56-1 One Report
2024

Sustainable Development

OUR BEHAVIORS

ความคิดเห็นที่จริงใจ
HONEST FEEDBACK

การมีส่วนร่วม และทำงานร่วมกัน
COLLABORATION

ความเป็นเจ้าของ
OWNERSHIP

ความหลงไหล
PASSION

CUSTOMER FOCUS
มุ่งเน้นลูกค้า

RESPONSIBILITY
ดูแลอย่างมีความรับผิดชอบ

RESPECT
เอาใจใส่ สิ่งแวดล้อม สังคม ธรรมาภิบาล

EFFICIENCY
สร้างร่วมประสิทธิภาพจากคุณค่าที่ร่วมมือกัน

LONG TERM
สร้าง รักษาสัมพันธ์ ที่ยั่งยืน

CONTRIBUTES TO A BETTER WORLD

Content

3. Sustainable Development

3.1 Policy and goals of sustainable management   *(GRI: 2-23)*

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_2 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.

Sustainability Policy:

Sustainability Policy   : Yes

In response to both external and internal fundamental changes and trends are shaping us to be a sustainable organization where an organization continues to evolve its risk management and sustainability priorities to strengthen business foundation.

Golden Lime Public Company Limited (SUTHA) is committed to developing its business operations to be in line with the sustainability development framework and sustainability assessment criteria of listed companies and expectations of key stakeholder groups to drive business sustainably with responsibility towards society, the environment, and stakeholders. **The " Sustainability Development and Environmental and Social Responsibilities Policy"** serves as an overview of corporate governance policy and the sustainability development policy for training organization personnel and public disclosure on the website of the Company and internal publication.

Policy	Sustainability Development and Environmental and Social Responsibilities Policy	
Public disclosure	Policy	Manual
www.goldenlime.co.th	https://www.goldenlime.co.th/csr	https://www.goldenlime.co.th/The_CG_Policy
URL:	https://www.goldenlime.co.th/pdf/2023_1110_CG_Policies_Code_of_Conduct_ESG_GuideBook_EN.pdf	

The sustainability development integrates three equally dimensions: environmental, social and economic and links between transparency and sustainability to improve sustainability governance in order for delivering mutual beneficial values to the Company and its stakeholders.

Mission: "We Contribute to a better world"

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Policy and goals of sustainable management

"**We contribute to a better world**"

Sustainability development and Environment and Society responsibility	
Environmental:	**Social:**
E1. Environmental management	S1. Human rights and labor fair treatment
E2. Resources efficiency	S2. Employees Development
E3. Climate management	S3. Employee motivation and retention
E4. Product responsibility	S4. Health and safety
E5. Water Risk management	S5. Community Cohesion and Social Inclusion
E6. Biodiversity	S6. Stakeholders engagement

G overnance: Corporate Governance	
G1. Good corporate governance	G7. Sustainable value chain management
G2. Business ethics and anti-corruption	G8. Tax operations
G3. Business materiality	G9. Innovation and technology for society or environment
G4. Internal control and risk management and crisis	G10. Data and information security systems
G5. Customer relationship management	G11. Safe investment , Resources efficiency, Asset Management and lean budget
G6. Product or service quality management and Responsible marketing communications	G12. Financial stability, operating results and growth

SUTHA

(GRI: 2-23)

Sustainability management goals

Does the company set sustainability management goals: Yes

"Leading lime manufacturers in Southeast Asia in delivering high value to shareholder and stakeholders."

Sustainability business development path for the Company and its stakeholders

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Policy and goals of sustainable management

The company has established short-term strategies and goals (1-2 years), medium-term strategies and goals (3-5 years), and long-term strategies (more than 5 years).

The details are disclosed in Section 1: Group Structure and Operation, Item 1.1 Policy and Business Overview

These strategies are linked to the SDGs (Sustainable Development Goals) as follows

United Nations SDGs that align with the organization's sustainability management goals	Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year   : Yes
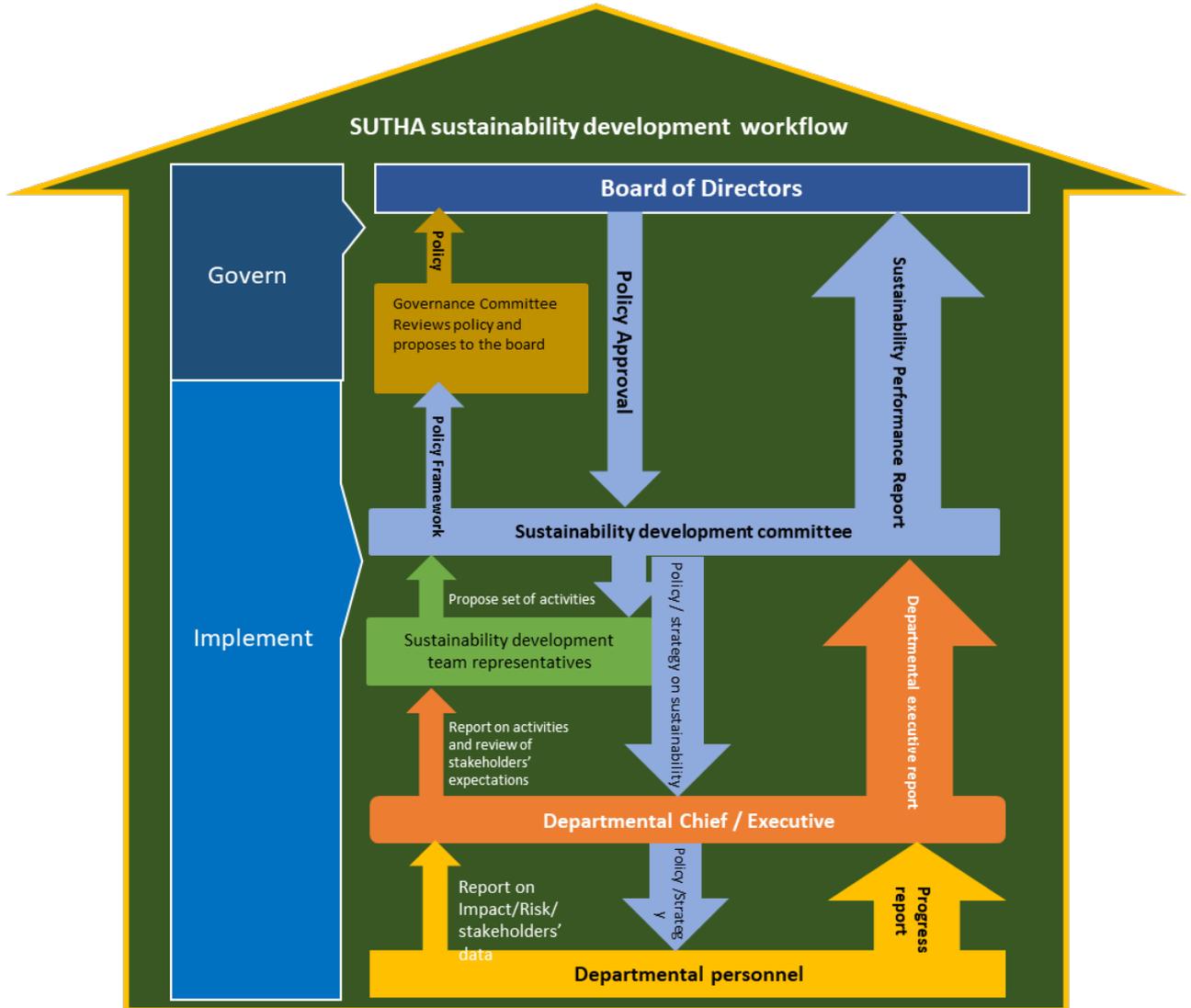
Has the company changed and developed the policy and/or goals of sustainable management over the past year   : No

