guideline</li> <li>▶ <a href="#">More collaboration from other sectors to reduce the negative impact from the business operation for the environment without threatening to health and natural disasters</a></li> </ul>

### 3.2.2 (2) Materiality Analysis

#### 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 competing competencies, creating long-term value for the organization and supporting sustainability in dimensions of 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;

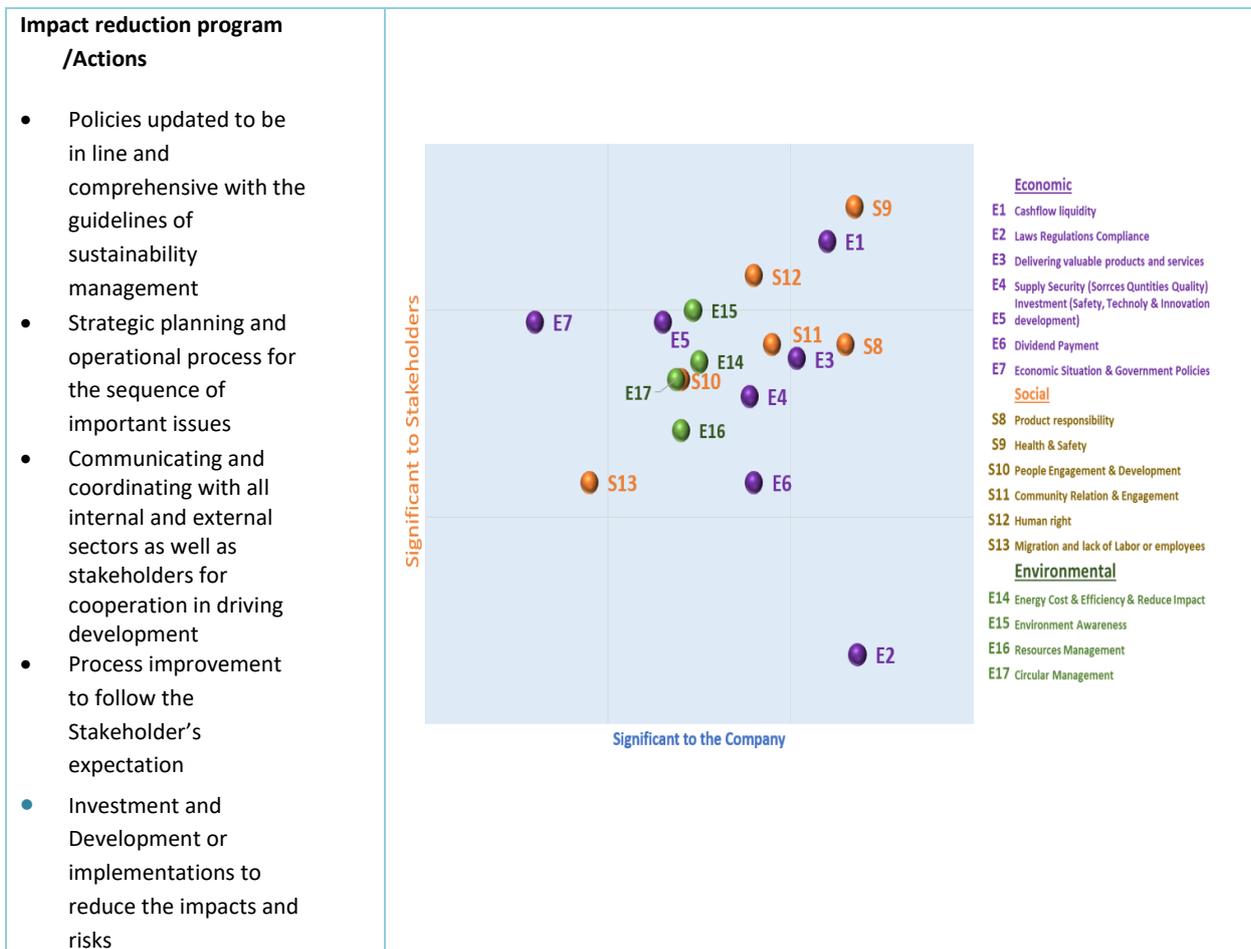
- **Horizontal axis:** represents the significance to Company considered from effects/risks which might affect Company both short term and long term
- **Vertical axis:** represents the significance to Stakeholders in order to make any decisions considering by the level and importance of impact caused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

	Main Topics	Topic Definition
	<b>Economic</b>	
1	Cashflow liquidity	Cashflow liquidity management promotes smooth business operations
2	Mitigating Risk for License to Operate	Regulatory compliance, no disputes, all government and local tax and duties payable expectations are met, and all customers' trust is gained.
3	Delivering valuable products and services	Customers' expectations and customer acceptance gained from each and all target group
4	Supply security	Sufficient Raw Materials supply with both quantity and quality to ensure smooth and continuous operations
5	Safety Investment	All investments in technology, process development, and business expansion can expect proper returns with an identifiable payback period
6	Dividend Payment	Profit efficiency to pay dividends to shareholders according to the policy set.
7	Economic Situation & Government Policies	A wide range of diverse customers to mitigate business risk.
	<b>Social</b>	
8	Product responsibility	Safe product applications and maximizing the product benefits
9	Health & Safety	Safe and well-being of employees, stakeholders, and communities
10	People Engagement & Development	The management of both internal and external issues requires the engagement of stakeholders to achieve a better world
11	Community Relations & Engagement	Good relations and cooperation with the community to be informed of any complaint from the business operations for improvement
12	Human right	Stay relevant in Human Rights
13	Migration and lack of Labor or employees	Insufficient Labor / Qualifications do not match the required positions.
	<b>Environmental</b>	
14	Energy Cost & Efficiency & Reduce Impact	Sustainable energy management with reducing the negative impact on the environment
13	Environment Awareness	The reduction of greenhouse gases emissions and the preparation of carbon tax or carbon credit offset
15	Circular Management	Reduce, Reuse, Recycle Resources
16	Environment Awareness	Less negative impact on the community can strengthen trust and stability in the business
17	Natural Resources (Limestone/Water/Fuel)	Resources management to save the cost and optimize the resources

Materiality Assessment Sustainability Topic	Assess the impact on stakeholders						
	Employees	Customer	Suppliers	Executives	Shareholders	Community	Compliance unit
<b>Economic</b>							
Cashflow liquidity	●	●	●	●	●		●
Economic Situation & Government Policies	●	●	●	●	●		●
Investment (Safety Technology & Innovation Development)	●	●	●	●	●		
Delivering valuable products and services	●	●	●	●	●		
Supply security (Sources Quantity Quality)	●	●	●	●	●		
Dividend Payment	●			●	●	●	●
Mitigating Risk for License to Operate	●	●	●	●	●		●
<b>Social</b>							
Product responsibility	●	●	●	●	●	●	●
Health & Safety	●	●	●	●	●	●	●
Community Relation & Engagement	●	●	●	●	●	●	●
People Engagement & Development	●	●	●	●	●	●	●
Human rights	●	●	●	●	●	●	●
Migration and lack of Labor or employees	●	●		●			●
<b>Environment</b>							
Energy Cost & Efficiency & Reduce Impact	●	●	●	●		●	●
Environment Awareness (GHG Dust Waste)	●	●		●	●	●	●
Natural Resources (Limestone/Water/Fuel)	●		●	●	●	●	●
Circular Management (Water Supplies/Equipment Waste)	●			●	●	●	●



Sustainability Strategy	Tactics	Aspects	Indicators and Goals
<p><b>Operational excellence in controlling every process to deliver excellent quality products</b> enhance quality management, satisfaction excellence, careful development, creating shared value to expand customer bases, committed to sustainable growth</p>	<ul style="list-style-type: none"> <li>Altogether discussion to understand the sustainability chain to group customer needs and set product standards for each group of customers.</li> </ul>	<ul style="list-style-type: none"> <li>Customer Data Requirement and Analytics Processing (To categorize product delivery standards for each group of customers)</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction within ISO9001</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and promote the product liability that involves all parties along the chain to analyze the negative impact to the quality to set management measures</li> </ul>	<ul style="list-style-type: none"> <li>Product development in line with customer application and reducing negative environmental impact.</li> </ul>	<ul style="list-style-type: none"> <li>% Return and claim</li> <li>% Customer complaint</li> </ul>
	<ul style="list-style-type: none"> <li>Analysis of impact issues towards product and service quality in a 360-degree customer view</li> </ul>	<ul style="list-style-type: none"> <li>Conduct the development impact analysis to set a preventive measure in case any change can affect the product quality or process operations or indirectly affect the quality of the products delivered to customers.</li> </ul>	
	<ul style="list-style-type: none"> <li>Technology and innovation to develop products to achieve excellent quality.</li> </ul>	<ul style="list-style-type: none"> <li>Improving machine performance and reliability by modifying or replacing machines or equipment under wear deterioration to allocate budget in order to better efficient process.</li> </ul>	
	<ul style="list-style-type: none"> <li>Networking for product development</li> </ul>	<ul style="list-style-type: none"> <li>Networking with business partners, customers to develop the desired quality together</li> </ul>	

Sustainability Strategy	Tactics	Aspects	Indicators and Goals
<b>Safety Operations and social norms</b> enhance all operations with promoting safety behavior in all processes for accident-free workplace to expand the business steadily for sustainable growth	<ul style="list-style-type: none"> <li>Raising safety awareness to employees at all levels</li> </ul>	<ul style="list-style-type: none"> <li>Training, sharing knowledge and understanding in working safely to employees at all levels, all departments</li> <li>(Target : 3 years period)</li> </ul>	<ul style="list-style-type: none"> <li>Number of LTI</li> </ul>
	<ul style="list-style-type: none"> <li>Raising safety awareness and cultivate BBS-Behavior-based Safety throughout the organization</li> </ul>	<ul style="list-style-type: none"> <li>Promote employee's engagement in identifying dangerous or unsafe work area.</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop organizational safe practices, risk analysis, and set up preventive measures to ensure work safety.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct risk analysis at all process to establish preventive measures and risk mitigation to reduce risk to a tolerable or acceptable level of the laws and authorities for the safety of employees and communities.</li> </ul>	<ul style="list-style-type: none"> <li>Safety complaints from the community</li> </ul>
	<ul style="list-style-type: none"> <li>Improve the risk analysis at all operations, monitoring and correcting to prevent work hazards.</li> </ul>		
	<ul style="list-style-type: none"> <li>Follow up and monitor to promote health and hygiene and well-being of employees.</li> </ul>	<ul style="list-style-type: none"> <li>Promote health, safety and wellbeing of all workers</li> </ul>	<ul style="list-style-type: none"> <li>Employees satisfaction survey</li> </ul>
<ul style="list-style-type: none"> <li>Follow up strictly on equipment monitoring, machinery efficiency and maintenance to improve safety, and optimize performance</li> </ul>	<ul style="list-style-type: none"> <li>Promote machinery safety for safe process and operations</li> </ul>	<ul style="list-style-type: none"> <li>Reducing downtime</li> </ul>	

Sustainability Strategy	Tactics	Aspects	Indicators and Goals
<p><b>Drive the business, establishing an environmentally friendly organizational culture with the circular economy principles.</b> enhance the operations implementing circular economy in the business culture, participating communities' development, keeping balance in the environment</p>	<ul style="list-style-type: none"> <li>• Provide employees knowledge and awareness on environmental conservation and preservation</li> </ul>	<p>Employees engagement development to foster learning and knowledge about climate change to help employees develop effective climate change responses, by training knowledge and understanding of the environment, the impact of climate change and sufficiency economy</p>	<ul style="list-style-type: none"> <li>- Decrease in complaints from communities</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve process and daily operational practices to reduce negative impact to environment</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor to improve the operational impact</li> <li>• Check all processes and machines that create dust impact and improve</li> </ul>	<ul style="list-style-type: none"> <li>- Measurement of dust content in exhaust air according to Thai Industrial Standards</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve resource management for fuel, energy, and water efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate Circular Economy into operations</li> </ul>	<ul style="list-style-type: none"> <li>- Decrease in energy ,fuel and water consumption</li> </ul>
		<ul style="list-style-type: none"> <li>• Waste management to Increase value out of manufacturing waste</li> </ul>	<ul style="list-style-type: none"> <li>- Decrease in manufacturing waste</li> <li>- More products or value from waste</li> </ul>

## Organizational development and innovation

The Company adheres to the vision statement; to be a leading lime producer and supplier of quicklime and calcium carbonate so it integrates technology innovation and knowledge management into its policy to develop products that can contribute effectively and supportively to our own and our partners' business under the good corporate governance and the sustainability development towards society, environment and all stakeholders.

Awarded the development of lime kilns under the EOD Lime Kiln project in 2018, Golden Lime Engineering Co., Ltd., has been furthering its development and achieved 3 commercial kiln construction projects which one of them is EOD (K.7), the affiliate's project in Huay Pa Wai, succeeded by the Company's innovative technology which will be furthered in future production capacity expansion projects of the company.



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

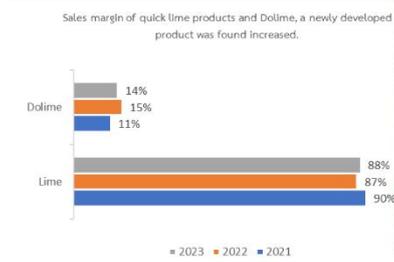
Focus on encouraging employees in the organization to think outside the box and focus on creating new ideas, such as setting challenging goals, dare to accept risks and can accept errors arising from the development of innovation, considered as part of the learning process, accepting comments and feedback 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 by exchanging knowledge with each other including working with affiliates of the Company and various external agencies

- > **The production technology development to create new products for the steel industry in order to replace overseas products that the steel industry imports.**

The entire business acquisition acquiring Saraburi Quick Lime in Y2018 which became the Company's fourth branch in Phra Phutthabat district, turned the 20 years old kiln into Double Shaft Kiln with 150 TPD capacity.

As an innovative organization that strives for the development to offer newly developed product for its sustainable economy, we invest in technology and innovation to perform the Double Shaft Kiln for calcifying dolomite instead of limestone. There is no manufacturer use this substance to produce quicklime.



The engineering design of the EOD lime Kiln, 160 years of experience of the Carmeuse in controlling burning process, together with the investment in the installation of BRIQUETTING PLANT system valued over 20 million baht, led to successful new product "Dolime " as a business value for not only for the domestic market but also the export market estimated 70-80% of market share replacing Sinter Ball imports.

In addition to the development of an organizational innovation potential, with the support of the Carmeuse group, there was a successful training seminar on Quick Lime Storage and application, attended by middle and high executives from the production department, sales and marketing representatives of Golden Lime PLC, foreign executives and sales representatives from the Carmeuse MEA based in United Arab Emirates and India to exchange recommendations on challenges and problems found in the production process by their customers located worldwide. All participants shared the right lime handling solution in each production stage constructively, and the use of auxiliaries' equipment to extend component life and reduce downtime, resulting in a safe operating environment and increased profitability. This training seminar was led by the Storage & Transfer Technologies (STT), a member of the Carmeuse Group, who has extensive knowledge and expertise in lime-based products across diverse industries and applications.

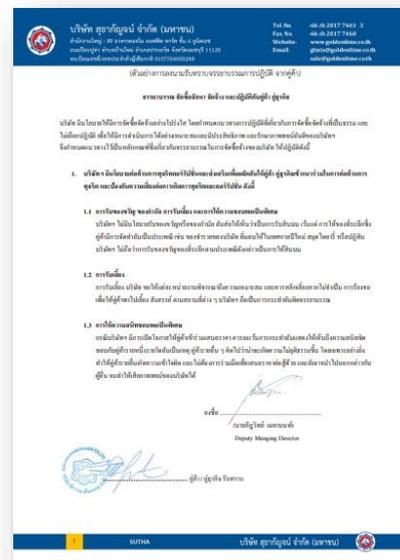


### 3.2.3 Supply chain sustainability management

- Suppliers/business partners engagement

The Company establishes business ethics and its guidelines for stakeholders on procurement including practice guidelines for both partners and creditors as well as promoting Green Procurement as disclosed in detail in section 6.2 of the report or you can download the details of the business ethics, the procurement ethics from the Company website. The Company's procurement department has delivered the business ethics and guidelines to notify such guidelines and Green Procurement to partners or suppliers of the company. Also, its abstract was prepared to have partners to sign and stamp to confirm acknowledgment in reply of the company's notification letter.

For creditors or contracted parties, rules are set as obligatory performance in mutually agreed contract and a credit contract. In case of terms of guarantee clearly stated, such conditions of the guarantee shall be followed and the capital management, the on-time loan repayment will be strictly monitored to avoid defaults payments.



Plus, the policy on Trade credit insurance is established in considering and granting of the credit term with trade partners or trade creditors in general who are not subsidiaries.

A credit period 0-90 days in general depends on the types of goods with the following billing and payment transfer requirements;

1. Send an invoice for goods or services on every 1st-3rd of the month at 2:00 PM - 5:00 PM
2. Transfer of payment on the 5th of the month (if falls on Saturdays-Sunday, the due date is extended and postponed).
3. 30-days credit from the invoice date (For example: delivery of goods on the 15th of January, the invoice date must be on the 1st- 3rd of February, and transfer payment on the 5th of March.
4. Not accept any bills after the 25th of the month.

The Green Procurement principle are as follows:

1. Selection of eligible goods and services is considered from involvement of labor and human rights practices, no child labor or illegal labor, an environmentally friendly based product and service. By choosing to procure goods and services that have less impact than conventional goods and services for same usage and function considered throughout the product life cycle from the raw material sourcing to the end-of-life cycle management process instead of solving problems arising from the use of goods and services that affect the environment eventually.
2. Fair and equitable procurement. In the case of the non-specific products, there should be an opened opportunities for many trading partners who offer these products and services to enable the Company to select the best, most appropriate and beneficial suppliers.
3. The bidders should be open for high quality trading partners who are interested in the particular bidding. Just a large number of bidders without consideration to their capability to fulfill the requirements will result in poor quality of procurement and unfairness to all.

4. All suppliers or vendors must be provided with the same written information and conditions, including same guidelines to follow the code of conduct and things business partners should know in procurement both verbally and in written. All verbal explanations shall be confirmed in written statement though.
5. Quality of products and services. Trading partners shall deliver the products and services in accordance with obligatory performance prescribed in agreements and any other requirements under the partners' supervisory.
6. Laws, rules, and regulations compliance. Trading partners are expected to follow and comply with the laws, rules, and regulations in business operation.
7. New rules, practices including amendments shall be notified to trading partners immediately.
8. Deliverables inspection and payment should be done quickly and concisely with fairness to trading partners. Deliberate delay practices are unethical.
9. Refrain from assisting partners/ creditors to avoid statutory taxes payment to the government.