In 2024, the company reviewed its annual sustainability policy and developed key sustainability frameworks and goals as follows:

- Detailed adjustments were made to expand the scope of asset management under Governance G. 11 to ensure comprehensive asset management practices, recognizing assets as a critical resource.
- Policies and intentions for biodiversity management were established, along with goals and strategies to assess impacts and implement measures for biodiversity management."

To assign a team to set directions, policies and implementation plans as per below; *(GRI: 2-13, 2-14)*

The Board of Directors appointed a sub-committee as **the Sustainability Development committee** for supporting and directing sustainable development economically, socially, and environmentally to ensure appropriate, sufficient, efficient and effective Company's business operations. The board consists of a member who is a director of the Company and 5 senior executives and 2 senior management and secretary to support coordinator and secretary of the sub-committee and scope of responsibility are detail in structure follows:

SUTHA sustainability development workflow

Level	Implementation
Policy **and** **Governance**	SUTHA's sustainability policy team leader consists of
	1. Sustainability committee appointed by the Board; the managing director as the president, the deputy managing director and senior executives
	2 . Sustainability teamwork appointed in a combination of relevant managerial and staff representatives to supervise and drive organizational sustainability development
	3 . The Sustainability Development Committee performs its duties according to the charter as assigned by the Board of Directors as follows:
3.1 Evaluate the sustainability development operational framework established by the major shareholder group to adopt and establish the relevant policies including the targets to propose to the Board as well as lead the company in the direction of sustainability regarding economic, social, and environmental factors following relevant policies to propose to the Board of Directors.
3.2 Encourage sustainability development implementation/ involvement in all areas to facilitate growth and execution. Each department aligns with the sustainability mission: "We contribute to a better world. We join in making the world better.".
3.3 Supervise, advise, review and evaluate the policies and guidelines for sustainability development with social responsibility and environmental concern and ensure such policies continue to be appropriate and compliant with up-to-date standards

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Policy and goals of sustainable management

Level	Implementation
	3.4 Encourage and support employees across all levels to collaborate and implement strategies for assessing and handling ESG risks, adding value for stakeholders, and fostering business growth alongside key stakeholders. 3.5 Supervise and assign relevant personnel to perform duties and coordinate in accordance with the specified strategies. 3.6 Supervise and ensure that relevant personnel operate within the scope of the value chain by mitigating impacts rising from material sustainability issues that may affect the business and stakeholders. 3.7 Review, change and amend this Charter to keep up with the changing situation and propose revisions to the Board of Directors for consideration and approval. 3.8 Perform other duties assigned by the Board of Directors
Implementation Management Level	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. 1. Managing and implementing the sustainability policy through guidelines and frameworks to drive the organization towards sustainability. 2. Assessing supporting data to set out the framework, guidelines, and goals to set sustainability indicators to measure progress in sustainability 3. Tracking operational progress against goals, reviewing and analyzing data to improve operations including reporting progress 4. Gathering and recording data according to reporting standards to set out benchmark indicators to measure progress consistently with the disclosure guidelines of listed companies. 5. Promoting, supporting, raising awareness, communicating in order to create a culture of sustainability within the organization. 6. Communicating policies, strategies, goals, and progress in sustainability operations through the annual report involving stakeholders for both employees and stakeholders' engagement 7. Follow up and review the sustainability performance to be proposed to the Board of Directors before disclosure to stakeholders 8. Preparing practice guidelines to support sustainability performance. 9. Encourage and support employees to comply with policies and guidelines in accordance with the framework of sustainability practices.
Implementation Operation Level	1. Understanding organizational sustainability 2. Acknowledge and perform as per policies, strategies, goals, and indicators of the sustainability policy and practices. 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

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

SUTHA implements supply chain management to deliver maximum value and benefits, positioning itself as a partner that offers products and services that provide optimal advantages and is recognized by customers. To achieve this objective, the management of the business's value chain involves primary and support activities, encompassing seven core processes and three functional areas.

· **Management of limestone mining and production, procurement of raw materials, fuels, machinery and equipment, transportation and production process support services.**

01 | Sourcing materials , Product and Services

1) Quarry management
2) Domestic Sourcing and International Sourcing
3) Inbound Logistics
4) Receiving Process, quality control, inventory management of raw material Payment and settlement

• **Operations: Plant and production management, storage, packaging, inventory management, quality control and assurance.**

02 | Operation: Manufacturing (plant management)
03 | Controls, Screen/Customize and Quality Standard Assurance
04 | Storage, Packing and Efficient Inventory Management

• **Outbound logistics Services, Sales, Marketing, Business and Product Development, Support, and Management**

05 | Outbound logistic Safe logistic with environmental, Social, Community awareness
06 | Sales and Marketing Services product, business, and relationship development for customer satisfaction
07 | Customer (users)

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Business value chain diagram

THE SUSTAINABILITY VALUE CHAIN MANAGEMENT OF GOLDEN LIME PUBLIC COMPANY LIMITED

The Materiality of Business and Sustainability

(GRI: 3-1)

Identification of material topics
Stakeholder surveys, feedback from stakeholders, assessment results by a global sustainability assessment system, and recommendations from relevant unit.