In order to drive business sustainability, the Company adopted the framework guided by the Stock Exchange of Thailand in compliance with UN Global Impact as a supply chain management guideline for sustainability in laying out guidelines for the involved parties as follows:

1. The set out of the Supply chain sustainability declaration

1.1 Determine the vision and goals of the Supply chain sustainability

1.2. Establish Supplier Code of Conduct covering social and/or environmental issues to demonstrate the company's commitment to support its partners in their operation and ensuring an ethical and responsible manners to society, as well as preparing the main operational guidelines as follows:

- 1) Guidelines for goods and service management
- 2) Qualifications of trading partners and the selection criterion
- 3) The code of conduct for the treatment of partners/ creditors of SUTHA
- 4) Corporate Anti-corruption along with Fraud and corruption prevention and control
- 5) Green Procurement
- 6) Labor and human rights practices
- 7) Safety and occupational health
- 8) Environmental awareness
- 9) Social development engagement
- 10) Business and transaction practices
- 11) Identify contact measures
- 12) Affirmation on the suppliers' code of conduct for the sustainable value chain



2. Conduct risk assessment and identify risks in ESG throughout the supply chain, study business activities throughout the supply chain to assess and manage partners, for example, key suppliers, strategic suppliers, etc.
3. Identify goals, strategies and policies for sustainable supply chain management, set criteria to classify suppliers for example, trade value, types of traded products/ services, etc.
4. Implement strategies, policies, and plans
  - 4.1. Determine roles and responsibilities in the supply chain management within the organization  
from the company's directorial level to the related departments, such as purchasing department, production department, quality inspection department, warehouse, and delivery, etc.
  - 4.2. Arrange process/ methods to identify economic risks (e.g., the risk of few partners, noncompliance products/services), social (e.g. human rights, employees and labor), environmental (e.g. environmental laws and regulations), arises from the partners.
  - 4.3. Supplier engagement to communicate the Company's expectations and commitments towards sustainability development and corporate in better the competitive abilities and supply chain involvement.
5. Performance evaluation and operation monitoring
  - 5.1. Monitor compliance of the supplier's code of conduct such as the supplier's self-assessment or site visit, etc.
  - 5.2. Provide initiatives to include partner's sustainable business operations into the Company's direction
6. Communicate and disclose strategies and procedures in working with the partners to develop towards the sustainable supply chain management covering from suppliers' risk assessment, suppliers management, partner's evaluation and development activities in both commercially and sustainably.

#### **Products and services management guidelines;**

The Company is committed to sustainability procurement under excellent, transparent and fair practices adhering to the corporate governance, environmental management and social care related to the Company's material issues so notifies suppliers, stakeholders the below practices

1. Determine the suppliers' qualifications and selection criteria to screen for capable and qualified suppliers who also agree to comply with the suppliers' code of conduct.
2. The supplier's section criteria and risk assessment are established to ensure transparency and fairness and identify the suppliers' risks to set out preventive and corrective measurements
3. Performance tracing for obligatory performance to ensure compliance and monitoring high-risk or critical partners the supplier's code of conduct compliance to guarantee the conformity to develop a sustainable development plan.
4. Handling of complaints or non-compliance with the supplier's code of conduct
5. Communicate and comprehend with those involved in business operations throughout the supply chain; subsidiaries, as well as business partners/ alliances.

The Company's management continuously pushes forward and supports the implementation in order for achievement.

## Suppliers' qualifications

### As a juristic person

1. A manufacturer, entrepreneur, distributor, dealer, or contractor including financial creditors with verified establishments and no violation of labor and human rights practices, neither child labor nor illegal workers. The products or services are environmentally friendly.
2. Reliable personnel, machinery and equipment, products, services, warehouse, financial status and operation or services
3. Cooperation in compliance with rules, guidelines, and practices set by the company.
4. Qualified service providers, distributors, financial institutions including after-sales services
5. Have No conflict of interest with the company's businesses.
6. No record of fraud, trade-based money laundering or committing of any offenses or illegal acts.
7. Sign off and acknowledge the suppliers code of conduct of SUTHA and doing the suppliers assessment on their own.

### As an ordinary person

1. Be an identified person with verified documents
2. Reliable working references enough to be evaluated by the company with the delivery, after-sale services, warranties, and/or other conditions.
3. Identification documents issued by the government, such as ID Card
4. Sign off and acknowledge the suppliers code of conduct of SUTHA and doing the sustainability suppliers assessment on their own (social, environmental, and good governance).

## Guidelines for identifying the critical suppliers

In order to ensure sustainability supply chain management and suppliers engagement, the Company prioritizes suppliers as per following criteria

- Suppliers of raw materials and fuels as the critical components' suppliers to the production process.
- Non-substantiable suppliers

Suppliers who pass the above criteria will be screened once again by the following criteria

- High-volume suppliers with high purchasing volume (80%)
- continual transactions
- Comply to business ethics; no violation of human rights such as forced child labor, illegal use of foreign workers, or violation of human rights and full answering of questionnaires with facts.
- Rightfully followed the procurement guidelines, as well as provide quality products and deliver products on time.

The sustainability supply chain management plan in corporation with suppliers

The procurement sustainability development in Y 2022	Short-term / Long term goals of Sustainability																		
<p><b>Customer Focus and Responsibility to Consumers Y2022</b> customer satisfaction survey in various fields</p> <table border="1" data-bbox="240 584 644 663"> <tr> <td><b>Responding partners</b></td> </tr> <tr> <td>25% out of all partners</td> </tr> </table> <table border="1" data-bbox="240 701 644 853"> <tr> <td><b>Number of interruptions or a serious accident occurred in the supply chain</b></td> </tr> <tr> <td>0</td> </tr> </table>	<b>Responding partners</b>	25% out of all partners	<b>Number of interruptions or a serious accident occurred in the supply chain</b>	0	<p><b>Y2023-Y2026</b> <b>Develop partnerships, Expand the Coalition on Anti-Corruption, Human Rights, and sustainability to trading partners</b></p> <table border="1" data-bbox="695 510 1386 589"> <tr> <td colspan="3"><b>Number of interruptions or a serious accident occurred in the supply chain (ZERO)</b></td> </tr> </table> <table border="1" data-bbox="695 629 1386 931"> <tr> <td data-bbox="695 629 1038 931"> <p><b>The number of partners responding as an acknowledgment of business partners' ethics and signing a coalition of Anti-corruption and procurement ethics</b></p> </td> <td colspan="2" data-bbox="1038 629 1386 931"> <p><b>Partners confirms on implementations of anti-corruption , human rights policy and sustainability development.</b></p> </td> </tr> <tr> <td data-bbox="695 931 1038 965"> <p><b>Y2023</b></p> </td> <td data-bbox="1038 931 1206 965"> <p><b>Y2023-2024</b></p> </td> <td data-bbox="1206 931 1386 965"> <p><b>Y2025-2026</b></p> </td> </tr> <tr> <td data-bbox="695 965 1038 1263"> <p><b>Increase from Y2022 Not less than 25% from all business partners</b></p> </td> <td data-bbox="1038 965 1206 1263"> <p><b>Critical suppliers not less than 25% from listed principal business partners</b></p> </td> <td data-bbox="1206 965 1386 1263"> <p><b>Increased from Y2023-2024 Not less than 25 %</b></p> </td> </tr> </table>			<b>Number of interruptions or a serious accident occurred in the supply chain (ZERO)</b>			<p><b>The number of partners responding as an acknowledgment of business partners' ethics and signing a coalition of Anti-corruption and procurement ethics</b></p>	<p><b>Partners confirms on implementations of anti-corruption , human rights policy and sustainability development.</b></p>		<p><b>Y2023</b></p>	<p><b>Y2023-2024</b></p>	<p><b>Y2025-2026</b></p>	<p><b>Increase from Y2022 Not less than 25% from all business partners</b></p>	<p><b>Critical suppliers not less than 25% from listed principal business partners</b></p>	<p><b>Increased from Y2023-2024 Not less than 25 %</b></p>
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<p><b>Y2023</b></p>	<p><b>Y2023-2024</b></p>	<p><b>Y2025-2026</b></p>																	
<p><b>Increase from Y2022 Not less than 25% from all business partners</b></p>	<p><b>Critical suppliers not less than 25% from listed principal business partners</b></p>	<p><b>Increased from Y2023-2024 Not less than 25 %</b></p>																	

Y2022 Initiatives	Y2023 Plan	Y 2024-2026 Plan
<ul style="list-style-type: none"> <li>- Participated in Cost Saving Program</li> <li>- Procured domestic fuel and negotiated to enter into the domestic fuel purchase agreement to suffice the production process.</li> </ul>	<ul style="list-style-type: none"> <li>- Disseminate SUTHA's supplier code of conduct via electronic means</li> <li>- Prepare supplier code of conduct in electronic format and Human Rights publications for business partners</li> <li>- Develop a supplier evaluation to screen principal business partners within the value supply chain in raw materials procurement for the core process under the Green Procurement.</li> </ul>	<ul style="list-style-type: none"> <li>-Develop sustainable value chain management activities</li> <li>- Develop promotional activities with suppliers in reduction of greenhouse gas emissions</li> </ul>

### 3.3 Sustainability Management in the Environmental Dimension

#### 3.3.1 Environmental Policy and Practices

**The Company has 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 and significant effects on the environment and assure there is management to use resources wisely for maximum benefits, including determining pollution prevention measures for employees and the community.

Golden Lime Public Company Limited is one of the country's largest lime producing comp

anies 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.



**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.



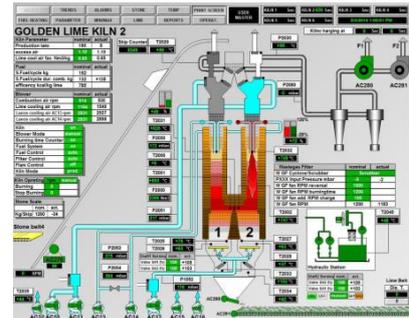
#### **Controlling the impact of air quality;**

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.

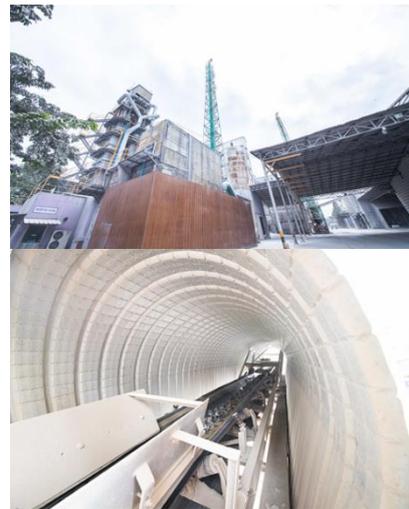


Additionally, the operation of the machines has been controlled by PLC and Visualization system that can set the parameters to control the operation of the machines with advanced technology for controlling the burning and Combustion process in the lime kiln process. This can be used to control the amount 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 ( $\text{CaCO}_3 + \text{Heat} = \text{CaO} + \text{SO}_2$ ).



**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.



**Air Quality measured from the Stack**

		Year/ Parameter	Total Suspended Particular (TSP)	Carbon monoxide (CO)	Oxides of Nitrogen (No <sub>x</sub> )	Sulfur Dioxide (SO <sub>2</sub> )
		(The Average Measurement) From the Stack	Average Result	Standard	320	690
		2565-2022	131	368	105	38
		2564-2021	120	452	108	47
		2563-2020	74	216	158	7

Location	Parameter	Standard	2022	2021	2520	2520
			(23/11/2022)	(21/6/2021)	(22-24/6/2020)	(7-10/10/2020)
1. Maintenance Area	Benzene	10 ppm	0.87	<0.03	<0.01	<0.03
	Iron Oxide Fume	10 mg/m <sup>3</sup>	0.004	<0.003	<0.002	0.023
2. Calcium Plant	Respirable Dust	5 mg/m <sup>3</sup>	0.417	0.583	0.500	2.043
3. Hydrate Plant	Respirable Dust	5 mg/m <sup>3</sup>	2.703	3.458	0.800	4.150
5. Kiln Area	Total Dust	15 mg/m <sup>3</sup>	0.090	7.750	1.545	0.854
6. Lab	Hydrochloric acid	7 mg/m <sup>3</sup>	0.03	<0.02	0.050	0.020
7. Grinding Plant	Total Dust	15 mg/m <sup>3</sup>	1.716	14.208	1.350	8.364
8. Hydrate3-4	Respirable Dust	5 mg/m <sup>3</sup>	0.490	2.583	-	-

#### Measurement of Air Quality in the work area

#### 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	1/2022 (13/06/2022)		1/2021(21/06/2021)		1/2020(22-24/06/2020)	
	Standard	Standard	Standard	Standard	Standard	Standard
	(Leq. 8 hrs. : dBA = 85)	(Lmax: dBA = 140)	(Leq. 8 hrs. : dBA = 85)	(Lmax: dBA = 140)	(Leq. 8 hrs. : dBA = 85)	(Lmax: dBA = 140)
Lime handling Kiln 1	86.3	106.4	82.3	101.4	83.6	99.8
Lime handling Kiln 2						
Lime handling Kiln 3	87.5	106.5	83.8	100.2	82.3	100.1
Lime handling Kiln 4						
Lime handling Kiln 5	86.4	103.2	84.9	104.8	74.0	91.6
Lime handling Kiln 6	73.8	105.7	78.1	91.8	91.2	104.5
Packing Area Hyd Plant 1	81.8	98.2	90.6	100.5	84.4	108.2
Packing Area CaCO <sub>3</sub> plant	82.9	99.1	75.8	93.8	83.9	94.8
Packing Area Grinding Plant RM-3					74.2	91.7
Packing Area Grinding Plant RM-4						
Control room Grinding Plant	87.8	107.5				
<b>Average</b>	<b>83.8</b>	<b>103.8</b>	<b>82.6</b>	<b>98.8</b>	<b>81.9</b>	<b>98.7</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	1/2022(13/06/2022)	1/2021 (21/6/2021)	1/2020 (22-24/6/2020)
	Standard (34°C)	Standard (34°C)	Standard (34°C)
1. Conveyor K2	27.7	28.9	29.6
2. Conveyor K5	30.3	29.1	29.4
3. Maintenance Shop	30.2	29.5	29.9
<b>Average</b>	<b>29.4</b>	<b>29.2</b>	<b>29.6</b>

And the Company environment management guidelines for sustainable business development are pathed in 3 main areas:

- > **Effective utilization of resources**  
We optimize our consumption of natural resources (Stone, Water, Energy and Fuels)
- > **Carbon Reduction (CO2)**  
We reduce our CO2 footprint and that of our customers (CO2 Roadmap)
- > **Biodiversity**  
We preserve and create biodiversity and respect the environment

#### By implementing

##### > Effective utilization of resources

The Company has established a policy as a guideline for energy conservation which involves all personnel and stakeholders in energy management and resource utilization and efficiency as one of their duties by performing following tasks:

1. The Company manages energy and resources appropriately by adopting conservation as one of business operations and assigns the conservation as one responsibility of executives at all levels and all personnel.
2. The company implements the energy and resources conservation appropriately with nature. and the amount of energy used by each unit
3. The Company is committed to complying with laws related to energy resource management and conservation.
4. The company will continue to improve and promote energy efficiency practices.

The company attempts to support needed resources, personnel, budget, allotted time, training and participation to enhance efficient energy and resource management.

- **Natural Resource Utilization (Limestone Water Energy and Fuel)**

Adhering to the sustainability development, the Company enforces below practices in natural resource utilization

- **Limestone management**

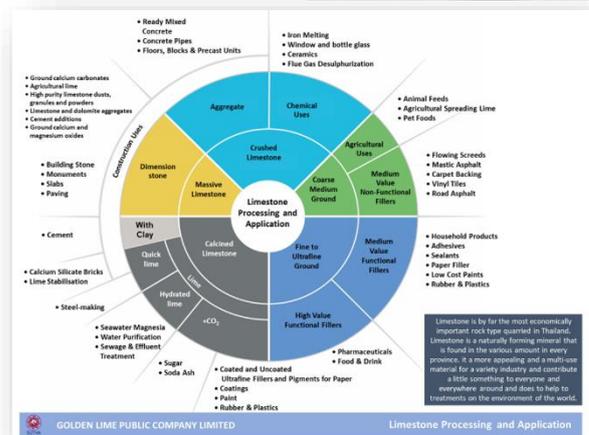
Limestone is the main raw material for lime production. (Calcium oxide and calcium hydroxide), as well as a raw material for the production of quicklime. It also has been used so long in the infrastructure industry that has grown significantly nowadays.

The Company has 3 strategies: mergers and acquisitions on May 13, 2020, acquiring the business and holding its 99.81 % shares of Thai Marble Co., Ltd. in which the Company involved its operation into overall management as well as its limestone manufacturing at the Khao Khao quarry and has entered into a long-term contract to purchase limestone with Thai Marble Co., Ltd. under Arm's length principles.

This strategy provides the resource of limestone used as the primary raw material for the core production process to sustain the stability and the availability of limestone. Added, the Company procures limestone from outside suppliers to secure supply of raw materials.



In addition to optimizing the use of natural resources by managing the top start of limestone quarrying, trying to develop technology or innovations into production process for the product output that can apply to a wider range of industries. With an emphasis on sharing a value, optimal control for natural resources consumption and expanding into new markets to serve growing demand of various industries and construction sectors, the product development starts from the quarrying process to obtain raw material till the product end-of-life by recycling or waste management to reduce such waste to go to landfill.



- **Electricity management**

The energy management in the use and control of electricity by installing sensors, meters and Actuator or Controller to monitor and control electricity consumption. The collected data can be used to find the most suitable energy management approach including investment for solar energy as the renewable energy to reduce the amount of electricity purchased from the Provincial Electricity Authority at the same time reducing the effect of greenhouse gas emissions in scope 2 (GHG calculated from the amount of purchased electricity), including the following to reduce electricity consumption.



- Adjust the production hours to suit the electricity tariff structure by incorporating TOU rate in scheduling the machinery operational hours during the night time (Off Peak) during 22.00-09.00 and on the Saturday - Sunday and reduce electricity consumption during the day (On Peak).

- Reduce the usage hours of electrical appliances as necessarily and most beneficially.
- Rotating the motor forces to operate at its 80–90% of the capacity for higher efficiency.
- Reduce the size of machinery and equipment to suit the actual workload.
- Reduce or replace motors that have burnt.
- Improve or change machinery, equipment for higher efficiency.
- Opt for the production process, machinery, equipment consuming low energy
- Adapt the production process to use renewable energy from the solar power system
- Modify machinery or electrical equipment and lighting systems to use solar energy instead of electricity.

**Power management Index**

Item	Unit	Y2019 Base Year	Y2020	Y2021	Y2022
<b>Target of electricity consumption</b> <b>The purchased electricity decreased by 3 % compared to the base year</b>	kWh	26,499,722.00	25,704,730.34	25,704,730.34	25,704,730.34
Volume of purchased electricity	kWh	26,499,722.00	22,524,540.00	24,596,021.00	23,512,253.00
Cost of purchased electricity	THB	87,034,613.89	74,661,907.84	80,355,047.03	86,311,518.05
Volume difference compared to base year	kWh	<b>26,499,722.00</b> Base Year	3,975,182.00	1,903,701.00	2,987,469.00
% Compared to base year	%	100%	<b>15%</b>	<b>7%</b>	<b>11%</b>
<b>Outcome</b>	<b>achieve /not achieve</b>		<b>Achieve</b>	<b>Achieve</b>	<b>Achieve</b>
Electricity rate per unit	THB/KWh	3.284	3.315	3.267	3.671
Base year gap	THB	0.000 Base year	0.030	-0.017	0.387

Remark : In November 2018 - December 2022, electricity rates are calculated according to the time of use (TOU), classified under 4.2.2 Large business (voltage 22 - 33 kV), electricity rates in PEAK range = 4.1839 baht/unit, OFF PEAK = 2.5849 baht/unit which it is the fixed rate but the factor varies the electricity rate per unit is the Ft as below:

FT	Y2019	Y2020	Y2021	Y2022
<b>January – April</b>	-0.1160	-0.1160	-0.1532	0.0139
<b>May - August</b>	-0.1160	-0.1160	-0.1532	0.2477
<b>September - December</b>	-0.1160	-0.1243	-0.1532	0.9343
<b>Average</b>	<b>-0.1160</b>	<b>-0.1188</b>	<b>-0.1532</b>	<b>0.3986</b>

- **Diesel and Fuel Management**

The production of lime vastly requires fuel so fuel consumption and fuel costs in each period shall be managed efficiently and beneficially in line with economics and core production. The main fuel used for the heating process in the lime kiln is Solid Fuel; Petcoke, Bituminous, Sub-Bituminous, Steam Coal, etc. used diversely in the FLEX\_FUEL project which is an investment project to improve machinery and processes ; milling , transportation, storage, slaking to support the use of various types of solid fuels in the production process.

This project allows procuring or importing fuel and management of cost, cashflow, Inventory, stock become more efficient and convenient reducing the risk of insufficient fuel supply for the production process.

The other fuel used is diesel for general vehicles and vehicles for transporting goods and raw materials, such as trucks for transporting raw materials, loaders, forklifts, as well as trucks that deliver products to customers. These business-related vehicles consume fuel from the authorized petrol station in the plant and petrol stations outside Including the use of fuel or natural gas for executive vehicles, staff sales and marketing staffs or other departments etc.



Fuel Consumption	Unit	Business activities	Y2022	Y2021
Diesel	Liter	Production and transportation	1,125,685	1,072,010
		Sales and administration	28,989	9,026
		<b>Total</b>	<b>1,154,674</b>	<b>1,081,036</b>
Benzine	Liter	Production and transportation	32,001	-
		Sales and administration	19,491	15,301
		<b>Total</b>	<b>51,492</b>	<b>15,301</b>
NGV	Kg.	Production and transportation	255,589	299,276
		Sales and administration	7,645	6,079
		<b>Total</b>	<b>263,234</b>	<b>305,355</b>
Flex fuels	Tons	Flex_Fules	55,755	49,095
		(Excluding fuel evaporative losses, losses occurring during transport, loss during storage.)		

○ **Management of renewable / clean energy**

The Company started to invest in developing renewable energy sources.

Renewable energy is used as a replacement of fossil fuels are coal, oil, and natural gas which exist in limited quantities in nature.

At present, the Company fosters its economic and reduces negative impact from carbon dioxide emissions by initiating its renewable energy investments namely Solar Farm projects in the establishments whereby the solar farms locate at Chong Sarika plant consisting of;

- Solar Farm Phase I generation capacity 2 MW commissioned in Y2020
- Solar Farm Phase II generation capacity 0.5 MW commissioned in Y2021
- Solar Farm Phase III generation capacity 1 MW to be commissioned in Y2023

The electricity generated from the Solar farm projects can be used in the production process which can help reduce the purchased electricity.

The active Solar farm Phase I succeeded in supplying electricity to machinery used in manufacturing and administrative functions in each establishment. It is considered clean energy as it is friendly to the environment. The first project was successfully commissioned in Y2020.



## Renewable Energy Index

item	Unit	Scope	Base year Y2019	Y2020	Y2021	Y2022
Overall volume of purchased electricity	kWh	Golden Lime (Not including subsidiaries)	26,499,722	22,524,540	24,596,021	23,512,253
ปริมาณการใช้ไฟฟ้า	kWh	Chong Sarika	18,545,960 <b>Base Year</b>	15,153,520	17,364,720	16,118,760
Reduce the amount of purchased electricity by not less than 3% compared to the base year.	kWh	GL	<b>Base Year</b>	18%	6%	13%
				<b>Achieve</b>	<b>Achieve</b>	<b>Achieve</b>
Volume of solar energy generated	kWh	Power consumption at Chong Sarika	No Power generation with solar energy	1,667,339.32 (May – Dec 2020)	3,057,662.91	3,384,229.21
	Cost saving	Solar energy generated at Chong Sarika	No Power generation with solar energy	<b>6,066,228.83</b> (May – Dec 2020)	<b>10,921,210.43</b>	<b>13,045,602.38</b>

Note: The calculation scope of Renewable Energy adds the electricity consumption of the headquarter, Nonthaburi office, into the purchased electricity so it appears different from the results in Y2021 56-1 One Report.

In 2022, the Company sought other renewable energy sources to reduce the consumption of combustible energy from limited fossil fuels by assigning some staff to study onsite the feasibility of using Biomass in lime manufacturing.

This Biomass technical knowledge is supported by the Carmeuse Group, a major indirect shareholder, so the Company's representatives are allowed to study the feasibility to adapt local biomass fuels namely the Biomass Project which is still in the study and trial phase. The Company expects to use environmentally friendly fuel sources to help reduce greenhouse gas emissions according to the CO<sub>2</sub> reduction target set in the CO<sub>2</sub> Roadmap.



### o Water resources management

Golden Lime Public Company Limited recognizes the importance of water resources as a component of ecosystems and living organisms. To create awareness and understanding of the value of water towards personnel and stakeholders so they can participate in water management covering water resource conservation, optimizing water use for optimal benefit, reducing water consumption, and reusing water under the circular economy principle. The Committee, therefore, formulated a policy to lay out a framework for water resource management to secure the availability of water and water resources to suffice the production process and consumption for business operations to build confidence that the Company's operations will leave no impact on the community. It is also consistent with the laws and guidelines to proceed with water resource management

under Thailand's national strategy including joining the social communities for sustainable water resource management.

The 4 core strategies are listing below;

### 1) Governance

The water management is assigned to the Sustainability Development Committee to supervise and assign responsible persons to push forward the implementation of integrated water management by establishing a 10-year strategy to reduce water consumption and creating stability of water resources for production and consumption including managing the risk and mitigating water shortage due to the climate change.

### 2) Water Stewardship

All water users in the supply chain take responsibility for their influence on a shared resource and work together to manage it sustainably under the responsible planning and management of resources is required for optimizing water use in production and water reuse, finding ways to reduce water consumption, applying technology or innovation to improve water management and wastewater treatment for water reuse including managing clean water for good sanitation for all.

### 3) A collaboration in water management, initiatives for water management

- Networking with government agencies, private sectors, industrial sectors, and the agricultural industry can achieve water resource management or collectively contribute to the development of sustainable water sources in the conservation and development of water resources, wastewater treatment, clean water production or clean water for consumption, Natural water retention for use, etc.
- Risk assessment of the Company's operations towards the water stress for production and consumption
- Natural water retention measures that aim to safeguard and enhance water storage such as rainwater storage or increasing natural water sources, such as artesian water from underground wells that have been licensed as a sustainable water resource for business operations.
- Monitoring and surveillance for possible drought to ensure sufficient long-term water resources including providing areas to retain rainwater as water reserve to reduce the impact of a drought and groundwater scarcity
- Implementation of water management according to a circular economy with a commitment to reduce water consumption and increase the use of water circulation adding wastewater treatment for the sedimentation process with lime and reusing the slugged water.
- Implementation of preventive measures to prevent effluent wastewater with a high alkaline value released to the outside so as not to affect the social community.

### 4) Practices guidelines

- **Understand water resources:** studying various factors related to water resources within the organization.
- **Access to water resources:** studying the feasibility and the extent to which water resource management can be undertaken.
- **Water resources development:** analyzing data from the study. Use of technology, innovation, collaboration and participation in the operation to set up a framework for implementation and development towards sustainable water resource management.

- **Understand water resources:**

In respect of the risk assessment in the aspect of water shortage as an impact of water scarcity in general, SUTHA involves its location of the establishment and the use of water in business operations; yearly water demand for production consumption, and consumption in general which entail in the following main areas:

1. **Preparing raw materials before manufacturing** for minimum impurities such as mud or soil left on limestones before conveying to the silo and burning in the kiln, lime stones as raw materials shall be washed to remove dirt or dust and then fed onto the conveyor belt to the kiln.
2. **Reducing Air Pollution** in a Lime manufacturing by wet scrubbing processes so liquid or solid particles are removed from a gas stream by transferring them to a liquid can eliminate and reduce the amount of gas before releasing into the air.
3. **Production of hydrated lime** by mixing with water as a medium to convert quicklime to hydrated lime ( $\text{CaO} + \text{H}_2\text{O} \rightarrow \text{Ca(OH)}_2$ )
4. **Cleaning solar panels** for the efficiency of the solar power generation system
5. **General use of water in the plants** to spray water on raw material and roads to reduce the amount of dust diffusion from storage, conveying and transportation, including watering trees as a source of terrestrial ecosystems to increase trees and forest areas. Planting one perennial plant can absorb an average of 9 – 15 kg of CO<sub>2</sub> per year.



- **Access to water resources:**

**Main water resources are;**

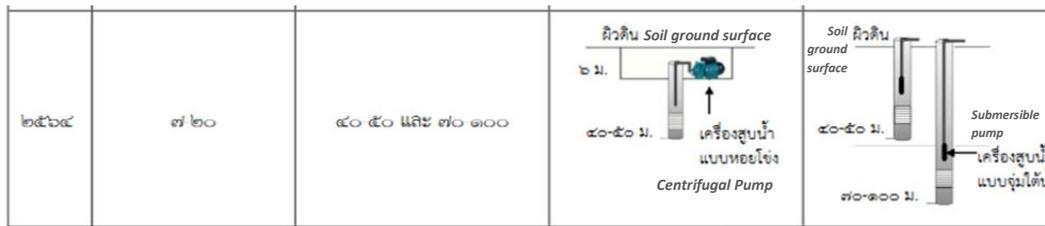
1. **Groundwater** from the artesian that has been legally permitted. Water supplied from artesian wells is used in the production process and general consumption within the establishment.



2. **Ponds for collecting rainwater and water reuse** in the plants  
The used water will flow through the pipe to stabilize in the clarifier to circulate the precipitated water then back to the process again as water circulation to reduce water consumption from groundwater.



• Guidelines in managing groundwater sources are as follows:



Note: Picture show the groundwater system

1. In case of new artesian, a legal drilling permit shall be granted in accordance with the rules for granting permission in drilling groundwater wells
2. Maintenance of the pump
3. Measures to reduce water consumption or increasing the water reuse

• Guidelines for rainwater storage, circulation ponds and sediment ponds management

1. More lines for circulating water to for waste treatment at the sedimentation clarifier.
2. Pond Dredging to remove accumulated sediment to increase pond capacity in water retention.
3. Improving the surrounding landscape

• **Risk and impact assessment:** According to the Department of Groundwater Resources, Ministry of Natural Resources and Environment's surveyed report in Phatthana Nikhom District compared with other relevant published as the water stress index of freshwater withdrawal as a proportion of available freshwater resources.

Local water resources

The dams in Lopburi and Saraburi are Pa Sak Cholasit Dam Located at Ban Kaeng Suea Ten, Tambon Nong Bua, Lop Buri Province, Pa Sak Cholasit Dam, the longest clay cored dam in Thailand, with a length of 4,860 meters, a height at the highest point of 36.50 meters, and a storage capacity of 765 million cubic meters.



According to the Provincial Waterworks Authority, Lop Buri Branch (data as of September 30, 2019), Lop Buri Province has a water production capacity of 5,456 cubic meters per hour. The amount of tap water produced is 837,446 cubic meters, the amount of water sold to users is 15,796,504 cubic meters, and the amount of water sold for public use is 15,796,504 cubic meters. and leaked 6,511,166 cubic meters, the amount of water used in the system was 438,189 cubic meters.

The number of tap water users is 82,084 users. The highest number of tap water users is Mueang Lop Buri District with 48,961 users, followed by Khok Samrong District. 10,442 users and Ban Mi District 7,465 users, respectively, as shown in Table 9 by

ตารางที่ ๙ กำลังผลิตและการใช้น้ำประปา

อำเภอ	กำลังการผลิต (ลบ.ม. / ชม.)	น้ำที่ผลิตได้ (ลบ.ม.)	ปริมาณน้ำที่จำหน่ายแก่ผู้ใช้	ปริมาณน้ำที่จ่ายสาธารณะและครัวเรือน	ปริมาณน้ำที่ใช้ในระบบ (ลบ.ม.)	จำนวนผู้ใช้น้ำ (ราย)
เมืองลพบุรี	๓,๗๕๐	๒๑,๘๗๔	๑๕,๒๙๕,๗๘๔	๖,๓๒๘,๗๑๙	๔๐๒,๓๒๐	๔๘,๙๖๑
โคกเจริญ	๖๕	๒๒,๗๕๙	๑๖,๐๒๑	๔,๓๗๕	๒,๑๐๐	๑,๔๘๙
โคกสำโรง	๔๐๐	๒๖๕,๑๒๔	๑๗๕,๕๗๗	๘๘,๓๐๙	๙,๓๙๘	๑๐,๔๔๒
ชัยบาดาล	๓๗๐	๒๖๑,๙๒๐	๑๔๐,๑๑๗	๘,๕๒๐	๑๑,๔๔๐	๗,๒๕๖
ท่าม่วง	-	-	-	-	-	-
ท่าหลวง	-	-	-	-	-	-
บ้านหมี่	๔๐๐	๒๐๐,๖๐๖	๑๒๔,๔๗๐	๖๖,๘๖๐	๗,๗๑๖	๗,๔๖๕
พัฒนานิคม	-	-	-	-	-	-
ลำสนธิ	๓๐๐	๒๙,๑๔๕	๒๐,๔๗๗	๔,๕๗๕	๒,๑๐๐	๔,๓๙๑
สระโบสถ์	๒๑	๕,๘๘๘	๓,๐๓๐	๗๒๖	๑,๘๖๐	๑,๗๙๙
หนองม่วง	๑๕๐	๓๐,๑๒๐	๒๐,๕๒๘	๙,๐๙๒	๑,๒๐๕	๑,๙๐๑
รวม	๕,๔๕๖	๘๓๗,๔๔๖	๑๕๗,๙๖๖,๕๐๔	๖,๕๑๑,๑๖๖	๕๓๘,๑๘๙	๘๒,๐๘๔

ที่มา : การประปาส่วนภูมิภาค สาขาลพบุรี, สาขาอำเภอชัยบาดาล และสาขาอำเภอบ้านหมี่ (ข้อมูล ณ ๓๐ กันยายน ๒๕๖๒)

Phatthana Nikhom District at line 8th, Chong Sarika where the main production of the Company is located, there is no tap water supply. The water from groundwater, permitted artesian wells and water from the circulation system from natural water basin are used as the main water resources for production.

## Water Stress Assessment

### Groundwater Resource

Following the Office of Natural Resources and Environment, Lopburi Province as of December 31, 2019, groundwater sources; artesian wells and the amount of groundwater granted to private sectors in Lopburi as of 2019 total at 1,035 wells, mostly for an agricultural sector ,followed by the business and consumer sectors, respectively.

The average water consumption is 134,323 cubic meters/day or 49.028 million cubic meters/year, which SUTHA's water consumption is compared to the total water consumption of the entire area of Lop Buri Province is at 0.39 percent.

SUTHA uses water in the proportion of less than 1 percent of the total water consumption from provincial groundwater sources when compared to the water situation in the area apart from Phatthana Nikhom District and the other 2 districts that have no tap water supply. Other areas with tap water supply were found much less consumption compared to the volume of water produced. The situation of water then still has a low risk of water scarcity.

However, to secure water supply as a mean to develop business sustainability needs to find more water resources including reducing water consumption to reduce water demand exceeding the sustainable supply capacity.

Assessment of the Company's water consumption compared to the water used within the area

### Assessment of the Company's water consumption compared to the after used within the area

Assessment based on information report from data resource as in Note(2)	benchmarking	Y2019	Y2019
	Unit	SUTHA	Lopburi
Source : the Office of Natural Resources and Environment, Lopburi Province as of December 31, 2019	cubic metre /Day		134,323
<b>Groundwater consumption</b>	<b>cubic metre</b>	<b>189,082</b>	<b>49,027,895</b> (134,323x365 days)
<b>SUTHA 's ground water consumption</b>	<b>Percentage</b>	<b>0.39</b>	increased % from the base year
	Y 2020	251,460.00	33%
	Y 2021	266,840.00	41%
	Y 2022	298,502.00	58%

Note : 1) Y 2020 - 2022 Water consumption increased from solar panels cleaning activity

2) The information of the water source is obtained from the report on the Lopburi Provincial Development Plan Report,Year 2018-2022

<http://www.oic.go.th/FILEWEB/CABINFOCENTER2/DRAWER059/GENERAL/DATA0000/00000158.PDF>

### Impact and prevention of flooding

Even all the Company's establishment, received no impact from Thailand flood crisis in 2011 in Saraburi, Lopburi, Nonthaburi where the Company's business establishments are located with the uplift of the land, but the surrounding area having flooded resulting inconvenient commuting and transportation. However, the Company implement preventive measurement and impact mitigation as follows;

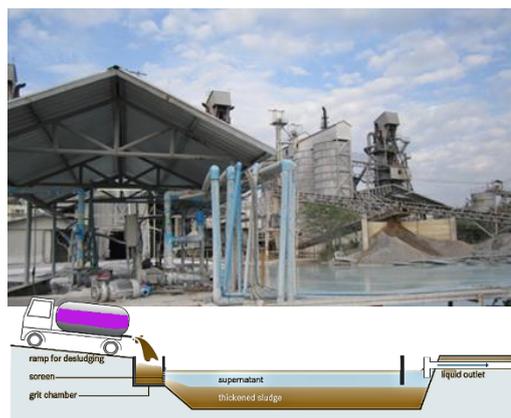


- Drain cleaning both in the Company's establishment and surrounding areas to ensure drainage flow
- Providing limestone chips and sand fill for land fill to mitigate effects on the community.
- Provide temporary work station to work instead of the flooded area and temporary accommodation to accommodate employees whose residences are located in the flooded area to facilitate commuting to work and that allow employees to work from home

### • Water treatment for water circulation and quality of wastewater

As a lime producer, lime is considered a suitable for the chemical wastewater treatment to neutralize acidic wastewater and force contaminants that are dissolved in wastewater to separate more easily for stabilization of sewage sludge.

The water utilized in the business operations mainly for the raw material washing process is circulated for reuse by outflowing wastewater to clarifier for sedimentation then some will seep into the soil and some flows through the drainage system inside the factory to the clarifier for sedimentation for reuse. The sludge from the limestone washing process will be dredged out for useful purposes such as adjusting the plant ground, donating to temples, schools, villagers, for landfill. What cannot be utilized will be properly disposed to the landfill within the Company's area etc.



Water recycles data of the Company following industrial wastewater discharge standards prescribed in the notification of Ministry of Industry, No.2 B.E.2539 (1996), issued under Factory Act B.E.2535, reported the quality of used water as follows:

### 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	2022	2021	2020
			(23/11/2565)	(24/12/2521)	(7-10/10/2520)
pH*	pH Meter	5.5-9	11.6	12.000	12.300
Suspended Solids	Dried at 103-105 °C	50 mg/l	62	14.000	31.000
Total Dissolved Solids	Dried at 103-105 °C	3000 mg/l	530	780.000	1550.000
BOD5	Azide Modification	20 mg/l	<2	<2	<2
COD	Closed Reflux	120 mg/l	28	24.000	9.000
Oil & Grease	Partition & Gravimetric	5 mg/l	<5	<5	<5

(Latest year data presented)

(\*) The Water quality test report shown is of the Chong Sarika branch published in the annual report. Every plant obtains this kind of report in accordance with the specified standards, except for the pH value, where the pH value (pH) ranges between 5.5 - 9.0

The pH of the water utilized in the company operation ranges between 11-13 indicating the water's high alkalinity due to the water flowed throughout the lime production process which affects water pH levels and alkalinity levels of water. Anyway, the Company's wastewater treatment is circulated internally no water discharged outside then no negative impact.