Understand Organization Context	⇨	Identify actual and potential impacts	⇨	Assess the significance of the impacts	⇨	Prioritize the most significant impacts for management and reporting

Materiality Topics

Economy &Governance
1) ....
2) ....
3) ....
Social People & Human Right
1) ....
2) ....
3) ....
Environmental
1) ....
2) ....
3) ....

① Understand Organization Context → **②** Identification and Relevance → **③** Importance → **④** Stakeholders Engagement → **⑤** Prioritization

⑥ Validation

⑦ Management

Integrated with 2021 GRI in Oil Gas and Coal as a core material that influences production cost (Review in future)	Referred partly to 2021 GRI in Oil Gas and Coal (Review in future)	Significant impact to the Company and its stakeholders		Compared with GRI standards reference

SUTHA Materiality and Sustainability Risk Analysis

In 2023, SUTHA prepares its sustainability report in reference to the 2021GRI standards (GRI 3: Material Topic). together with the Course S04, (Materiality and Sustainability Risk Analysis), a course sponsored by the Stock Exchange of Thailand then involves the Company sustainability management team and trained personnel, a total of 17 persons.

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Defining the Materiality of SUTHA

1
Understand Organization Context

Understanding the organization and its context
> Organizational Context, impact, risk
> Potentials, shared value and value delivered
> Sustainability trends, Mega forces, challenges Value in Short-, medium- and long-term

2
Identification and Relevance

Identifying relevance
> Procedural impact
> Relevant personnel
> Effect, risks

3
Importance

Assessing materiality
> Long-term value, competitive advantages
> ESG promotion
> Corporate sustainability issue

4
Stakeholders Engagement

Stakeholders Engagement
> Affected stakeholders
> Building shared value partnerships
> Stakeholder participation in impact mitigation and sustainable development agenda

5
Prioritization

Prioritization Matrix
> Impact analysis
> Impact prioritization
> Impact categorization into Sustainability development framework

6
Validation

Validation and verification
> Business value chain review
> Reported issues by the sustainability development committee

7
Management

Issue Management
> Identify its corrective action, policy, follow ups
> Sustainability report

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https://www.goldenlime.co.th/Materiality_T.asp?lang=E

1 Golden Lime Public Company Limited   Materiality and Action Play Year 2024-2025

https://www.goldenlime.co.th/Materiality_T.asp?lang=E

3.2.2 Analysis of stakeholders in the business value chain

Materiality Analysis

The Materiality of Business and Sustainability

The consideration to identify the business's 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 evaluating 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.

for sustainability in terms of economics, society, and the environment. (Details of the process of establishing key sustainability issues, the details of the steps and procedures for identifying important issues, plans, and measures for addressing sustainability issues for the years 2024-2025 can be found at the following link: link: https://www.goldenlime.co.th/Materiality_T.asp?lang=E)

Sustainability issues and Description

	Sustainability Topic	Description
E	Environmental	Description
E1	Environmental , Pollution and Dust Control and Waste Management	Less negative impact on the community can strengthen trust and stability in the business
E2	Resources Management	Resources management to save the cost and optimize the resources
E3	Climate Change Action	Mitigating the greenhouse gas impacts and preparing for compliance with carbon tax regulations and carbon credit requirements.
E4	Product responsibility through enhancing the circular economy	To reduce the impact and likelihood of future resource shortages, the Company should manage production factors by using recyclable or reusable resources.
E5	Water management	The area where the plants are situated lacks public water supply systems, requiring the use of groundwater from permitted boreholes for production and consumption. Therefore, it is crucial to adopt strategies for reducing, reusing, and recycling resources.
E6	Biodiversity management	Encouraging initiatives that enhance biodiversity involves protecting, restoring, and sustainably managing terrestrial ecosystems. This includes planting trees, improving soil health through lime application, and sustainably managing forest areas for restoration or compensation. Collaboration with partners is essential to bolster positive biodiversity efforts and promote conservation, ultimately increasing green spaces and creating market opportunities for environmental products.
E7	Waste management.	Waste management and separated waste according to the methods of the Department of Industrial Works and participation with waste segregation program with stakeholders
S	**Social People and Human Right**	Description
S1	Human rights throughout the Business Supply Chain	Stay relevant in Human Rights throughout the Business Supply Chain
S2/S3	Human Capital: Development, Retention, and Replacement	Employees are crucial to a business's success. Internal and external influences, along with regulatory changes, require the skills and accountability of all individuals. Effective human resource management is essential for improving efficiency and minimizing negative impacts, making it a key sustainability concern.
S4	Occupational health & Safety	Safe and well-being of employees, stakeholders and communities
S5	Community Relation & Engagement	Good relations and cooperation with the community to be informed of any complaint from the business operations for improvement
S6	Developing Stakeholder Collaboration	The management of both internal and external issues requires the engagement of stakeholders to achieve a better world
G	Economic & Governance	Description
G1/G4	Good Corporate Governance , Risk Managnement and Sustainability Development	Sustainability targets and regulatory changes aimed at enforcing ESG practices related to environmental, social, and governance management, along with risks from climate change and disasters, compel listed companies to modify their policies and strategies. They must align their operations with the standards and methods established by regulatory bodies.