As Lopburi and Saraburi provinces whereby the main production plants locate have no public utility water supply yet ,the Company has no water consumption data collection. However, to monitor and recognize the water situation for sustainable water resources, the Company collects water ground consumption data for further water management and development.

### Water Management Index

Item	Unit	Y2020	Y2021	Y2022
The maximum demand of groundwater	CBM	311,000	311,000	311,000
The actual demand of ground water	CBM	251,460	266,840	298,502
Cost of groundwater	THB	688,800.02	701,647.63	783,996.50

Remark: The water consumption plan may vary according to the process of the production and the pollution control such as dust in the workplace as prescribed in the Notification of Pollution Control Department. The Company therefore sets a controlled water consumption not exceeding 311,000 cubic meters per year.

- **Water Resources Development**

- **Water development**

The sustainability development team will adopt information obtained from the study and notion regarding the sustainable water resource management to initiate annual activities to manage water resources in order to secure water resources sustainably for business operations.

In Y2022, there are water saving scheme taken to reduce water consumption based on continuous water consumption monitoring during the process to be selected to take further action. The regular lime production where water is used for air and gas pollution treatment with current two systems used namely a wet scrubbers and a dry fabric filter.

The Chong Sarika existing wet scrubber observed wear and tear was replaced with the bag filter likely to Huay Pa Wai as an efficient air pollution control approach. In 2022, GLE, a subsidiary, was appointed to install the bag filter at Chong Sarika where the decreased water consumption will be accounted for further development.



> **Attempt to reduce CO2 emissions from the production process both ours and customers'**

- **Garbage and waste management for CO2 reduction**
- Waste and sewage disposal management

There are bits of waste or sewage, dust, and ash from the lime production process. Some tradeable waste will be sorted out for sale and the rest is used within the plants or the nearby communities upon request, for example, to adjust, fill the areas as requested by the communities and the villagers under the authorized permission from the government authorities allowing transporting wastes out of the plants, transporting wastes to designated areas for the villagers not causing any trouble to nearby areas following the guidance of proper landfill and using scraps to fill the designated areas only.

The Company has established the management of waste or unused materials, both hazardous and non-hazardous waste adhering to the guidelines of the law and other relevant requirements in collecting, storing, screening contractors, and transporting waste and unused materials outside the plants where boundaries are specified in the license and specified in the occupational health, safety and environmental management as follows:

1. Sorting of waste or unused materials

- 1.1 General waste or unused materials or scraps such as food scraps, Styrofoam boxes, plastic bags, leaves, candy bags, milk cartons, etc.
- 1.2 Wet Waste, i.e. easily decomposed waste such as food scraps, vegetables, fruit peels, etc.
- 1.3 Recycle Waste such as garbage, waste or leftover materials. which can be reused and for sale such as glass bottles, beverage cans, used paper, plastic bottles, plastic scraps, metal scraps, etc.
- 1.4 Hazardous Waste i.e. wastes or scraps of unused equipment containing or contaminated with hazardous substances as specified in the announcement of the Ministry of Industry, such as batteries, fluorescent lamps, various types of batteries, chemical containers, cleaners containers, spray paint cans, engine-oil rag, grease, pen, etc.

2. Identifying and labeling all waste containers

- |                   |              |
|-------------------|--------------|
| • General waste   | blue label   |
| • Wet waste       | green label  |
| • Recycling Waste | yellow label |
| • Hazardous waste | red label    |



3. The hazardous and non-hazardous waste management in accordance with waste management legislation

- Management of sewage or controlled hazardous waste adhering to the legislations and law requirements are as below;
  - > Application for permission/renewal of permission for the transferring of industrial waste out of the plants by the management representatives or authorized persons to contact/employ authorized permitted contractors to transport or disposal of waste or unused materials
  - > The assigned management or personnel submits Form SoKo.2 for requesting a permit for off-site waste management.
  - > Collection of sewage or unused materials according to the containers specified.
  - > The assigned person examines the disposal of sewage or unused materials to specified containers at least once a month throughout the plants
  - > The occupiers of facilities may store the hazardous and other wastes for a period not exceeding ninety days and shall submit the form prescribed by the government agency (So Ko. 1) for an extension of storage period of hazardous waste beyond 90 days
  - > Transferring sewage and unused materials out of the plants, the management representative or assigned personnel contact the contractor to pick up at the designated area and time.
  - > The management representative or assigned personnel has to report to the authorities every time the details of industrial waste that is transferred for disposal outside.
  - > The management representative or assigned personnel has to submit by March 1 of the following year the Waste Summary Report (So Ko 3)

**Non-Hazardous Waste and general waste for recycling**

The Company joins the Thai Listed Companies Association project in providing knowledge and raising awareness among employees including the Company's stakeholders; shareholders, customers, business partners, as well as other relevant of reducing greenhouse gas emissions. The Company initiates sorting waste in the head office to forward recycling waste to various recycling foundation and publicizes notice and posters to create awareness and encourage waste reduction as a mean to reduce greenhouse gas emissions that creates climate change.



The sorting point for plastics, paper crates, and a note for employees in sorting waste disposal to the designated containers.

**Amount of an organizational waste**

Item	Unit	Y2020	Y2021	Y2022
<b>Target</b>				
Waste and Non-Hazardous Waste	Kg.	-	-	-
Hazardous Waste	Kg.	-	-	-
Reuse/Recyclable Waste	Kg.	-	-	49.72 The HQ waste sorting project since Oct. 2022 aims to help drive the rate of recycling, in 2023, an increase of more than 70% from 2022.
Hazardous Waste used as Reuse/Recyclable Waste	Kg.	4,220 * used lubricating oil recycled to produce fuel blending (042)	4,020 * used lubricating oil recycled to produce fuel blending (042)	5,580 * used lubricating oil recycled to produce fuel blending (042)

**Management to reduce greenhouse gas emission**

Golden Lime Public Company has the business in the primary chemical industry which is one of the main industries of the country as being the raw material feeder into other important industries such as the steel industry, chemical industry, sugar industry, pulp and paper, construction industry, mining, energy, foods and agriculture etc.

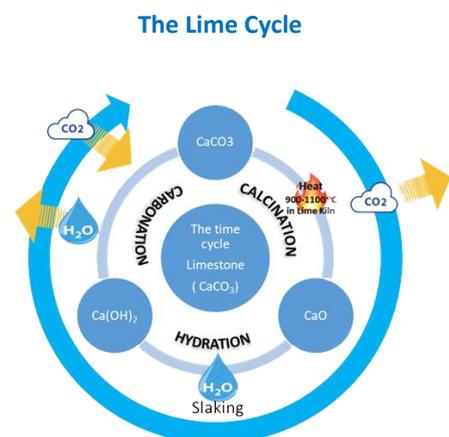
Although heat and combustion are used in production processes of the Company resulting in the Carbon Dioxide emission which is one of the components of the greenhouse gases causing the climate change.

**The main production process that creates greenhouse gases is lime production.**

*Lime is a product derived from limestone in an industrial process which is composed of calcium carbonate (CaCO<sub>3</sub>) possibly in the form of calcite, 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. Calcium carbonate is converted to calcium oxide (CaO) from a chemical reaction that requires high heat (Calcination) to obtain the lime or quicklime (Quicklime), which can be sold in the form of lumps or granulating until it is a granulated powder (Quicklime powder) which can be sold by packing or distributing by bulk trucks.*

*In addition, lumps can be furthermore processed with adding a quantity of water to lumps of lime causing them to disintegrate to a powder, putty or limewash. This chemical reaction between lime and water results in the development of a considerable amount of heat called Hydration or slaking and converted to hydrated lime (Hydration), which is a dry powder or a compound, calcium hydroxide [Ca (OH)<sub>2</sub>], through the requested sizing.*

*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.*

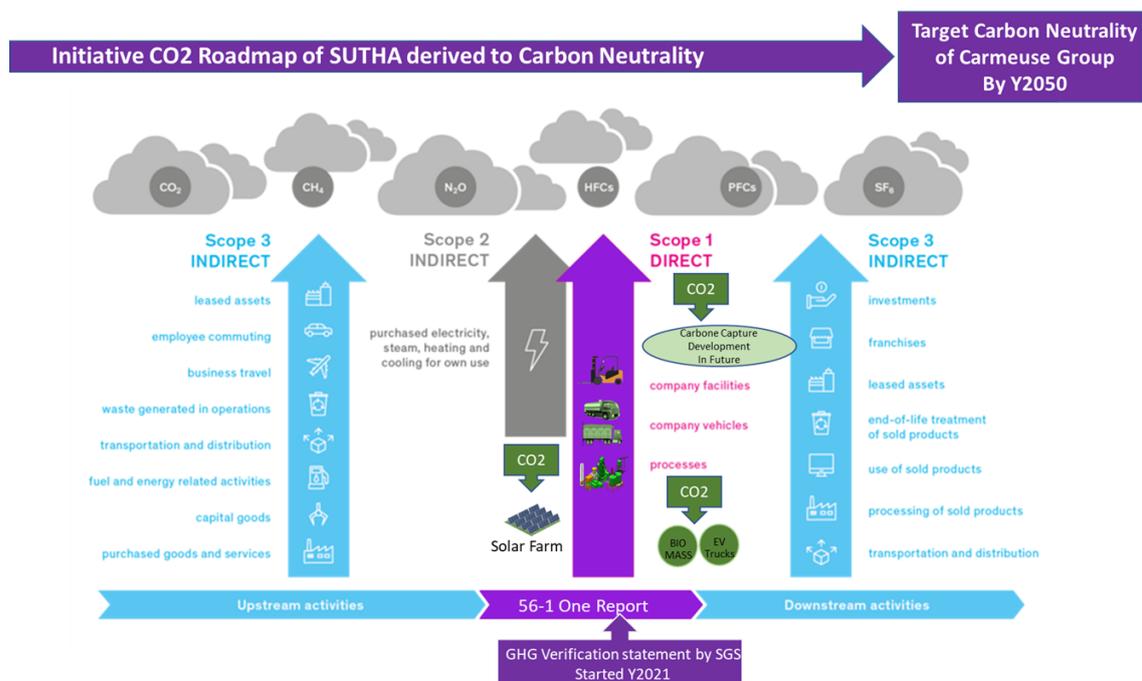


Golden Lime Public Company Limited is trying to innovate and develop new technology and innovation to reduce the Carbon Dioxide emission from the production process and maintain the quality of the products as customers desire. Also, lime is the company's main product produced by the natural substance that has components that can help reduce the environmental impacts in various ways. For example, lime has a high

alkaline property and cheaper than other substances. In various industries such as water supply, wastewater treatment, power plant and garbage disposal, lime is used in the treatment process to reduce air pollution for the eco-friendly. In agriculture, lime is used for adjusting pH in soil and used for moisture-absorbing in the air in the artificial rain project and using to treat and reduce the impacts of acid rain, etc.

In 2021, the Company determined the Climate Change and Natural Disasters Risk Management policy in order to reduce the environmental impacts as follows;

- Continuously promote the development of technology and innovation in the design of machinery and production processes that can reduce pollution including reducing the greenhouse gas emissions or reducing the impact on the environment as much as possible
- Find the solution in reducing the greenhouse gas emissions and waste including promoting more renewable use of resources
- Promote optimal use of resources, reduce fuel consumption or use the alternative energy that can help to reduce the environmental impacts
- Collect greenhouse gas emissions data in line with the standards and methods in accordance with the criteria set by the regulators to be used as a development database for finding guidelines for reducing greenhouse gas emissions
- Continuously innovate and develop lime products for customers who use lime products in order to reduce the environmental impact in various ways, thus promoting and reducing the impact on the environment
- Promote measures regarding participating in reducing environmental impacts such as waste sorting, proper waste management, setting the campaign to encourage all to use the eco-friendly materials or equipment, etc.
- Appoint the team to supervise in order to drive the involved implementations including encourage all stakeholders in the value chain to participate in this matter



**Record of Direct and Indirect Greenhouse Gas Emissions including the overall organizational Emissions compared to last year (if any)**

During the end of Y2020, the Company started to study the practices for collecting data of direct and indirect emission of greenhouse gas including overall greenhouse gas emissions of the organization by appointing responsible persons to supervise and proceed with standard and correct method of the collection, calculation and data record for ensuring the accuracy of the information disclosure in the future. Data collection starts with 2 scopes as following;

**Scope 1** Direct Greenhouse Gas Emissions data collection could be the CO<sub>2</sub> emissions that are directly created by manufacturing lime using heating energy to burn limestone into lime by using solid fuel such as petroleum coke, Bituminous coal. Additionally, the use of vehicles for various process in manufacturing, sales, and management activities of the organization, where energy sources or data are used to calculate greenhouse gas emissions, such as consumption of diesel oil, gas consumption or the amount of CO<sub>2</sub> consumption for fire extinguishers, etc.

**Scope 2** Accounts for Greenhouse Gas Emissions from the generation of purchased electricity, steam, etc.

In 2021, the Company has a scope of data collection covering all its establishments excluding subsidiaries. The Company has hired Verifiers/certifiers of greenhouse gas data such as companies certified by the Thailand Greenhouse Gas Management Organization (TGO) to certify the collected greenhouse gas data. In summary, the total amount of greenhouse gas emissions according to scope 1 and 2 are as follows:

#### GHG report

Year	Unit: Tons CO <sub>2</sub> e <sup>/(1)</sup>					Unit: Tons CO <sub>2</sub> e <sup>/(2022-2021)</sup>					% Dif
	Scope1	Scope 2	Scope 3	Other	Total	Scope1	Scope 2	Scope 3	Other	Total	
2021	421,695	12,295	-	124.0	433,990						
2022	422,924	11,754	-	81	434,678	1,229	541.0	-	43.0	688	0.16%

#### Carbon Credit from Solar Farm (Decreased of GHG)

Year	Unit: (MWh) Solar generated					Unit: Tons CO <sub>2</sub> e <sup>/(2565-2564)</sup>					% Credit in scope 2
	Scope1	Scope 2	Scope 3	Other	Total	Scope1	Scope 2	Scope 3	Other	Total	
2020		1,696					847.8				
2021		3,056					1,527.7				12.43%
2022		3,410					1,704.7				14.50%

## > The conservation of biodiversity and environment

The Sustainable Development Goal 15 of the 2030 Agenda for Sustainable Development is devoted to “protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss”.



Land is considered a natural resource that benefits businesses and human beings. SUTHA attempts to take responsibility in maintaining ecosystem and restoring nature and enhancing biodiversity including the ecosystem life cycles related to the business operations.

The Company sets out guidelines for managing biodiversity, land utilization as follows:

- A careful land use that does not directly or indirectly affect the community or increasing threats caused by encroachment of forest areas or causing the destruction of culture, art and local cultural heritage.
- Construction of buildings are permitted correctly in compliance with the local regulations of each location
- No building activities that interfere with groundwater flows or increasing the impermeable area or blocking a flow path
- Any land use or buildings activities follows the relevant rules and regulations in preparation for major disaster, disaster risk reduction, disaster mitigation strategies



The quarry management takes a critical part in restoring ecosystem with water treatment, planting trees and other biodiversity promotions through various collaboration for properly maintained community ecology and land associated with the business.



SUTHA has continued campaigning to promote local biodiversity both in terms of planting trees and manages plantations on our owned land including conservation, utilizing biological resources and environmental management, participating with local authorities in conservation of arts and culture which is considered part of positive biodiversity promotion that contributes to the ecosystem such as renewable energy projects, which are clean energy produced from solar that can help reduce the impact on the environment.

Besides, the future water resource management will promote growth of plants and perennials that can help absorb carbon dioxide, the major greenhouse gas.

Lime is the versatile mineral. Various forms of lime are used in environmental, metallurgical, construction, chemical/industrial applications, sugar, pulp and paper manufacturing, fuel gas desulfurization, water and wastewater treatment, construction, agriculture, glass, energy exploration, and recreational appliances. The production is under control for precise produce quality, waste disposal to ensure long-term business relationships with customers that many of them apply lime in environmental applications, where lime is used to comply with air, drinking water, wastewater, soil stabilization, and solid waste regulations.

- o AIR- pollution treatment, flue gas treatment from boilers, steam generators, process furnaces, and incinerators.
- o WATER – wastewater purification of disposal from industrial process
- o SOIL- Stabilization treatment of contaminated soils from agricultural activities

Lime products play a crucial role in extracting non-ferrous metals, including aluminum, copper, and gold. Lime and calcium carbonate product, in the agricultural application and Agrofood industry, is widely used as soil stabilizers and as an additive in animal feed and human food. Lime also eliminates the mineral and organic impurities in the production of sugar. In addition to such benefits, commercially, lime and calcium carbonate are used supportively as raw materials for various industries, hence considered to enhance economic growth, business growth, and continuous community services.

The below figure shows how the products of the company can promote environmental and biodiversity actions.

Products used to reduce environmental negative impact and enhance the healthy biodiversity									
and as raw materials to foster industrialization and well being									
Purposively used in	Year 2020			Year 2021			Year 2022		
Product	Lime	Dolime	Total	Lime	Dolime	Total	Lime	Dolime	Total
Water Treatment	2.09%	0%	2.09%	2.15%	0%	2.15%	1.35%	0%	1.35%
Reducing emissions of hazardous air pollutants	0.08%	0%	0.08%	0.46%	0%	0.46%	0.34%	0%	0.34%
Waste water treatment	18.26%	0%	18.26%	16.73%	1.10%	17.83%	14.67%	0.27%	14.94%
Agricultures for agricultural sustainability	9.29%	0.03%	9.32%	11.53%	0.06%	11.59%	10.74%	0.60%	11.34%
Sustainable food	15.94%	0%	15.94%	13.09%	0%	13.09%	12.90%	0%	12.90%
Eco Friendly	3.61%	0%	3.61%	2.37%	0%	2.37%	2.20%	0%	2.20%
% of products sold	49.28%	0.03%	49.31%	46.34%	1.16%	47.50%	42.20%	0.87%	43.07%
<b>Sales and marketing data</b>									
chemical-based products for people's well-being	40.41%	10.28%	50.69%	40.61%	11.89%	52.50%	45.77%	11.16%	56.93%
Products sold in total	89.69%	10.31%	100%	86.95%	13.05%	100%	87.97%	12.03%	100%
% of products sold			100.00%			97.62%			106.53%

Short-term / Long term goals of Sustainability principles	
Energy management operations 2022	Energy management operations 2023-2026
Implementations in year 2022	
<ul style="list-style-type: none"> <li>- The additional 1MW capacity to Solar farm at Chong Sarika plant to generate the clean and eco-friendly energy is expected to complete in 2023.</li> <li>- Using eco-friendly equipment and tools</li> <li>- Implement practical value chain management cooperatively with both internal and external stakeholders in aspects of society and environment towards sustainability goal.</li> <li>- Establish the risk mitigation from Climate Change and Natural Disasters by mean of greenhouse gas emissions data collection to be further analyzed for greenhouse gases emissions reduction plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Observe greenhouse gas emissions throughout the business process to develop the organizational greenhouse gas emissions reduction</li> <li>- Using eco-friendly equipment and tools</li> <li>- Finding alternative sources of fuel or renewable fuel</li> <li>- Promote the development of Eco-design engineering that can reduce pollution including greenhouse gas emissions and environmental impact</li> <li>- Find the solution in reducing the greenhouse gas emissions and waste including promoting renewable resources</li> <li>- Promote optimal use of resources, reduce fuel consumption or use the alternative energy to reduce the environmental impacts</li> <li>- Collect greenhouse gas emissions data correctly in accordance with the criteria by the regulators to be used for finding guidelines for emissions reduction plan.</li> <li>- Continuously innovate and develop lime products for customers who use lime products in order to reduce the environmental impact in various ways, thus promoting and reducing the impact on the environment</li> <li>- Promote and participate in reducing environmental impacts such as waste sorting, waste management, encourage all to use the eco-friendly materials or equipment, etc.</li> </ul>
<b>Sustainable Development Goals (SDGs) for identifying targets and practices</b>	
	

### 3.4 Sustainability management in a social dimension

#### 3.4.1 Policy and Guidelines

##### Human Rights Policy

Golden Lime Public Company Limited (“The Company”) focused on implementing guidelines for human rights respect which are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, etc. Everyone is entitled to these rights without discrimination.



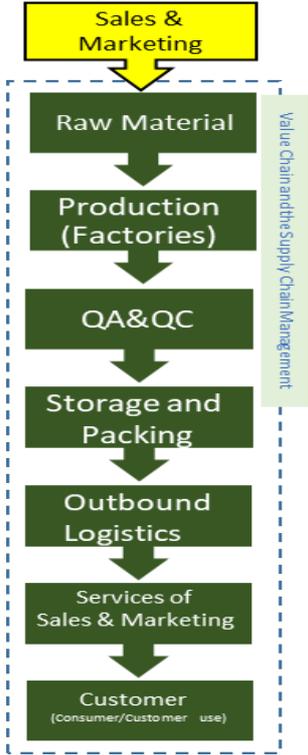
To implement actionable human rights sustainability practices jointly between companies and relevant stakeholders throughout the business chain. Therefore, the Company has established duty guidelines for business operations to cover the implementation of human rights principles reference the framework under the UNGP (United Nations Framework and Guiding Principle on Business Human Rights), which address business operation responsibilities in Human rights consists of:

<b>The State duty to Protect Human Rights</b>	Actions to promote and protect against human rights violations related to business operations
<b>The Corporate Responsibility to Respect Human Rights</b>	To establish practice guidelines and promote accountability by implementing and respecting human rights with relevant stakeholders
<b>Access to Remedy</b>	To determine a way to correct, rehabilitate, compensate, heal when an impact occurs. or human rights violations arising from business operations

By defining the framework for the implementation as follows:

#### 1. To ensure risk assessment in human rights impacts in business operations by analyzing the stakeholders' group related to the business supply chain.

Scope of stakeholders' assessments through business supply chain	Stakeholders Assessments of risk and impact to human rights throughout supply chain	
	<p>Human rights in the establishment</p> <ul style="list-style-type: none"> <li>- Rights of Employee /Contractors</li> <li>- the establishment</li> </ul>	<p>Communities and environmental rights</p>
	<ul style="list-style-type: none"> <li>- Working Conditions</li> <li>- Safe and Healthy</li> <li>- Discrimination</li> <li>- Freedom of Association</li> <li>- Personal Protection Data</li> <li>- Safe and hygienic working conditions</li> <li>- Forced labor or child labor</li> </ul>	<ul style="list-style-type: none"> <li>- Standards of Living and Quality of Life</li> <li>- Community Health and Safety</li> <li>- Mitigation to reduce Impact of Pollution Waste &amp; Hazardous</li> <li>- waste management and dangerous goods</li> <li>- Energy and water security management</li> </ul>

Scope of stakeholders' assessments through business supply chain	Stakeholders Assessments of risk and impact to human rights throughout supply chain	
 <p>The flowchart illustrates the supply chain process. It starts with 'Sales &amp; Marketing' (yellow box), followed by 'Raw Material', 'Production (Factories)', 'QA&amp;QC', 'Storage and Packing', 'Outbound Logistics', 'Services of Sales &amp; Marketing', and finally 'Customer (consumer/Customer use)'. A vertical label 'Value Chain and the Supply Chain Management' is positioned to the right of the main flow.</p>		- Biodiversity Conservation
	Human rights of distributors, partners and contractors  	Human rights of customers and competitors 
	<ul style="list-style-type: none"> <li>- Creating engagement with partners in human rights</li> <li>- Supplier Code of Conduct to comply with the human rights such as</li> <li>- Legitimate employment practices and conditions</li> <li>- Health and Safety of Employees</li> <li>- No illegal labor (Child labor, foreign labor)</li> </ul>	<ul style="list-style-type: none"> <li>- Equal access to goods and services</li> <li>- Right to access information and services</li> <li>- Safety of using products and services</li> <li>- The right to confidentiality and protection of personal information</li> <li>- Not destroying the reputation of competitors</li> <li>- Restrain entering into and implementing monopoly agreements</li> <li>- Avoid anything that leads to disputes</li> </ul>

### Human Right Risks Assessment Criteria

The guiding principle in assessing the composition or severity of risk issues concerning human rights impacts are as detailed in **Table no.1**, whereby the organizational stakeholders and related partners can follow these guidelines in consideration and assessment of risks according to guidance in **Table no.2**.

<b>Table 1 : Human Rights Risks Assessment : Severity</b>	
Scale	How violent the impact is, for instance, high-risk impacts on the right to life or the health and safety of workers.
Scope	How many people are or will be affected – for example, impacts on the livelihoods of entire communities or the freedom of association of entire workforce.
Remedial	For high-risk impact, corrective, rehabilitative, compensated, and treatment guidelines should be established when an impact or a violation of human rights occurs.

Table 2: Criteria for Severity				
Level of Risks	Low	Medium	High	Extreme
Scale of Impact	Minor impact to health and safety: (First aid case)	Slight impact to health and Safety: minor injury or illness (no loss time)	Moderate impact to health and safety: serious injury that needs rehabilitation (loss time injury)	Significant impact to health and safety: physical disability or fatality
Scope (Number of Impact)	No negative impact to stakeholder	Impact to some stakeholders in particular stakeholder group	Impact to most stakeholders in particular stakeholder group	Impact to all stakeholders group (such as local communities, employees, and suppliers)
Remediability	Take less than a year (< 1 year) to restore the impact	Take 1-3 years to restore the impact	Take 3-5 years to restore the impact	Impossible to restore or will take longer than 5 years (> 5 years) to restore the impact
Criteria of Likelihood				
Level of Risks	Very unlikely	Unlikely	Likely	Very likely
	<b>Almost Never (&lt;10%)</b>  Human right violation has never occurred in the company's business activity, but has happened to peers (never/unlikely to happen in 10 years)	<b>Unlikely (≥ 10% - ≤ 50%)</b>  Human rights violation has happened in the past and may continue to occur sometimes in a department (happened/may happened 1-4 times in 10 years)	<b>Likely (≥ 50% - ≤ 90%)</b>  Human right violation has happened in the past and may continue to occur frequently today (happened/may occur 5-8 times in 10 years)	<b>Very likely (≥ 90%)</b>  Human right violation has occurred in an ongoing manner until now (happened/may happened every year)

## Human Rights Risk Assessment

For Human Rights Risk and Impact Assessment, there are two types of risk to consider:

- **Inherent Risk**, which is the level of risk inherent, or natural, to the situation. It is based on the nature of the context when no mitigation measures are in place.
- **Residual Risk**, which is the level of risk with all the measures and controls are in place.

The process to assess impact of registered Human Rights Risks is as follows.

1. Assess inherent risk level of identified human right risks using the risk criteria in **Table 1**, which assess the likelihood and the severity (scale, scope and remendability), and determine the

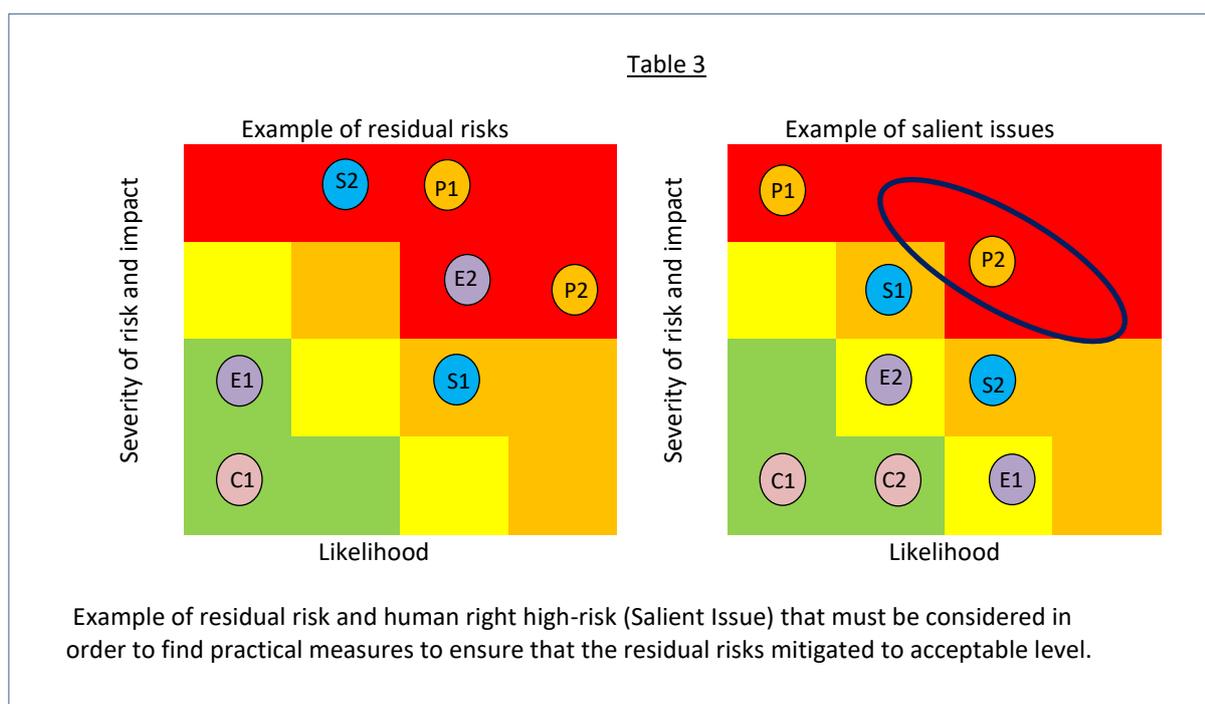
significance of the risks prior to the company’s implementation of control or mitigation measures.

2. Assess residual risks level by using the same assessment criteria with inherent risk level. However, in this step, the company needs to consider current mitigation measure and controls identified in **Table 2**
3. After the impact assessment, impact issues are prioritized by severity level against human rights of affected people. This must be discussed with either affected stakeholders or their representatives considering the size and severity of impact by preparing a severity level according to the example in **Table 3**.
4. Select the top human rights salient issues once all residual risks are finalized and placed in the matrix. The salient issues refer high priority risks (Red level) that require further actions to appropriately mitigate the risks. In other words, those human rights risks are determined to have high level of impact, the company should therefore prioritize them. This can be achieved by reviewing existing risk management measure, as well as publishing additional measures to further mitigate risks.

**Example :** To create risk assessment diagram to address potential human rights impacts on each group of stakeholders in order to prioritize high-risk issues or severe risks to find actionable measures to keep the residual risk at an acceptable level

Example of addressing risks and risks assessment

Communication to stakeholders		Risk issues with stakeholder groups
E	Employee	E1 Issues related to employees No.1st
P	Public	P1 Issues related to society and environment No.1st
S	Supplier	S1 Issues related to partners/suppliers No.1st
C	Customer	C1 Issues related to customer No.1st



## 2. Human rights policy

The Company has established policies and business ethics by laying out guidelines for compliance with the respect for human rights by treating everyone equally regardless of national origin, race, sex, age, skin color, religion, disability or any status unrelated to work, including providing fair employment conditions and opportunity for equitable advancement. The supervision and practices are implemented to prevent harassment or intimidation or infringe upon personal liberties between executives, employees or those related to the Company to increase the recognition and respect to individuals' privacy rights and operate following the Personal Data Privacy Policy. The Company, therefore, sets out the framework for human rights implementation as follows:

### ▪ SUTHA practices to implement Human Rights principles

SUTHA values the importance of human rights principles by placing importance and value on human rights and dignity to human capital which is the fundamental factor that will lead the organization to success. The Company's human rights practices are as follows;

1. **Scope of action plan on human rights** The Company action plan on human rights covers stakeholders, executives, employees, shareholders, business partners, customers, competitors, society, environment and communities who are relevant to the Company's business in order for stipulating guidelines to strictly adhere to human rights guidelines.
2. **Respect for human rights** by requiring concern on the rights of employees and stakeholders without discrimination against any person on perspective, race, skin color, religion, disability, national origin, genetic information, gender, pregnant woman, age, sexual orientation, gender identity, gender expression, marital status, nationality or any other status under human rights principles. The Company practice is to ensure fair human rights that are reasonable and suitable with the Company's business conditions and operations to focus on eliminating injustice discrimination, intimidation and all kinds of violations of rights by laying out a clear framework of guidelines to enable all group of stakeholders to understand and be able to follow the below guidelines.
  - 2.1 Employees at all levels understand the laws related to their duties and their responsibilities in order to perform their duties with prudence and caution. If there is any unclear situation threatening or violating laws or human rights principles, consult supervisors or executives in the department.
  - 2.2 Executives and employees should cooperatively prepare a collection of laws, rules, regulations related to their responsibilities by categorizing relevant information for their own study and understanding. If any necessary training courses is needed, the head of department shall be informed to arrange such proper courses to staff to ensure thorough understanding before performing their duties without affecting the business processes affecting either internal or external stakeholders.
  - 2.3 The Company promotes compliance with international human rights principles by providing information to employees and related parties to understand the basic human rights principles that are essentials to know to prevent human rights violations.
  - 2.4 When employees are required to perform their duties in a foreign country or abroad, they should study beforehand the laws, customs, traditions and culture of that locality to ensure not taking any prohibited object, not to do anything illegal or contrary to tradition and local culture.
  - 2.5 The Company has established guidelines for the implementation of human rights as a code of conduct for employees, executives, business partners and all group of stakeholders

including agents and contractor workers who work under contracts with the company, both temporary and contract) the supplier of all products or services, consulting services, wholesalers, raw material suppliers or all types of service providers to comply with human rights policies and guidelines.

- 2.6 The Company expects a mindful cooperation between the Company and its customers in order to implement human rights guidelines.

### 3. Compliance with human rights policy

Adhering to The Company's human rights policy executives, and employees at all levels implement and promote human rights actions to business partners, suppliers, customers and stakeholders as per guidelines given for stakeholders in compliance with the Code of Business Conduct and practices of human rights policy. The Company ensures proper compliance with the laws applicable to this policy by appropriately revising and reviewing upon a change in the rules or procedure according to the Human rights standards at a minimum required level to be carried out in accordance with the policy.

### 4. Human Rights Policy in the establishment

**4.1 Freedom of association or collective bargaining** Allowing employees, the freedom of association and collective bargaining not contrary to laws, royal decree, statutes, or organizational rules to negotiate fairly under general rules or rules of the organization as well as appropriately to the conditions of business.

**4.2 Forced labor** Labor operations are carried out in compliance with applicable labor laws in each locality and there is no illegal forced labor.

**4.3 Employment** is in compliance with the law and only legally licensed migrant /foreign workers are eligibly employed with pre-employment verification to simply confirm the employment information provided by the candidate. All assigned works to all groups of employees are voluntary consent which are free from coercion and all practices towards employees are in accordance with the relevant laws.

**4.4 Minimum age of employment** No child labor in accordance with local labor laws

**4.5 Equality of treatment, there** shall be honesty, equity and fair treatment in the workplace to ensure all employees are treated with respect and dignity regardless of where they work. All employees are employed under applicable legal terms and conditions of employment or usual practices including receiving proper training as per the framework of guidelines as follows:

- **Fair and Equitable Treatment;** The Company has established guidelines for compliance with the principles of equality within the establishment as follows:

**Recruitment and selection of employees:** The Company offers equal job opportunity regardless of race, religion, skin color, gender, age, cultures or personal belief , gender-diverse people, vulnerable group such as female ,underprivileged people ,the elderly, minorities and foreign workers ,outsourced worker and local communities that may be involved in business activities. The Company also establishes the specific guideline in order to support the Government's policy in hiring people with disabilities, however, if the Company cannot meet the government regulations, the Company willingly contributes to the State Fund for Rehabilitation of Disabled Persons Fund.

The Company has no policy of exploitation by violating the human rights of child labor and no employment or contract for child labor. Instead, upon corporation with educational institutes, the Company provides career support through career development internships or on-the-job training programs that comply with regulations and laws on students' consent and voluntary basis to attend training. Students are welcome to participate in the training for academic curriculum assessment, which shall be proposed with a confirmation letter from by their

schools. The students will be advised to work according to the training guidelines without enforcement and overtime. Interns do not have wages, just allowances or travel expenses, food welfare or other welfare according to the criteria of each training establishment  
The compensation for employees is based on fairness and appropriateness with their duties and responsibilities in consistent with wage management according to the ability of an individual employee and legal wage rates including the determination of fair and appropriate benefits and welfare.

- **Anti-Slavery and Human Trafficking** All relevant business activities shall not involve slavery, human trafficking but insist on helping ending slavery and human trafficking including forced labor, child labor, and illegal labor.
  - **Non-discrimination and no torture** by treating stakeholders with respect and dignity, building and maintaining positive relationships, unity but prohibiting harassing, destructive behavior, torture, mental, physical, sexual or verbal abuse including threatening, or intimidating.
  - **Respecting employee Privacy Rights** Including complying with the law on the protection and protection of personal information of customers, business partners, employees and other relevant stakeholders.
  - **Providing safety supervision** for both personnel and workplace in order to operate and perform safely including having an appropriate working environment.
- 4.6 Working hours and holidays** in compliance with all applicable laws including labor regulations for normal working hours, overtime hours, regular breaks, rest breaks, holidays, leave days, etc.
- 4.7 Wages and Benefits** To pay wages and benefits to employees at least at the rates required by law or labour standards including carrying out any joint agreements between employers and employees on various matters which have been mutually agreed upon.  
To prevent any other form of action that imposes penalties with unlawful deductions of wages and do not discriminate against any form of employment and compensation that is unlawful.
- 4.8 Safety and health** There is a systematic process, safety equipment and management to ensure safe workplace and safe operation to all employees, partners, stakeholders to prevent injury and illness from work.
- 4.9 Working environment** Organizing the working environment to meet the standards required by law in a way to support a safe and positive working environment that does not affect the health of employees such as drinking water, sufficient lighting, proper temperature and proper ventilation. To promote good health and a healthy workplace, proper safety equipment is provided and maintained in accordance with the standards required by law.
- 4.10 Emergency preparedness** to get prepared for emergency situations, such as alerts and evacuation procedure, emergency training, contingency practice, sufficient and practical first aid equipment, fire protection plan, firefighting equipment, adequate emergency exit, emergency response plan and procedure including medical treatment in case of emergency.
- 4.11 Product quality and safety** All products and services delivered either from partners or the Company shall meet the quality and safety requirements. All products and services are to be delivered on time with sufficient product-related information to ensure safe use of the product and prevent any impact to the safety and the environment. By this, all partners must not violate any labor laws and human rights.
- 4.12 Social and Environmental Sustainability** Conforming to environmental laws, regulations, and standards including other actions to prevent the operating process from negatively affecting society and the environment by careful management and focusing on operating with social and environmental responsibility.
- 4.13 Anti-corruption** in cooperation with business partners, customers and all stakeholders to comply with the code of business conduct through recognizing that corruption is a major obstacle for the ongoing sustainable development. All group of stakeholders shall not either directly or indirectly offer or promise any personal benefit or improper benefit to maintain business operations or receive other benefits from outsiders whether government or private sectors, business partners; not pay or accept bribes or all types of corruption.