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	Sustainability Topic	Description
G5-1	Customer Focus and Maintaining Long-Term Relationships	The Company recognizes all customers' applications and needs in enhancing processes to meet diverse product satisfaction. However, some factors may pose challenges, potentially leading to negative outcomes. All issues will be monitored to develop corrective actions aimed at achieving optimal customer satisfaction.
G6	Product Continuity and Disruption Prevention	Focusing on product sales to align with budget and customer demands, managing production to meet specifications for different segments, ensuring consistent supply for delivery, and identifying key improvement areas.
G7	Sustainable Value Chain Management	Creating a management system aligned with sustainability principles necessitates working together with partners and stakeholders across the entire business value chain. The company has encouraged collaboration with partners and stakeholders to implement management practices that minimize social and environmental effects, while consistently enhancing sustainable practices. The company has an inventory or assets that are slow moving or inactive during certain accounting periods. This is due to reserved items without repair plans or assets awaiting construction or investment, pending market conditions and economic outlook
G7-1	Stable and Secure Raw Material Sourcing	Securing reliable sources for key raw materials and fuel, selecting trustworthy suppliers, and ensuring safe procurement at the right price, quality, and quantity according to usage plans, maintaining long-term relationships for sustainable production
G9	Development of New Businesses/Products with Technology and Innovation	Increase sales , acquire new buyers , build and retain new customer base and market expansion involves developing new products to introduce to the same or new markets to compensate the customer loss
G10	IT Services and Cybersecurity	Current business operations rely on IT resources, data communication, and networks to drive and conduct transactions. These systems must be developed to prevent disruption, ensure security against cyber threats, and build trust with the company, investors, and key stakeholders.
G11	Safe Investments (Expansion, Process Improvement, Technology, Innovation, Investment Efficiency)	To avoid disruptions and promote growth via capacity expansion and process improvement requires investment in technology and innovation. Each initiative is evaluated for returns, payback period, and funding options to ensure secure decision-making and favorable investment outcomes.
G11-2	Asset Management for Maximum Returns	The company has an inventory or assets that are slow moving or inactive during certain accounting periods. This is due to reserved items without repair plans or assets awaiting construction or investment, pending market conditions and economic outlook
G12-1	Financial Stability and Management of low-interest rate sources	Effective financial management involves using the proceeds from capital increases in repayment strategy to reduce financial costs and seeking additional loan sources to choose options with the lowest interest rates.
G12-2	Cost Volatility and Competitive Pricing Conditions	Mitigating impact of domestic competition through pricing strategies, managing operational challenges, and tackling the critical issue of fluctuating fuel costs.
G12-3	Change of industry or business pattern of Customers/Partners	Climate change and rising global temperatures pose physical risks from natural disasters that can impact production factors for some customers and partners in various industries. Additionally, regulatory changes and regional risks from substitute products from China may affect customer demand and delivery volumes from partners, potentially deviating from plans or budget expectations.

Identifying and prioritizing stakeholders

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

Item	Stakeholders Prioization	Influence	Interest
1	Customers	4	4
2	Shareholders	4	3
3	Employees	3	4
4	Business partners/Sub-Contractor	3	3
5	Communities	3	3
6	Regulators	3	2
7	Governance Agencies local bodies	4	1
8	Competitor	2	2

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

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

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

Details of stakeholder analysis in the business value chain

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Customers	• Qualified products and services as per requirements without affecting the production process, community and environment. • On time delivery • Standard packaging meeting storage and logistics requirements • After-sales service and accurate and timely supportive documentation • No selling price increase; not higher than other competitors • Follow safe logistics rules and practices • Follow supplier code of conduct • Collaboration to drive business sustainability and greenhouse gas emissions data | **Company's expectations** • Requirements and obligations in terms and conditions; no pressure, no urgent deadlines, and flexibility to negotiate. • Reasonable and suitable pricing aligned with the cost structure. • Prevention of insider information leaks to competitors for negotiation or unfair benefits. • Fostering relationships for sustainable business growth.	• Implement international standard systems such as quality (ISO 9001), environmental (ISO 14001), and occupational health and safety (ISO 45001) standards, along with internal controls, business ethics, and corporate governance across various sectors. • Create a customer care system that tailors processes to meet the unique needs of different customer groups, aiming for improved satisfaction survey results. • Monitor work processes in all relevant departments to ensure the delivery of products and services that align with customer requirements. • Provide training for customer-facing teams to enhance their knowledge of products and services, as well as to develop skills for managing customer relationships effectively. • Establish a process for addressing issues related to product quality and performance, including troubleshooting to prevent reoccurrences. • Provide technical experts to assist in product application, offering guidance and additional services both before and after the sale. • Innovate new products and broaden the customer base by focusing on environmentally sustainable options. • Engage in activities organized by customers to strengthen relationships. • Make sure to load promptly to reduce waiting periods. • Focus on minimizing customer complaints and enhancing satisfaction scores. • Prioritize product quality and responsibility in all operational	• Engaging in meetings and visits to gather feedback or participating in discussions via different communication platforms. • Survey customer satisfaction • Customers touring the facility and observing processes. • Utilizing technologies to connect with customers and relevant officials. • Attending Supplier Days hosted by customers to understand their policies and expectations. • Information shared by customers through media or accessible survey sources and government databases.

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	• Involvement in environmental initiatives like CO2 reduction, renewable energy, and biofuels.	processes to maximize customer satisfaction. - **Sustainable Development Goals (SDGs)** G5, G6, G9, G1, G4 - https://www.goldenlime.co.th/Materiality_T.asp?lang=E • The pricing strategy is based on the cost -based pricing and the market mechanism • Strong and mutually beneficial trade relationships • Collaboration can create sustainable benefit for each other.	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Shareholders/ Investors	• Enhance capital gains for better return on investment. • Ensure regular and fair dividend distributions. • Manage profits and cash flow effectively to maintain steady dividend payments. • Facilitate liquidity in securities trading. • Uphold strong corporate governance with accurate and transparent disclosures. • Maintain business stability and sustainable performance. • Provide a secure investment that fosters business growth. • Organize factory tours for shareholders. • Offer hard copy annual reports to shareholders upon request. • Provide food boxes for shareholders during meetings. • Hold a physical Annual General Meeting instead of a virtual one. **The Company's expectations**	• Develop a corporate governance policy and guidelines that establish standards for operational systems, risk management, internal audit controls, transparent management, and current policies aligned with the 2024 Corporate Governance Assessment program. • Implement risk management strategies for crisis situations, including asset management. • Create a roadmap for business sustainability and stability, along with a sustainability management policy to collaboratively advance these initiatives. • Organize shareholder meetings and engage with investors and minority shareholders. • Regularly hold meetings with major shareholders. • Set a consistent dividend payment policy with an appropriate rate. • Pursue growth investments through business acquisitions to enhance and secure the supply of limestone raw materials, establishing a strong industrial and agricultural foundation both nationally and globally.	• Feedback gathered during Shareholder meetings • Activities related to Investor relations • Input and remarks collected from Opportunity Day • Communication with investors through phone and email • Interaction via phone, email, and website • Meetings with both direct and indirect shareholders • Execution of corporate policies set by major shareholders • Survey findings from different external organizations and stakeholders in similar sectors or other publicly traded companies