### 3. Preventive measures and impact management

#### Human Rights Risk Management

Measures to prevent or reduce the impact from risks to human rights are in accordance with the results of human rights risk assessments addressed then providing following operational guidelines according to the level of risk

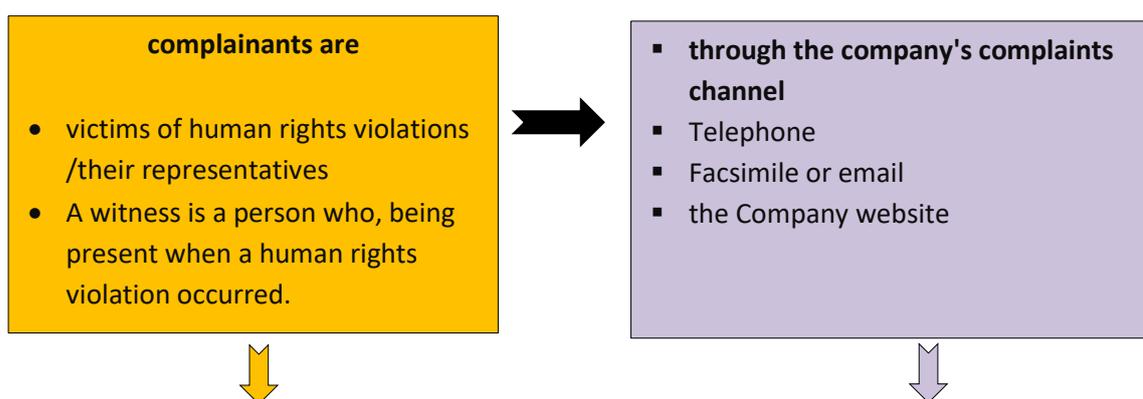
Level of Risks		Execution
	<b>LOW</b>	Take action to control and mitigate the impact and to monitor the situation regularly to reduce the likelihood of an issue or a trend towards high risk.
	<b>MEDIUM</b>	Management attention should be given to establish measurements to mitigate the risks and to regularly and continuously monitor risk issues.
	<b>HIGH</b>	Measures must be taken to minimize the risks to an acceptable level.
	<b>VERY HIGH</b>	Risk cannot be justified save. The Company must immediately cease any activity related to that risk.

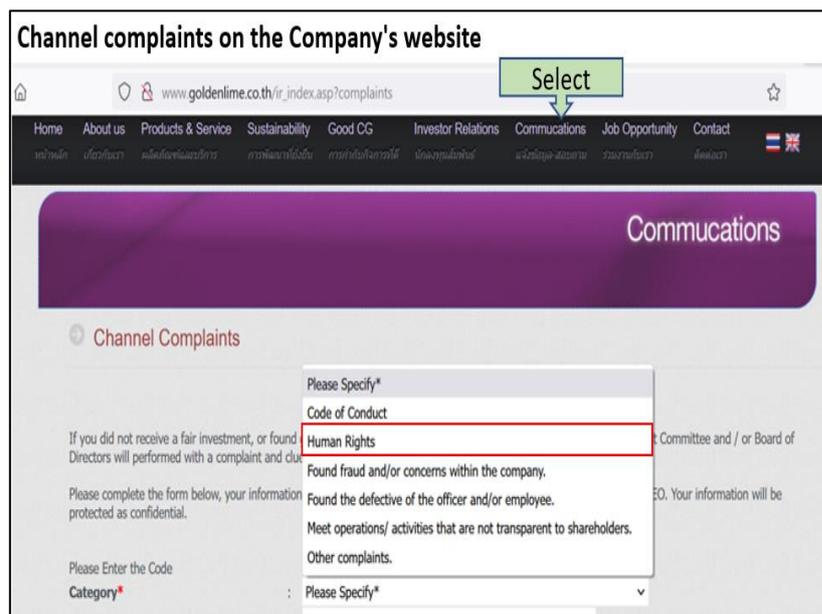
#### Impact and Management

After assessing the risks issues, The Company or stakeholders should establish measures to manage the impacts especially those are considered high risk for mitigating and minimizing negative impacts with prevention of human rights violations by guideline and measures as follows:

- Approaches and measures to mitigate human rights impacts need to be in accordance with international human rights standards and human rights-based management approaches.
- Compensation and effective remedy under human rights principles should be categorized according to context and type of violations in remedying the human rights damage by healing, apology, restoration, financial compensation or other non-monetary ways and punitive enforcement measures (whether criminal or administrative (such as fines) and the prevention of damages by means of a court order prohibiting or guaranteeing their recurrence, etc.). The procedures for providing remedies should be neutral to prevent fraud and free from political interference and others which may affect remedies. (Remedy framework from the National Human Rights Commission Manual)

### 4. Monitoring of human rights action and providing an appeal channel for those complainants for the collection, verification, and use of information on breaches of human rights.





Process for complaints handling	Responsible persons
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">receive and register complaint</div> <div style="text-align: center; margin: 5px 0;">↓</div> </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">relevant sector or secretary to the relevant sector/committee</div>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">acknowledgment and review</div> <div style="text-align: center; margin: 5px 0;">↓</div> </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">head of department related to the impact</div>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">investigate (Proceed with fair investigation process)</div> <div style="text-align: center; margin: 5px 0;">↓</div> </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Managing Director to assign responsible persons and those responsible for relevant matters to conduct a fair investigation</div>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">report and response</div> <div style="text-align: center; margin: 5px 0;">↓</div> </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">The assigned coordinator is to respond and contact with a said victim or his representative.</div>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">corrective action</div> <div style="text-align: center; margin: 5px 0;">↓</div> </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">The responsible unit taking corrective action in accordance with the measures already discussed with all stakeholders to reduce the impact or compensate as a remedy to those affected or victim.</div>
<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center; width: 40%;"> <div style="text-align: center; margin-bottom: 10px;">↓</div> <div style="border: 1px solid black; padding: 5px; width: fit-content;">Follow-up and closing a complaint</div> </div> <div style="width: 50%; text-align: center;"> <div style="border: 1px solid black; padding: 5px; width: fit-content;">appeal – reconcile/ compensation process</div> </div> </div> </div> </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">The responsible unit is to report to all parties involved after completion of corrective action to close a complaint.</div>

### Responsibility and follow-ups

The follow-ups process starts from receiving issues from responsible unit to notify the chief or supervisors respectively. Then in case the issue is considered a high-risk or high-severity issue, it must be reported in order from the department level, to the Managing Director to the meeting of the executive committee or any relevant committees depending on the impact and severity of the issue. If the issue is considered high or very high risk causing big impact to outsider, its impact and damage should be brought into mitigation plan for implementing correction, mitigation, and remedies, compensation to provide relief to those affected or to have corrective action to get back to normal state or the risk level is reduced to an acceptable level.

### 5. Remedy guidelines

- Responsible persons establish measures to correct, rehabilitate, compensate, heal when the impact occurs or human rights violations arise from business operations.
- Remedies for human rights violations include an apology, restoration, financial compensation or other non-monetary ways with fairness to all parties both the affected and the Company and its stakeholders under agreements that are mutually agreed upon by all parties.

### 3.4.2 (1) Performance in Employees and Labor

#### Employee Fair Treatment

SUTHA exhibits fair treatment in the workplace and honors employee rights following Law on Labor Protection and Welfare and ethics in promoting justice and safeguarding employee rights for a positive workplace environment. The Company also promotes progression opportunities, efficiency development, living wage standards in accordance with human rights and labor of the United Nations (United Nations) and human rights policy. Employees can exercise their rights to negotiate as a welfare committee where representatives of all employees participate to discuss and resolve any conflicts that may arise. The Company will not employ people against their will, and will not use child labor. The Company will comply with the employment laws and regulations of the equal and impartial treatment without stigmatization of minority or vulnerable groups.



The Company provides a safe and hygienic working environment in compliance with the laws, international standards, free from drugs and fair treatment to all employees regardless of race, ethnicity, nationality, class, caste, religion, belief, sex, gender, skin color, disability or any status that is not related to work as well as fair employment and supervision to assure there are no threats, no violations of personal rights among the directors and employees with the respect to the right of privacy personal autonomy under the privacy policy as disclosed on the company's website or scan this QR\_Code for more details.

Human Resources Policy and practices towards employees



Personal Data Protection Policy



Personal Data Protection Notification for Stakeholders



Employment		Year 2022		
Yearly data	Unit	SUTHA	Subsidiaries	Total
Total number of employees	Person	250	197	447
> number of male employees	Person	159	140	299
> number of female employees	Person	91	57	148
<b>Number of Employees by Age</b>				
> Number of male employees classified by age	Person	159	140	299
> Male employees under 30 years old	Person	46	16	62
> Male employees aged 30 - 50 years old	Person	85	62	147
> Male employees over 50 years old	Person	28	62	90
Number of female employees classified by age	Person	91	57	148
> Female employees under 30 years old	Person	22	19	41
> Female employees aged 30 – 50 years old	Person	48	29	77
> Female employees over 50 years old	Person	21	9	30
Number of male employees classified by position	Person	159	140	299
> Male employees, operational level	Person	148	125	273
> Male employees, management level	Person	8	13	21

Employment		Year 2022		
Yearly data	Unit	SUTHA	Subsidiaries	Total
> Male employees, senior executives	Person	3	2	5
Number of female employees classified by position	Person	91	57	148
> Female employees, operational level	Person	86	52	138
> Female employees, management level	Person	5	5	10
> Female employees, high-level executives	Person	-	-	-

Equal Employment opportunity without discrimination regardless of age and disability

**Equal Opportunity Employment without discrimination, covering the disabled / the elderly or other groups, etc.**

Yearly data	Unit	Year 2022		
Employment of Disabled Persons		SUTHA	Subsidiaries	Total
> Number of Disabled Persons employed	Person	3	2	5
The ratio of employees to employees with a disability (100 : 1)	( 100 : 1 )			

**Employment termination**

Yearly data	Unit	Year 2022		
Number of employees terminated		SUTHA	Subsidiaries	Total
> By resignation / terminated	Person	42	130	172
> Male employees terminated	Person	33	105	138
> Female employees terminated	Person	9	25	34

**Employee Compensation**

Yearly data	Unit	Year 2022		
		SUTHA	Subsidiaries	Total
<b>Short term Compensation of Employees</b>	<b>Baht</b>			
Number of All Level Employees (Included In-Out)	Persons	288	315	603
> Number of Male employees	Persons	191	291	422
> Number of Female employees	Persons	97	84	181
Total amount of compensation	Baht	111,374,911	50,338,357	161,713,268
Average Compensation per Employee	Person	386,718	159,804	268,181
> Compensation for Male employees	Baht	80,752,048	37,693,281	118,445,329
> Compensation for Female employees	Baht	30,622,863	12,645,075	43,267,938
> Average compensation for Male employees	Baht	422,786	163,174	280,676
> Average compensation for Female employees	Baht	315,700	150,537	239,049
<b>Welfare arrangements for employees</b>	<b>Baht</b>			<b>9,125,284</b>
<b>The voluntary provident fund</b>				
> Number of voluntary members of the provident fund	Person			197
> Employer's contribution	Baht			2,520,648
<b>Long-term or post-retirement compensation</b>	<b>Year</b>			<b>Y2022</b>
Employee's benefit based on the age of employees and the period of employment	Baht			3,476,278

<b>Training and development</b>				
Yearly data	Unit	(Not include Subsidiaries)		
		Y2020	Y2021	Y2022
<b>The total number of employees attending training</b>	Person	329	348	479
> Average Knowledge training hours of employees	hrs./person/year	8	7	12
> Expenses for Knowledge training and staff development	Baht	155,300	46,700	585,710

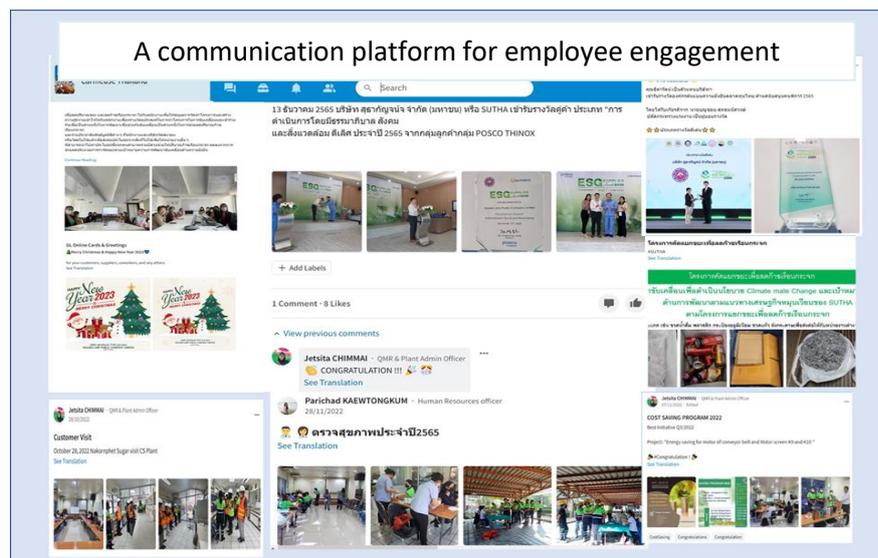
<b>Caring for employees to improve their quality of life and good working environment Safety, Occupational Health, and Working Environment of Employees</b>				
Yearly data	Unit	(Not include Subsidiaries)		
		Y2020	Y2021	Y2022
<b>Total working hours of all employees</b>	Hour	44,000	43,800	46,963
<b>Accidents and injuries statistics</b>				
> Lost time injury and Lost time incident	Time	4	5	6
> Injured worker with more than a day away from work	Person	2	3	5
> Fatality	Person	-None-	-None-	-None-

<b>Voluntary, engagement and inclusivity</b>				
Yearly data	Unit	(Not include Subsidiaries)		
		Y2020	Y2021	Y2022
<b>Number of employees who voluntarily resigned</b>	Person	20	44	42
Employees' voluntary resignations		20	44	42
> male voluntary resignations	Person	-	-	33
> female voluntary resignations	Person	-	-	9

<b>Collective bargaining for labor disputes resolution or for expectations</b>				
Yearly data	Unit	SUTHA	Subsidiaries	Total
> Major labor disputes	Have/None	-None-	-None-	-None-

## Major development in Y2022

Beekeeper is a communication platform supported by the indirect shareholder, the Carmeuse group, to improve the communication across our organization. Employees are now connected to their own devices via this application, which is also a key to employee engagement. In Y2022, the Beekeeper platform was localized, installed, and trained to employees in order to be involved in organizational activities through online publications via smartphones, PCs, laptops by installing the Beekeeper to stay relevant, engage and share opinions.

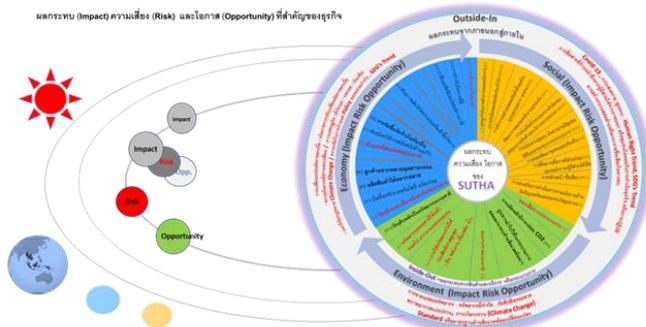


## Training and Professional Development

Professional Development and career progression includes providing in-house and external trainings totaling 2,984 Hrs. averaged , 12 hrs. per person as in plan. The training programs given are as follows;

### Sustainability Management Course and Workshop Activities S01-S04

Engaged in the SD Journey project of the Stock Exchange of Thailand, the sustainability team of 21 personnel from diverse departments joined the workshop session between 7-8, 14-15, 21-22 and 27 July 2022 in 6 training hrs. per day, totaling 7 days, conducting a thorough materiality assessment to identify and prioritize the issues that matter most to our business and stakeholders to develop sustainability suitable activities.



**Course training related knowledge for environment**

On December 23, 2022, at SUTHA head office, there was a knowledge training of Recycle waste sorting as sorting of waste is critical to increasing the amount of waste that is recycled, as well as quality of recycled materials that could help mitigate the greenhouse gas emissions.

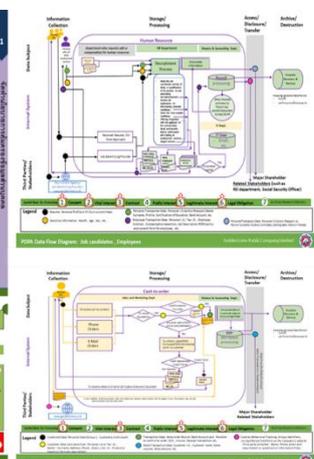
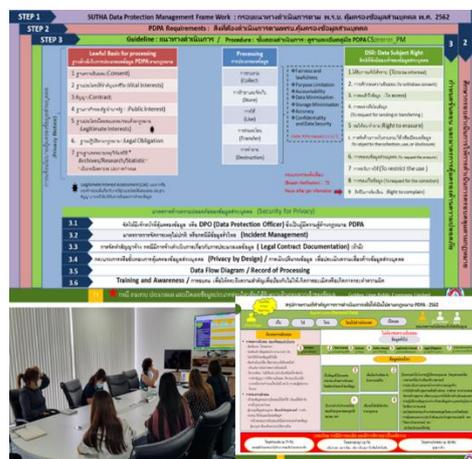
By this knowledge sharing, SUTHA staff can be aware of the sustainability development goal of the Company and take part in driving the sustainability business development to reduce greenhouse gas emissions and learn more on relevant sectors and recycling volunteers that accepts recycling waste to extract high-quality resources from waste as much as possible. All eventually can contribute to reducing of greenhouse gas emissions and involve in SUTHA sustainability development.



Following climate change and sustainability goals under the company's circular economy.

SUTHA initiated the waste separation to help reduce greenhouse gas emissions as per the Thai Listed Companies Association.

**Personal data protection course**, there was online training regarding Personal Data Protection Act ; practice for employees and departmental representatives.