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Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	• shareholders focus on long-term investment decisions. • more engagement to create advantageous sponsorships for businesses. •Ensure a comprehensive understanding of business operations, market conditions, competition, and compliance with corporate governance and legal requirements. •Promote transparent co-investing to benefit all parties and ensure fair returns for stakeholders through open business practices.	• Enhance business operations to achieve returns aligned with strategic goals. • Manage the solar farm project to produce electricity and initiate further projects that provide economic, social, and environmental benefits. • Build investor confidence for a long-term, healthy relationship by offering knowledge support and fostering an understanding of business regulations and cultural differences across countries. • Support business growth by providing technical expertise and a network for directors and executives to ensure effective management and solutions that promote stability and sustainability.	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Directors/Executives/ Employees	Directors – executives • Fair and reasonable compensation • Professional dignity without effect on business reputation • Disclose accurate and transparent information with sufficient care and respect to others' rights and honor • Training sessions provided to enhance the performance of directors • Virtual meeting • Effective meeting agenda with time proper time allocated • Proper frequency of executives meeting **The Company's expectation** • Set aside enough time to complete tasks effectively. • Focus on identifying and minimizing barriers in every process.	Directors – executives • Schedule meetings effectively, ensuring adequate time allocation and support for each committee's performance. • Choose meeting times that accommodate directors in different time zones to facilitate their participation. • Utilize technology for meeting schedules, such as calendar bookings. • Provide easy-to-access links for joining meetings. • Prepare all necessary information for meetings in advance. • Offer clear explanations and summaries of key issues. • Ensure that supporting information is accurate and sufficient, distributing it on time and responding to needs.	• Board and subcommittee meetings • Updates from the welfare committee • Collaborative meetings within internal departments and communication • Queries from designated individuals, feedback collected through annual performance assessment • Data from employee satisfaction assessments • Insights from external organizations representing stakeholders in comparable sectors or publicly traded companies • External factors, including shifts in living conditions due to crises

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Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	• Develop a contingency plan before potential risks materialize. • Foster open communication for better mutual understanding. • Oversee responsibilities diligently, aiming for the greatest benefit to the company and its operations. • Act with careful consideration for all stakeholders involved. • Carry out responsibilities with integrity, caution, and transparency. • Collaboratively manage and oversee the business to ensure sustainable growth that benefits shareholders and stakeholders alike. Employees • Regular compensation and good welfare, • Annual bonus for employees at all levels • Additional paid holidays over the law's basis • Added special holidays according to the Government's announcement • Annual Party and leisure activities for employees • Good working environment and job safety • Human rights respect and equal treatment without disparity • Training and knowledge, career path development for advancement, stability and balancing wages as per economic conditions. • Full IT support for convenient and reliable IT at work The Company's expectations • Perform duties responsibly, cautiously, honestly, and responsible for products, services, society and the environment with conciseness	• Proper and convenient meeting technologies • Develop a succession plan for directors and senior executives at both corporate and subsidiary levels, reviewing it as necessary. • Ensure compensation is appropriate and aligned with responsibilities. • Conduct business operations in compliance with laws, regulations, and established methods. • Provide accurate and transparent information. • Deliver information promptly as required by laws and regulations, avoiding delays. • Summarize and clarify regulations, guidelines, and reasons for any changes in practices that need to be reported to the board. • Manage and mitigate risks to minimize negative impacts. • Establish an acceptable risk level and preventive measures • Control and prevent disputes, complaints, and issues related to human rights, the environment, or corruption risks. • Enhance oversight across the supply chain for both internal staff and related parties. Employees • Develop work manuals, conduct training sessions, assess employee performance, ensure fair treatment of workers, uphold human rights, and share relevant policy information through the website, bulletin boards, and internal communication channels to enhance understanding among employees.	• Government initiatives, relevant governmental bodies, and corporate governance organizations • Trends and challenges in sustainability examined by various national and global agencies • Benchmarking against sectors or industries with similar operational characteristics • Comparisons with firms within the same Market Cap category

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Sustainable Development

Management of impacts on stakeholders in the business value chain

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https://www.goldenlime.co.th/Materiality_T.asp?lang=E

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	to prevent negative impacts toward the organization or other stakeholders • Operate safely happily at work, focus on health, self-development, work method development, cooperate and communicate appropriately, remain with the company for a lengthy period • Develop knowledge, skills and pay attention to the stakeholders to operate in accordance with the policy and guidelines set by the executives, the Board of Directors, and shareholders to drive the business growth and sustainability. • Be responsible, be inclusive and participate brainstorming to develop creative practices and solutions for organizational sustainability.	• Supply essential information and provide adequate tools and equipment to facilitate job responsibilities. • Formulate compensation policies by analyzing economic trends, strategic plans, and operational outcomes. • Offer suitable welfare benefits that align with the living conditions of each workplace. • Establish a safe and conducive working environment. • Ensure that appropriate safety gear is available for employees and others working in the factory. • Modify working hours and guidelines at each location to ensure consistency and appropriateness, benefiting both the organization and its employees. • Announce holidays in accordance with legal requirements and add significant holidays judiciously to manage overall costs effectively. • Plan annual social and recreational events for employees and management, considering convenience, minimizing travel risks, and enhancing employee satisfaction based on the establishment's location. • Create and distribute employee handbooks, develop manuals and safety symbols, and provide safety equipment tailored to each establishment's conditions. • Organize training sessions and send teams to participate in courses covering work systems, safety, new regulations, and sustainability development. • Develop essential and relevant work manuals.	

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Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
		• Implement systems and software to support teleconferencing in line with electronic meeting standards across all departments. • Set up communication systems to facilitate information exchange between the company and its employees. • Distribute opinion surveys to gather employee feedback effectively. • Developing various activities to enhance employee participation • Installing equipment for online training for employees	

Stakeholders	Expectations	managing stakeholder expectations	Engagement methods
External			
Business partners (Raw materials, products and services suppliers or financial institution)	• Profitability from business operations, cooperation that reciprocates appropriately and fairly with long term cooperation without problems and obstacles. • Clarity in product information, services, agreements and conditions including the credit term, guarantee conditions and the fair business agreements • code of conduct between trading partners. • Compliance with terms and conditions • Transparent and fair contract of procurement • Payments in commercial transactions on time • Loan repayment and interest on time • Coordinating, discussing, or sharing information to perform duties including attending meetings to discuss related matters through various	• A procurement policy is in place and is implemented in line with the internal controls, the supplier's code of conduct, and governance policies across different areas. • in compliance with Quality standards (ISO9001), environmental standards (ISO 14001) and occupational safety and health standards (ISO 45001) and implementation of internal control, codes of conduct and corporate governance in related fields. • Conduct supplier assessment to prioritize supplier and to monitor compliance with the supplier code of conduct. • Have the Supplier codes of conduct signed by partners as acknowledgment. • Listing of trading partners and prioritization of key suppliers. • Conduct business partnership survey • Providing products specification sheet for customers	• Meeting & greeting among internal departments • Information from joint meetings or contacts with interested parties within the organization • Information from Subsidiary who operates the limestone quarry • Survey results from various external agencies and from interested parties in similar industries or other listed companies • Survey and monitoring • Results of the supplier assessment • Supplier risk assessment and priority of key suppliers • High value procurement contracts require high value guarantee along

Stakeholders	Expectations	managing stakeholder expectations	Engagement methods
External			
	communication channels as necessary The Company's expectation • Qualified products without corruption and fraud • Prompt services and solutions from contractors or contracted parties under rules and regulations with fairly treat to staff and ensure no impact to the Company and community nearby, society, environment and business operation in long run. • Compliance with supplier code of conduct and procurement guidelines in line with sustainability development	• Launch Meet & Greet in a group for the business partners or in individual for the potential partners to exchange information and discuss through communication channels as needed or remotely meeting • Inform safety and security measures and any other relevant rules • Regular communication between responsible persons and the business partners through phone calls, Line and email • Improved payment process for goods, services and payment via online banking and adjusted payment terms and conditions with a verification system for an accurate and concise transaction which has been carried out • Fair business agreements and conditions with non-discrimination under both parties' acceptance. • In case of the related parties' transactions, the pricing will be based on Arm's Length principle and proceed in accordance with the disclosure rules of SET • Funds gained from the sale of collateral assets shall be used as debt repayments to financial institutions in full amount. The Company's expectation • Deliver goods and services as per agreed guidelines • Collaboration to create mutual long-term benefit • Effective and fair supplier assessment and evaluation • Suppliers' handbook • Arrange "Supplier Day" for suppliers' engagement	with full process of vendor selection

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Communities/Social (GRI : 413-1)	• Compliance with laws or good corporate governance in driving the business sustainability guidelines • Preventing various impacts from business process that cause inconvenience in various aspects to nearby communities • Social and environmental responsibility • Implement sustainable development guidelines to reduce the impacts of climate change and take action on matters related to all stakeholders • Production management to reduce the air pollution which affects the community and disclose CO2 emission data • Promote local employment and community activities arranged by the government agencies, treat labor under Human rights principles throughout the supply chain and proceeding in accordance with the Personal Data Protection Act • Support traditional local activities such as making merit, community care services and caring for temple Property • Safety monitoring • Attentively make use of complaint channel provided by the Company to implement corrective actions properly • **The Company's expectations** • refrain from expressing dissatisfaction without evidence. • use the company's designated complaint channel on the website, contact the public relations officer.	• Operate in compliance with environmental standards (ISO 14001), occupational safety and health standards (ISO 45001) and internal control system • Regulate dust levels and enforce strategies to minimize buildup and protect the community. • Collaboration from all stakeholders in the organization to participate in the sustainability development practices • Implement Human Rights principles throughput the value chain • Mindful investment in manufacturing, tool or processes for preventive measures • Conducting business with social and environmental responsibility practices that meet international standards in cooperation with stakeholders to drive jointly with throughout the business cycle. • Regularly and suitably cooperate with corporate governance or government agencies • Conducting supportive activities with community and government agencies in a number following regulations of government agencies. • Working time and working methods adjustment in order to comply strictly and cooperate with the government's protective measures, regulations or guidelines announced by the corporate governance agency • Attentive to recommendations and comments by continuously adjusting, reviewing and developing, systems or method as	• Meet up with community agencies • Community relations programs • Community relations staff or government agencies • Communication channel through news, newsletter, and others • Conduct community surveys either by the company team when joining annual community events or by local authorities in which the Company participates to obtain surveyed opinions through coordination with local authorities or community leaders.

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
		an improvement and participation with full force appropriately • Develop and implement tax policy strictly • Corrections and improvements as per suggestions or cooperation in relevant activities • Laying out guidelines, frameworks and methods to monitor if there is any negative impact toward stakeholders to construct preventive measures to prevent recurrent • Assign representative personnel to participate activities organized by regulatory or government agencies appropriately The company encourages community members to report various issues and concerns.	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Corporate Governance Agencies	• Regulations compliance, policy and work practices established • Sustainability implementations • CO_2 emission reduction • Minimize impact to an environment • Patriciate ESG rating assessment • Complete and transparent information disclosure • Equitable treatment to all shareholders • Govern the business with honesty, integrity, transparency and responsibility with provable data • Prevention of conflict of interest of directors and executives and the use of inside information • Corporate internal controls, risk management, crisis management, Human rights due	• Regulators prescribe policy, requirements identify work instructions • Define scope, framework and implementations to respond such expectations • Review and improve work practices and develop as work instructions / training • Provide training, workshop regarding new and changing regulations	• Via Rules, regulations, work guidance • Policy announcement • News notified via e mail, corresponding platform • Training course provided • Website publication and communication channels • Surveys and campaign incorporated with various agencies

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Management of impacts on stakeholders in the business value chain — https://www.goldenlime.co.th/Materiality_T.asp?lang=E