Training Program (excluding the subsidiaries)			
GROUP OF COURSES	Training Houses		
	Y2022	Y2021	Y2020
Productivities & Efficiency	504	135	144
Rules, Regulation and Laws	70	6	186
Health Safety & Environment & Energy	942	809	1536
Personnel Management	138	20	
Preventive Maintenance	-	27	
ISO standard: Requirement and Risk Assessment	315	78	75
Specific job skill via driving, craftsmanship	505	534	132
Accounting & Financial & BOI tax benefit	39	24	32
Directors Course SD, CG, Anti-corruption, IR, Disclosure, CSR, DAP, DCP by SEC/SETTLCA etc.	472	28	18
<b>Total Training Hours</b>	<b>2,984</b>	<b>1,661</b>	<b>2,123</b>
<b>Number of Employees attended the training Courses</b>	<b>479</b>	<b>348</b>	<b>329</b>
<b>Average Hours per Employees</b>	<b>12</b>	<b>7</b>	<b>8</b>
<b>Training Expenses (Baht)</b>	<b>585,710</b>	<b>46,700</b>	<b>155,300</b>

**Other courses are in below summary**

Besides, the Company also provides access to online trainings arranged by the SET and SEC for relevant employees to attend such online training which will be not kept as the Company training record. For storing and sharing of knowledge, rules, instructions, each department has a departmental folder as a shared database. The Company also cooperates with key shareholders to construct knowledge management program as learning system to develop work performance and learn from others 'experience in the same business, etc.



**Corporate opinion and satisfaction survey**

The initiated an opinion and satisfaction survey to explore employees' ideas at both operational and management levels for the year 2022. The participation keeps survey of Golden Lime rate was 18% and the first three questions were regarding their happiness at work, how they felt valued as an employee, and their energy/morale level while at work. The engagement for all three questions is overall good. The results are positive, with an average score of 6.5 out of 10, which resonates with what the Company has resulted from the engagement to improve activities for People and happiness of work.



Sustainable Development Policy Actions throughout 2022	Short-term / Long term Sustainability Goals	
	2023 Action plan	2024-2026 Action plan
<p><b>Treating labor fairly and respect to the human rights</b></p> <ol style="list-style-type: none"> <li>Throughout Y2022, Zero Labor Disputes and none of violation of human rights at workplace. The Company provided knowledge and skill training that are relevant and consistent with its strategies and development plans.</li> <li>No illegal labor, no child labor No forced labor. Based on the key stakeholder’s assessment, there was none of human rights violation, illegal labor, child labor or forced labor</li> <li>Promoting employment of the disabled in a number as required by law and the establishment of a welfare committee, under Human rights principles in collective bargaining for welfare</li> <li>None of loss and damage compensation given to those who have suffered as no damage and impact arises</li> <li>Promoting constructive comments/suggestions and engagement via Beekeeper for further development</li> <li>Encourage employees to take part in social and environmental responsibility.</li> <li>Arranging and maintaining safe, clean, and hygienic workplace</li> <li>Fair employment management based on work performance, capability, and economic conditions.</li> <li>Follow Personal Data Protection policy in compliance with the Personal Data Protection Act towards employees and stakeholders as disclosed in the Company website.</li> <li>Conduct the policy review in order to implement Human Rights Policy</li> </ol>	<p><b>No labor disputes and violations and complaint about human rights violations</b> <b>Followed the ESG framework</b></p> <p><b>Average Training Hours</b> <b>12 hrs. / person</b></p>	<p><b>No labor disputes and violations and complaint about human rights violations</b> <b>Followed the ESG framework</b></p> <p><b>Average Training Hours</b> <b>12 hrs. / person</b></p>
	<ol style="list-style-type: none"> <li>Data collection according to Sustainability development indicator</li> <li>Suggestions of employees are processed appropriately.</li> <li>Complaints of employees (if any) are quickly and fairly resolved to reduce conflicts.</li> <li>Employees are involved in various activities of the company and other units in the community.</li> <li>Cultivate safety at work practices to minimize work illness and incident for zero LTI</li> <li>Developing cooperation in the implementation of human rights practices of key stakeholders in the business value chain.</li> <li>Training for internal parties to assess risks and human rights impacts</li> <li>Provide considerably online training courses that are proper and helpful for employees to attend.</li> </ol>	<ol style="list-style-type: none"> <li>Data collection according to Sustainability framework</li> <li>Suggestions of the employees are continually processed.</li> <li>None of Complaint of employees and stakeholders</li> <li>Employees are volunteering in various social activities for communities’ development</li> <li>Zero LTI within 2025.</li> <li>Create SDGs promotional activities or any other practical and possible activities contributing to SDGs</li> </ol>

### 3.4.2 Performance in Social Dimension



#### (2) Safety-based Performance Development

SUTHA has implemented sustainability management in aspect of society by establishing excellent management practices with a focus on health and safety and occupational health under ISO 45001 (OHSAS 18000) standard. The Company aims to emphasize on prevention, decrease of workplace lost time accidents and/or accidents that need medical care to zero accident. The Company responsibilities for safety, occupational health and the environment in the workplace are consecutively affecting customer relations and consumer responsibilities. In addition, the Company has focused on competency development of employees by providing proper training, fair labor practices, promoting human rights and building good relationships with communities by participating and supporting activities within the community and enhancing participations of Stakeholders.



#### o Safety and Occupational Health Policy

Golden Lime Public Company Limited shall be a leading company in milling, grinding and lime production. The Company's goal is zero lost time accident; thus, the following health and safety measures were carefully set:

1. The Company requires employees in all levels to jointly operate their tasks with safety awareness to themselves and others around them.
2. The Company is to improve working environment as well as encourage safe operation with providing and monitoring using of safety equipment/instruments and maintain workers 'health and sanitation.
3. The Company appoints a health, safety and environmental committee to every project.
4. All supervisors must be responsible for safety of all subordinates and strictly follow safety regulations.
5. The Company is to provide support for all activities enhancing safe operations.
6. The Company still monitors and evaluates all safety practices regarding the safety and occupational health policy.
7. The company shall adhere to the law and various regulations on safety and occupational health.
8. The Company is to publicize the policy to its employees and the general public

#### o Process Safety Management



The Company realizes and takes Safety First as a top priority for all personnel's operations. The Company ,hence, considers Safety Management as a fundamental policy for business sustainability and building safety culture to the Company is one duty of employees and Stakeholders in order to parallelly drive operational safety management, personal safety management and occupational Health management to maintain international standards

and to ensure that employees, contractors as well as key stakeholders in processes throughout the business value

chain be able to work together safely in order to reduce hazards and mitigate the possible risk factors and impacts threatening to life and property.

### At production process

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

### Reliability & Integrity management

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

### Employees Health Care & Safety and Occupational Health in Working Environment

The Company operates according to the standard of safety and occupational health throughout all business activities. The executives give importance to safety and fully support the safety activities in order for efficiency and sustainability. The information on safety implementation is divided into 7 topics as follows;

1. To improve workplace environment according to the ISO 45001 Safety and Occupational Health Management for fiscal year 2022 budget.

In Y2022, there is none of fatal injuries, illnesses, fatalities and epidemic measures is still in place for ensuring a safe and suitable working environment for employees as follows:

- High-risk employees can exercise their right to ask for sick leave and isolate from other employees. In workplaces where employees sit together in a room with little or no ventilation , a HEPA UV system to filter the air is provided to purify the air to reduce the number of microorganisms or germs to reduce the chance of spreading germs.



#### Annual health checks up



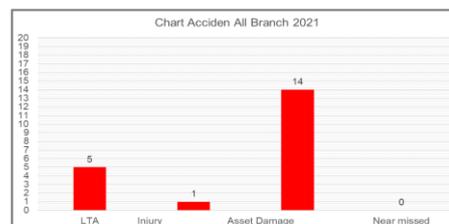
The overall health status and medical checkups of employees result no serious illnesses, no serious sick leave and no indications of serious illness. The results of pulmonary function tests in some employees over 40 years of age were found below the lower limit of normal.

Employees are advised to maintain their health by exercising regularly, quitting smoking and always wear protective equipment while working.

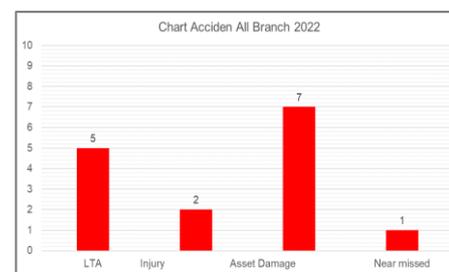
2. Statistic of accident rate and lost time incident

- Total 10 accidents in Y2020; 6 cases to employees and 4 cases to suppliers, 4 cases of LTI and Zero of non-LTI, 6 cases to property damage. Causes are from 6 unsafe Acts (60%) and 4 unsafe conditions (40%) from all accidents causes.

- Total 20 accidents in Y2021; 19 cases to employees and 1 case to suppliers, 5 cases of LTI and 1 case of non-LTI, 14 cases to property damage. Causes are from 16 unsafe Acts (80%) and 4 unsafe conditions (20%) from all accidents causes.



- Total 15 accidents in Y2022; 12 cases to employees and 3 case to suppliers, 5 cases of LTI and 2 case of non-LTI, 7 cases to property damage. Causes are from 1 unsafe Acts (70%) and 4 unsafe conditions (30%) from all accidents causes.



The Company does follow-up for the safety and occupational health implementations regularly including risks review and assessment by the Safety Committee in the ROP monthly meeting. A monitoring process, proposing corrections and incident investigations to identify the problem in working processes, activities, working areas, machines, equipment as well as the operations of the subcontractor are relatively implemented from time to time for either normal or emergency situation as well as immediately report to the top management when there is any accident in order to investigate and set out the preventive measures promptly to prevent recurrence.

The company aims to achieve the Zero Accident by setting the goal to reduce the Lost-Time Injury Severity Rate: ISR to be less than 3 days/1,000,000 working hours and to reduce the Injury Frequency Rate: IFR to be less than 1 time/1,000,000 working hours within Y2023.

3. Prevention of the accident and occupational disease/ work-related disease and creating life quality improvement for the employees and subcontractors

- There are inspections and procurement of protective equipment for employees and maintain the working environment to be safe for employees' lives and properties at all times.



Photos showing the sample of annual workplace environmental Monitoring



Photos of providing PPE and safety equipment for employees and contractors

- The Company emphasizes on staff development in aspect of safety and promoting safety skill and safety awareness at work



Photos of safety orientation given to staff and contractors before operation



Photos of toolbox meeting for log out tag out before machine maintenance operation



Photos from KYT activity provided to contractors before operation

#### 4. Emergency preparedness

24 November 2022 Annual fire drills and fire evacuation course which employees attended basic fire fighting training and “Fire & Emergency Evacuation”

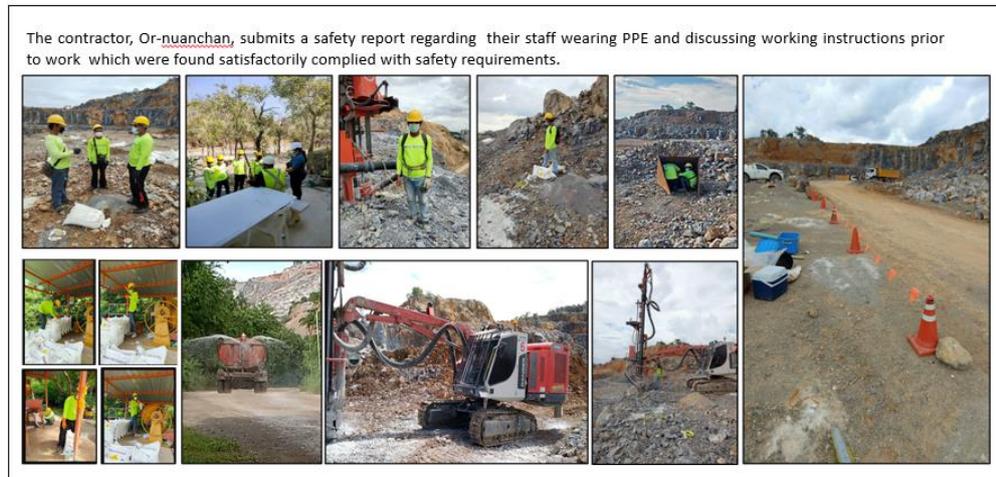


Contingency Plan - the Company has regularly inspected, tested and maintained the fire prevention and extinguishing system in order to prepare for the emergency situations according to the regulations of the Ministry of Industry - the fire prevention and extinguishment system B.E. 2552 the detail as follow:

INSPECTION AND TESTING OF FIRE PROTECTION SYSTEMS				Fire Action Emergency Plan	
Equipment	Method	Frequency	Responsible Unit		
Dry chemical extinguishers Carbon Dioxide (CO2) Fire Extinguisher	Checking pressure gauges Weighing fire extinguishers Pressure Testing	Monthly Monthly Every 5 years	HR&GA		
Fire pump system ( diesel motor–driven pumps )	Run the engine for at least 30 minutes.	Weekly	Maintenance Dept.		
Fire department connection Hydrant	Inspect Inspect Testing (Turn on - Turn off) carry out routine maintenance	Monthly Monthly Yearly every 6 months	Maintenance Dept.		
Fire water storage tank	Monitor water level Inspect storage tank condition	Monthly every 6 months	Maintenance Dept.		
Fire hose nozzle and the cabinet	Inspect	Monthly	Maintenance Dept.		



- Safety control at quarry and safety improvement for the quarry access track surface



7. Promoting good health and hygiene for employees and contractors



The company has designated a recreational area for employees to exercise after work for healthier lifestyle



Sport yard at PB Plant



Petanque field at CS Plant

The past strictly continuous improvement and implementation of the Safety and Occupational Health practices of the Company results in stable and reliable business operation in a sustainable way. The Company and employees are ready for getting Safety and Occupational Health in workplace improved and to encourage safety awareness for safe operation of Golden Lime Public Company Limited.

Sustainable Development Policy	Short-term / Long term goals of Sustainability	
<p>Providing well-being and occupational health &amp; safety in workplace for Y2022</p> <p>5 Lost Time Accidents 7 incidents affect asset</p>	<p>Lost Time Accidents 2023</p> <p>The company aims to achieve the Zero Accident by setting the goal to reduce Lost-Time Injury Severity Rate: ISR to be less than 2 times/1,000,000 working hours and to reduce the Injury Frequency Rate: IFR to be less than 3 times/1,000,000 working hours</p>	<p>Lost Time Accidents 2024-2026</p> <p>The company aims to achieve the Zero Accident by setting the goal to reduce Lost-Time Injury Severity Rate: ISR to be less than 2 times/1,000,000 working hours and to reduce the Injury Frequency Rate: IFR to be less than 3 times/1,000,000 working hours</p>
	<p>Accident rate</p>	<p>Accident rate</p>
<p>The movement of Y2022</p>	<p>Plans of Y2023</p>	<p>Plans of Y2024-2026</p>
<p>Details of the implementation in 2022 are disclosed in the report above.</p>	<ol style="list-style-type: none"> <li>1. safe working environment; not harmful to health in order to prevent injuries and illnesses pertaining to safety goals</li> <li>2. Safety management – updating to relevant safety rules and laws, safety report</li> <li>3. Safety inspection and investigation in each plant towards equipment, electric system, working environment, buildings annual inspection, general working areas inspection</li> <li>4. Activities to reduce the severity of accidents and surveillance such as First-Aids kit preparing, annual medical check-up and health checkup result evaluation, PPE providing, safety training including a safety report</li> <li>5. A long-term plan to enhance the culture of safe practices within the organization.</li> </ol>	

Remarks: The number of accidents is obtained from MD&A excluding affiliated companies.

### 3.4.2 Performance in Social Dimension

#### (3) Customer

- **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 operates the quality control as per standard procedures, tests, and appoints a unit to monitor the quality of goods/ services until they reach customers to ensure safe products and services delivered. Such quality control ranging from material sourcing, inbound transport, production, quality analysis and control, storage and packing then delivery to customers. The mentioned process is 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)

In 2022, both lime and calcium carbonate customer satisfaction averages show that our efforts did not yet meet customers' expectations due to diverse use of fuel that had been procured domestically and internationally. These variables affect process control and product qualifications at certain intervals as fuel properties of different fuels involve the combustion as well as a chemical reaction takes place where limestone is transformed into lime. This a challenging improvement requires extensive learning and developing in controlling variables occurred in every process for efficacy and efficiency that meet customer expectations for competitive advantages and more market opportunities.



The Company also provides details and information of goods and services for customers and interested persons to download on the Company's website and conduct customer satisfaction assessment in various aspect of product and services quality which its results are used as guidelines for development. The Company been successfully certified for 2 standard verifications and received approval from two government units; 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 want. This indicator implies all customers complaints related to products that the Company will record all regardless of whether the claim is admitted according to the complaints analysis or not.



In 2022, the Company has revised 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

<p><b>Notice of Personal Data Protection Policy of customers</b></p>	
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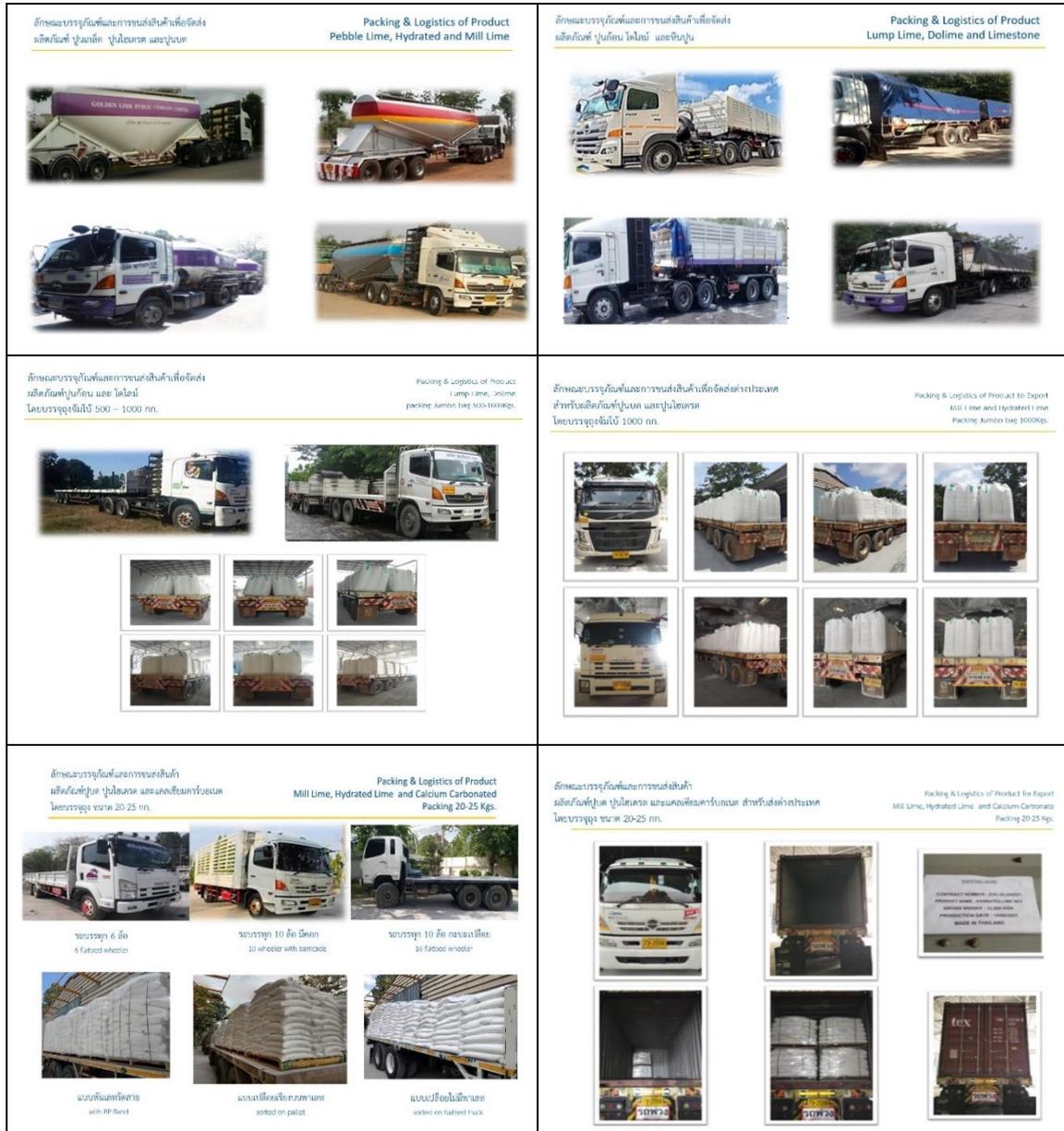
Service Code of Conduct has been revised to allow the right to access products information and labels and in line with sustainability development as follows;

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

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

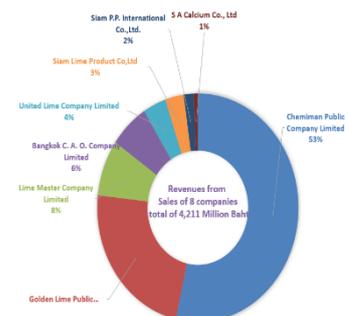


- For effective product delivery, the Company invested in diverse commercial trucks to fulfill customers' delivery expectations.