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	diligence, complaint channel, anti-corruption network • Sustainability materiality identifications, implementation and reporting The Company's expectations • Provide training and/or recommendations for cost saving, avoiding cost occurred • Provide and facilitate with document digitization / online training, news to reduce costs and boost Productivity · |		

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Government Agencies Governance Agencies local bodies	• Compliance with laws or good corporate governance in driving the business sustainability guidelines • Preventing various impacts from business processes that cause inconvenience in various aspects to nearby communities • Cooperate in providing information and support projects run by government agencies • Cooperate and promote to comply with the government's protective measures, regulations or guidelines announced by the corporate governance agency • Safety control • Equitable treat to all labor • Adhere to tax ethics • Strictly follow government authorities' instructions • Immediate correction	• Regularly and suitably cooperate with corporate governance or government agencies. • Pollution control in the community nearby the business • Implementing Human rights principles throughout the value chain • Develop and implement tax policy strictly • Conducting supportive activities with community and government agencies following regulations of government agencies. • Working time and working methods adjustment to comply strictly and cooperate with the government's	• Meet up with community agencies • Community relations staff or government agencies • Onsite visit and related assessment • Government's announcements or regulations for cooperation to prevent any contingency situations and emergencies

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Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	• Quick response to the authorities' inquiries **The Company's expectation** • Fair and transparent assessment of duties and taxes with no delay except for tax refund • Clear and reliable practice of new or existing authorities 'work practices • Concise requirements • Provide exact and clear Focal point for government affairs	measures, regulations announced by the corporate governance agency • Assign representative personnel to participate activities organized by regulatory or government agencies appropriately • The government and regulatory agencies offer investment promotional advantages such as Tax benefits, guidance, training courses at no cost, discounted annual fee, etc. with providing idle period for listed companies to make a change and adjust to comply new regulations.	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Competitor	• Conducting business with transparency under fair competition • Do not damage competitors' reputation by slandering or doing any act without the truth Do not seek competitor's confidential information by dishonest means	Good ethic guidelines to follow: 1. Compete under fair rules 2. Not seeking insider information of competitors by dishonest means 3. Don't undermine the competitor's reputation by defamation or doing any act without the truth 4. Not entering into agreements with competitors or other business operators that monopolize or block competition i 5. Avoiding or not taking any action that leads to disputes with competitors and disclosure of annual operating result	• Business meets ups • Information disclosed on website, news and marketing channel • External Survey results

Diagram of the stakeholder analysis in the business value chain

Item	Stakeholders Prioization	Influence	Interest
1	Customers	4	4
2	Shareholders	4	3
3	Employees	3	4
4	Business partners/Sub-Contractor	3	3
5	Communities	3	3
6	Regulators	3	2
7	Governance Agencies local bodies	4	1
8	Competitor	2	2

Employees engagement survey

groups to engage with community members and gather information.

Completion Rate

96%

Communication and community engagement

Engagement and feedback through collaboration activities

15 Aug 2024 Process inspection by provincial industrial agencies

29 May 2024 TAEWON Company from Korean visit CS pant

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

Golden Lime Public Company Limited

Stakeholder Analysis, Stakeholder Communication and Engagement

Part	Article	Photo Number
01	3.2.2	010302_001

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Materiality Assessment Y2024 (Stakeholders Impact)	Influence on stakeholders [High			Medium	Low	]	
	Employees	Customers	Supplier	Directors & Executives	Shareholders	Communities	Regulators
Environmental							
E1 — Environmental , Pollution and Dust Control and Waste Management	Red	Orange	Orange	Red	Orange	Red	Red
E4 — Product responsibility through enhancing the circular economy	Orange	Orange	Orange	Red	Red	Orange	Green
E3 — Climate Change Action	Red	Red	Red	Red	Red	Red	Red
E2 — Resources Management	Red	Green	Orange	Red	Red	Red	Orange
E6 — Biodiversity management	Green	Green	Green	Green	Green	Green	Green
E5 — Water management	Orange	Green	Green	Orange	Green	Orange	Red
E6 — Waste management.	Red	Orange	Green	Red	Green	Red	Red
Social People and Human Right							
S4 — Occupational health & Safety	Red	Red	Red	Red	Red	Red	Red
S6 — Developing Stakeholder Collaboration	Red	Red	Red	Red	Red	Red	Red
S5 — Community Relation & Engagement	Orange	Green	Orange	Orange	Green	Orange	Green
S1 — Human rights throughout the Business Supply Chain	Green	Green	Green	Green	Green	Green	Green
S2/S3 — Human Capital: Development, Retention, and Replacement	Red			Red	Green		
Economic & Governance							
G1/G4 — Good Corporate Governance , Risk Managenment and Sustainability Development	Red	Red	Red	Red		Red	Red
G12-1 — Financial Stability and Management of low-interest rate sources	Green		Red	Red	Red		
G5-1 — Customer Focus and Maintaining Long-Term Relationships	Red	Red	Red	Red			
G6 — Product Continuity and Disruption Prevention	Red	Red	Orange	Red	Orange		
G12-2 — Cost Volatility and Competitive Pricing Conditions	Red	Red	Red	Red		Red	Red
G9 — Development of New Businesses/Products with Technology and Innovation	Orange	Orange	Green	Red			Green
G7-1 — Stable and Secure Raw Material Sourcing	Red	Red	Red	Red	Red		
G11 — Safe Investments (Expansion, Process Improvement, Technology, Innovation, Investment Efficiency)	Orange	Red	Red	Red	Red		Green
G12-3 — Change of industry or business pattern of Customers/Partners	Red	Red	Red	Red			
G7 — Sustainable Value Chain Management	Red	Orange	Orange	Red	Orange	Green	Orange
G11-2 — Asset Management for Maximum Returns	Red			Red	Red		Green
G10 — IT Services and Cybersecurity	Red	Orange	Orange	Red	Red		Green

GRI:2-16/GRI:3-3

Double Mtrix_Significant to the Company (x-axis)

Significant to Stakeholders (y-axis)