• **Trade competitors.** In 2022, there were no issues or disputes with other operators in the same industry. There are, for main products, 8 major manufacturers or distributors in the industry in which the company is ranked 2<sup>nd</sup> to the one who is the core manufacturer. The Company treats competitors under the framework of the code of conduct that has been set. The Company formulates the following code of conduct to operate its businesses in competition with its competitors

- Compete within a framework of fair competition



- Do not search for a competitor’s confidential information or secrets through any dishonest or illegal methods.
- Do not damage the competitor’s reputation by means of defamation or releasing any untrue information or through unfair conduct.
- *Not entering into agreements with competitors or other business operators that monopolize or reduce competition in the market.*
- *Concerned on avoiding or not taking any action that could lead to disputes with competitors. and disclosure of results of operations each year*

Sustainable Development Policy	Short-term / Long term goals of Sustainability				
<p align="center"><b>Customer Focus and Responsibility to Consumers</b> <b>Y2022</b> customer satisfaction survey in various fields</p> <table border="1" data-bbox="263 723 671 797"> <thead> <tr> <th>Goal</th> <th>Result</th> </tr> </thead> <tbody> <tr> <td align="center">4</td> <td align="center">3.33</td> </tr> </tbody> </table> <p align="center"><b>Products claims/Complaints</b> <b>0.123%</b></p>	Goal	Result	4	3.33	<p align="center"><b>Y2023-Y2026</b> <b>All group of customer satisfaction survey all group: 4</b> <b>Products claims: 0%</b></p> <p align="center">Score from customer satisfaction survey Products claims compared with sales volume or customer’s complaints</p>
Goal	Result				
4	3.33				
<p align="center"><b>The movements of the year</b></p> <ul style="list-style-type: none"> <li>- Develop customer satisfaction surveys to proactively address the in-depth understanding of the customer needs to develop product satisfaction, to explore new customer segments and markets for environmentally oriented product distribution for more sales volume.</li> <li>- Conduct together with related parties an intensive analysis of customers’ problems to find solutions and control measures to establish the preventive measurements</li> <li>- Marketing activities to gain more market share by offering new products developed by investment projects.</li> <li>- Enter new market opportunities for selling waste from production Or modifying waste to become an asset as per circular economy principles</li> <li>- where there is no market that can obtain products or scraps from the value creation process in reference to circular economy</li> <li>- Offer new products to customers to boost their competitive advantages</li> <li>- Offering a service of the installation of packing silos for customers to reduce the cost of packing for customers.</li> </ul>	<p align="center"><b>Plans of the year 2023-2026</b></p> <ul style="list-style-type: none"> <li>- Co-develop production process and product specifications with potential buyers to deliver products as per their requirements</li> <li>- Product improvement and development to meet the expectations of customers in all industries.</li> <li>- 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’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> <li>- 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 for agriculture</li> <li>- Develop a new product and marketing plan to respond to the needs of the market with improved efficiency, especially Eco-Friendly Promotional Products.</li> <li>- The focus on ESG aspects according to the sustainability including the circular economy.</li> <li>- Implement a policy that demonstrates social and environmental responsibility (CSR) both inside and outside the organization by cooperating with government agencies (district or provincial) giving lime to local farmers for soil conditioner and controls the soil acidity.</li> </ul>				

### 3.4.2 Performance in Social Dimension

#### (4) Community-driven Development

SUTHA joins local communities and authorities to strengthen business networking in collaboration with creating shared values and reducing negative environmental impacts.

- **Community and social development** to engage the community in supporting education, art, culture, and ethics, promoting local employment, and skills development, removing health threats, and promoting a healthier community.

SUTHA organized and participated in social responsibility activities with local communities and government agencies during the year 2022 totalling a value of 106,004 baht, excluding the Carmeuse Group Foundation, which is a main shareholder that provides funding through JA Achievement program by **JA worldwide** to drive social sustainability as a certified partner to provide opportunities for children and young people to support and create educational opportunities for children and young people in the vicinity of the plant or in the business establishments. The Carmeuse Foundation, which has been established for more than 12 years, and SUTHA, its affiliate in Southeast Asia, therefore, have been hand in hand driving to create educational opportunities, spread and promote the development of knowledge for youth in the area close to the establishment.



##### o **Community Survey**

To create educational opportunities for local youth, the Carmeuse & Junior Achievement (JA) Worldwide Partnership, a well-known non-profit organization dedicated to providing knowledge and educational support to youth around the world cooperate in selecting educational institutions in the area to carry out activities.

The above collaboration sets its goal in line with the sustainable development of the United Nations to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. The Company also perceives that education is a core of organizational development so cooperates with various institutions to recruit students whose skills match the vacant positions of the company including joining the local communities to exchange knowledge and technical resources as a learning and sharing.



In this regard, SUTHA joined JA Thailand in conducting a survey to select local schools and educational institutions for the initial project. JA Thailand has organized programs funded by the Carmeuse Group to start a career guidance program for selected secondary and vocational schools to introduce and train teachers to pass on to youth believing that this will help in spreading knowledge more broadly than organizing training programs directly to students.



On 17 January 2022, SUTHA joined JA Thailand to visit the Provincial Education Center and do a brief survey at Vinituksa School Lopburi Province to meet and talk with teachers to select the participating schools.



After the school visit, there was a meeting with the executives of SUTHA to conclude on the selection of schools and the provision of teaching materials for secondary and vocational schools.



The initial targeted student numbers at 200 people or more. The selected schools consisting of 3 government schools and 1 private school are

- |                           |                         |
|---------------------------|-------------------------|
| 1) Patthana Nikhom School | 2) Ban Dee Lang School  |
| 3) Phromrungsi School     | 4) Pen Pattana School . |

The Pattana Nikhom School was selected for the Company Program, which the training is scheduled on January 8, 2023, where the results of activities will be presented in the next year's development report.

o **the community survey and engagement according to the social sustainability development program are as follows;**

Social development activities carried out in Lopburi, Saraburi and headquarter in Nonthaburi are to jointly take care of local and community with various agencies both the public, private, educational institutes or various local agencies by sending a team of personnel or necessary items and providing suitable supports.

The Company adheres to the 17 Sustainable Development Goals of the United Nations selecting one to develop as a framework of the sustainability development is **clean drinking water for employees, stakeholders and communities allocated in a yearly financial budget.**

The assigned department responsibly organizes clean drinking water to ensure the availability and sustainable management of water and sanitation for all. Providing drinking water through social activities can be beneficial as some communities still lack of clean water supply, using rainwater or water from groundwater sources still which is contaminated and need to be filtered, distilled or boiled. Therefore, the drinking water supply is found better for consumption. In addition, such drinking water supply is regarded as delivering value as a necessary essential living factor for a better life and well-being of people within the community.



Joined with the local communities, SUTHA supported local communities in providing "Clean drinking water from SUTHA for sanitation and hygiene ". In 2022, clean drinking water was provided in various activities pertaining to the well-being of people in the community as per below;

- o **To the vaccination campaigns to prevent the spread of COVID-19**  
SUTHA sponsored 20 packs of Suthakan brand drinking water, worth 1,050 baht, at Mettatham Temple Vaccination Center at Chong Sarika Subdistrict, Lop Buri Province, for vaccination recipients to drink while observing symptoms after vaccination.



**o To Covid-19 patients at Tham Bo Thong Temple Center, Chong Sarika Subdistrict, Lopburi Province**

SUTHA donated 150 packs of drinking water worth 5,250 baht for covid-19 infected peoples isolating at the center for the treatment



**o To local service points for the Songkran festival of the year 2022**

SUTHA provided drinking water to 4 local service points

- 1) Chong Sarika Subdistrict Administrative Organization, Lopburi Province, for local service points at Sai Si Intersection, New Saraburi-Lom Sak Road
- 2) Phra Phutthabat District Office, Saraburi
- 3) Huai Pa Wai Municipality, Saraburi, and
- 4) To the community leader service points 220 packs and giving funds  
Total value 16,700 baht



- According to SDGs' Goal 11 in making cities and human settlements inclusive, safe, resilient and sustainable and Goal 16 to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



Temple is selected as it is, from the community survey, a common place for the Company's social activities and religiously close to people in the community. The temple is also known as a place for community gathering such as annual merit-making of the Buddhist to donate money to such non-commercial temple to support temple financially to upkeep religious places, water, electricity, and places to be used for religious ceremonies as the symbolic place of doing good deeds, expressing kindness, sacrifice, giving alms of people in the community, joining together to maintain and protect religious .

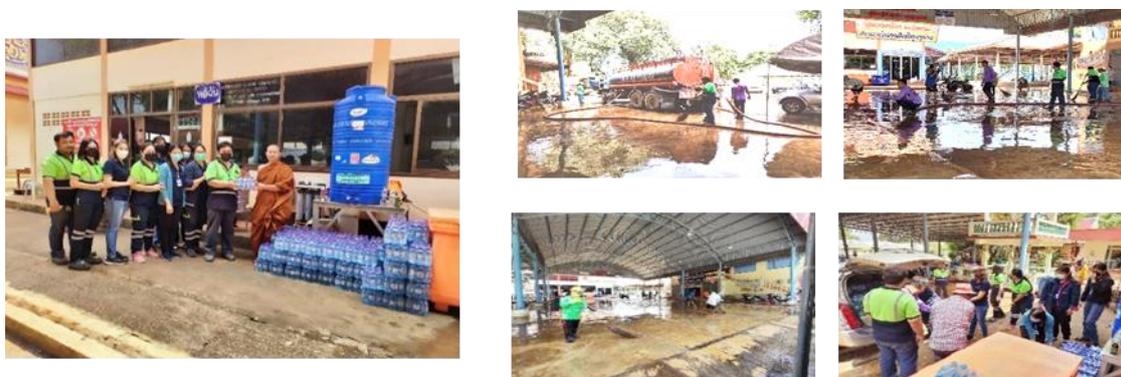
**o Doing good deeds to serve the community; landscape cleanup around Route 3 to celebrate the birthday of King Rama X.**

SUTHA sent voluntary staff to mow grass and trim roadside trees to clean up the landscape around the public road No. 3, Moo 12, along with the locals and supported clean drinking water for all volunteers.



**o Doing good deeds to serve the community, cleaning the public area in Wat Chong Sarika, Lopburi**

SUTHA sent voluntary staff to help clean the temple yard in preparation for the Kathin ceremony with the villagers in Village 12, Chong Sarika Sub-district, Lopburi Province, along with offering 100 packs of drinking water worth 3,500 baht to the monks and villagers who participated in the annual Kathin ceremony.



○ **2022 Annual Kathin Traditional Ceremony**

SUTHA participated in the Kathin Ceremony by sending employees to participate in making merit to strengthen unity, Build good relations with villagers in nearby areas. This activity worked as a community engagement whereby SUTHA contributed 50,000 baht to the annual Kathin Ceremony as a fund for the maintenance of religious sites and supporting the expenses of the local temples including the provision of 50 packs of clean drinking water (valued at 1,750 baht) and jointly organizing free meals and drinking water for everyone in merit making event.



○ **To support the candle parade for the year 2022**

SUTHA gave 4,000 baht and 50 packs of drinking water worth 1,750 baht to Chong Sarika Subdistrict Administrative Organization and 50 packs of drinking water worth 1,750 baht to Phra Phutthabat District Office for the annual candle procession



One of United Nations Sustainable Development Goals to protect, restore and support the sustainable use of terrestrial ecosystems, plant trees, manage forests sustainably and stop the loss of biodiversity. Land is considered as a natural resource for business, for the benefit of mankind. It is the responsibility of the business to maintain, restore in return to ecosystem as a way to enhance biodiversity throughout the business life cycle. Restoring the ecosystem by taking care of water quality, planting trees and implementing other related projects to foster biodiversity through various forms of collaboration to ensure that the community ecology and land linked to the business are properly restored. **SUTHA has partnered with local organizations to work with local farmers in activities organized by local organizations to drive and develop, conserve and restore soil and ecosystems within the community.**



**The collaborative activities are as follows:**

○ **Participated in the community market event, Chong Sarika Subdistrict Administrative Organization**

SUTHA participated in selling good price products at the Chong Sarika Subdistrict Administrative Organization as a help to support the local economy. SUTHA has introduced agricultural products and given product samples for free to villagers and farmers to use lime products as a soil amendment making soil less acidic and more alkaline.



o **Doing good deeds to serve the community; Improving the front entrance area of Chonlaphat Village Chongsarika Subdistrict, Lopburi**, notified by the village leader, the village entrance road went rack and ruin from flooding, sinkholes during the rainy season. Therefore, SUTHA jointly laid drainage pipes and supporting crushed stone for use in repaving the road area, amounting to 10 tons, worth 7,500 baht, along with a providing tractor to be used in improving the road for all villagers and road users to commute conveniently, safely and have a better quality of life.



O To provide supports to local organizations, government agencies and contribute funds for local development activities with government agencies as appropriate

1) Support 3,000 baht to Thai silk fashion show event at Phatthana Nikhom



2) Contribute 10,000 baht to the 2022 Loi Krathong Festival and donated 3 oxygen tanks to bedridden patients by SAO Chong Sarika



3) Contribute 7,000 baht to the 2022 Loi Krathong to SAO Pu Krang



o **Activities to develop shared values with local organizations in various aspects**

On November 10, 2022 Golden Lime Public Company Limited or SUTHA received "2022 Environmental Governance" at Lopburi Provincial Industrial Office, presented by Lopburi Provincial chief, Khun Somjai Meesomboon, as a reward for enterprises that developed efficient environmental management and monitored the impact of pollution toward the nearby communities and stakeholders in order to promote environmental governance and maintain industrial networking.



**SDGs Goal 13** aims to optimize resources, energy usage or implement aggressive recycling initiatives to mitigate the risk of disasters as the sustainable resources management with framing the objective of holding the increase in the global average temperature rise to well below 2°C. SUTHA takes ambitious step to collaborate;

- **An Initiative on the separation of waste and subsequent recycling processes is the framework for a circular economy scenario to reduce the amount of waste and greenhouse gases emission** that the Company has joined with the Thai Listed Companies Association. The Company starts with educating employees to realize the importance of reducing greenhouse gas emissions and forward this message to the stakeholders, including shareholders, customers, and business partners. Also, the Company has arranged waste separation at the source, so paper, plastic and general waste are collected in separate bins to forward to the recycling process, donate and deliver to other relevant environmental recycling projects. To communicate this ecological concern, the Company provided some publications to disseminate and publicize to encourage and raise awareness to reduce waste for the reduction of greenhouse gas emissions which affects climate change.



The plastic and paper waste are sorted at the point of collection and employees are informed to follow the sorting instructions.

Waste Types: Drinking water bottles, plastic, aluminum cans, glass bottles, paper crates			The Company issued the notification to notify and guide employees to sort waste to the box provided in the storage room to be aggregated and weighed either for sale or others instead of discarding.
			

Waste type: Metal (staple wire)		The Company informed all employees to collect to deliver to the International Society for Mobility Disabilities in December to be melted into components to make mobility aids for the elderly and the disabled.

<p><b>Waste type: old desk calendars</b></p> 	<p>The Company informed all employees to collect to deliver in December to the Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen or the Library of the National Park Department</p>
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<p><b>Waste type: foil packets, foil bags, aluminum foil pouches</b></p> 	<p>Waste aluminum foil packets, foil bags will be aggregated and weighed before sending to Green Road project to do upcycling.</p>
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**Upcycling Examples**

<p><b>Plastic bags and other plastic waste</b></p> 	<p>Plastic waste can be posted to "Green Road Project 148/3 Village No. 19, Makhuaiae Subdistrict, Mueang District, Lamphun Province 51000 Tel.0886843104" <a href="https://www.facebook.com/greenroad.enterprise">https://www.facebook.com/greenroad.enterprise</a></p> 
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2022-2025 Short-term / Long term goals of Sustainability in community, social and environment development											
<p><b>Plan of the year 2022</b> <b>Action Indicator</b></p> <p><b>To reduce complaints from community to be less than in 2021</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3">Number of complaints from community</th> </tr> <tr> <th>Year 2022</th> <th>Year 2021</th> <th>Year 2020</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> <td style="text-align: center;">3</td> </tr> </tbody> </table>	Number of complaints from community			Year 2022	Year 2021	Year 2020	6	7	3	<p><b>Plan of the year 2023-2026</b> <b>Action Indicator</b></p> <p><b>No complaints from community</b></p>	
Number of complaints from community											
Year 2022	Year 2021	Year 2020									
6	7	3									
<ol style="list-style-type: none"> <li>1. Participation in community activities as well as contributing to activities of the communities located in the same sub-district, district or province as the Company's establishment.</li> <li>2. Donating and participating in merit making with religious places within the community</li> <li>3. Providing supports to mitigate or reduce the impact of various crises such as epidemics or disasters that affect the community.</li> <li>4. Supporting the operation of government agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Arrange engagement activities between personnel and external parties focusing on strengthening good relationships between companies and nearby communities</li> <li>2. Participation in community activities as well as contributing to activities of the communities located in the same sub-district, district or province as the Company's establishment to be a part of creating opportunities and encourage people in the community to be able to rely on themselves.</li> <li>3. Annual donations and merit-making activities with religious places within the community</li> <li>4. Sponsorship or provide supports to educational institutions and take part in giving opportunities or create educational opportunities for youth within the community</li> <li>5. Help and support to mitigate or reduce the impact of various crises caused by yearly situations such as epidemics or disasters that affect the community</li> <li>6. Supporting the actions of government agencies</li> </ol>										
<p>Sustainable Development Goals (SDGs) with relevant sustainability targets for possible activities</p> 											

**Process-oriente**  
**Safety-driven operations**  
**Deliver the best quality**  
**Building community relationships**  
**Caring for the environment**



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