Legend:
- Topic
- Environment
- Social/Human Right
- Governance/Economic

Topic	Topic	Sustainability Materiality Issues Year 2024
E		**Environmental**
	E1	Environmental , Pollution and Dust Control and Waste Management
	E2	Resources Management
	E3	Climate Change Action
	E4	Product responsibility enhancing the circular economy
	E5	Water management
	E6	Biodiversity management
	E7	Waste management.
S		**Social People and Human Right**
	S1	Human rights throughout the Business Supply Chain
	S2/S3	Human Capital: Development, Retention, and Replacement
	S4	Occupational health & Safety
	S5	Community Relation & Engagement
	S6	Developing Stakeholder Collaboration
G		**Economic & Governance**
	G1/G4	Good Corporate Governance , Risk Managenment and Sustainability Development
	G5-1	Customer Focus and Maintaining Long-Term Relationships
	G6	Product Continuity and Disruption Prevention
	G7	Sustainable Value Chain Management
	G7-1	Stable and Secure Raw Material Sourcing
	G9	Development of New Businesses/Products with Technology and Innovation
	G10	IT Services and Cybersecurity
	G11	Safe Investments (Expansion, Process Improvement, Technology, Innovation, Investment Efficiency)
	G11-2	Asset Management for Maximum Returns
	G12-1	Financial Stability and Management of low-interest rate sources
	G12-2	Cost Volatility and Competitive Pricing Conditions
	G12-3	Change of industry or business pattern of Customers/Partners

Prioritizing sustainability issues that are important for management will promote the creation of a business foundation and support the creation of value for future growth. To analyze groups of important issues for consideration in action by grouping them in order of importance. As follows

1. **Fundamental** : as a foundation of management that involves adhering to laws, regulations, and standards across financial operations, management practices, and ethical processes, all aimed at enhancing efficiency and sustainability.
2. **Enabler: is** a key factor that promotes the implementation or supports the process or activities to be effective by choosing a management approach to support innovative technology, sourcing funding, raising awareness, setting management policies, research and development, and having appropriate risk management.
3. **Value-Creation** : includes promoting positive performance and business expansion opportunities. However, these initiatives may incur costs related to establishing processes that benefit stakeholders such as customers, shareholders, and communities. This involves defining, creating, delivering, and retaining value. Poor management of these factors can negatively impact the business and hinder future growth.
4. **Support activities** are activities to promote the management of sustainability issues in the form of organizing annual promotional activities or projects.

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Descriptions and management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
E 1 Environmental , Pollution and Dust Control from Production Processes • **Guidelines** 1) Environmental management in accordance with ISO 14001 2) designated persons to manage environmental issues 3) Targets, indicators, and controls are in place 4) Disclose quantitative outcome obtained from environmental treatment and products	Priority : Fundamental & Enabler Less negative impact on the community can strengthen trust and stability in the business **Management measures** ✓ Minimize energy consumption and waste through recycling to optimize resource use. ✓ Implement pollution control measures to reduce environmental impact. ✓ Establish a closed dust control system, plant trees, use water spraying, clean surfaces, cover materials during transport, and wash truck wheels. ✓ Set clear objectives to improve environmental performance. ✓ Comply with legal regulations and customer expectations. ✓ Educate employees on environmental policies to promote responsibility.	- Mining processes and mining areas - Raw material procurement - Processes and locations where raw materials and dust-generating materials are - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Dust density from production processes can impact surrounding communities. -Dust generated from transportation during the delivery or receipt of raw materials - Waste or debris produced during the process if not properly managed. - Carbon dioxide emissions resulting from calcination process. - Management cost for regulation compliance - Damaged reputation from poor management	GRI 303 GRI 304 GRI 306 GRI 307

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Descriptions and management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
	✓ Manage environmental risks and implement mitigation strategies.			Risk Management (RT 25)
E2 Resource Management Efficient use of natural resources and the relationship between the resources used and the benefits derived from them in a sustainable manner while minimizing impacts on the environment to conserve natural resources and improving resource efficiency by putting in place policies that implement the principles of reduce, reuse, recycle as well as manage resources efficiently by focusing on reducing the amount of garbage and waste generation / waste recovery as a set of efficiency enhancing measures such as preventing energy losses, waste recovery, and utilization, reducing energy then impacts on the community. • **Guidelines**	**Priority: Fundamental & Enabler** The potential shortage of essential natural resources, including key materials like limestone, electricity, fuel, energy, and water, poses significant risks. To address these risks and lessen their effects, it is crucial to enhance the efficiency of resource utilization across the entire value chain. This involves minimizing waste and decreasing the consumption of raw materials, as well as finding ways to sell scrap materials, undersize to create additional income and value for the business. **Management measures** ✓ Gathering and sharing information regarding the utilization of key resources in line with the ESG Data Platform, which is an ESG data collection framework established by the Stock Exchange. ✓ Investigating and expanding resources from existing limestone concession mines in areas eligible for exploration or expansion,	- survey and control process of mining production - Selection of suppliers and service providers for the procurement of quality, stable and safe raw materials. - Transportation - Production and services - Delivery of goods from products obtained from the mine - Market survey and product application among customers using products from limestone mines - Support for data collection and data validation **Relevant stakeholders** Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Natural resources that are depleted - gathering and verifying data systematically overseen by the appropriate internal unit + The raw materials utilized can be effectively managed for production, while waste management can help minimize environmental effects. - Greenhouse gas emissions. + Managing raw materials can create cost-effective opportunities.	GRI 301 GRI 302 GRI 303 Risk Management (RT 14)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Descriptions and management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
1. Policies established regarding resource efficiency and energy conservation.conservation. 2. Monitoring - Electricity consumption - Energy consumption - alternative energy or clean energy consumption - Fuel (diesel, gasoline, NGV, coal, biomass) consumption - Water and waste, pollution from business processes 3. A management approach aimed at optimizing resource utilization involves establishing targets and transparently demonstrating the effectiveness of resource use. 4. Resource efficiency, driving progress toward specific resource management objectives, while continuously tracking and sharing information on resource consumption.	and applying for licenses to drill further or renew long-term concessions. ✓ Sourcing additional raw materials from reputable limestone and dolomite suppliers that are safe, secure, and available in adequate quantities to meet production needs. ✓ Conducting resource exploration while managing associated risks. ✓ Building partnerships with trustworthy fuel importers to secure quality fuel in the necessary amounts at competitive prices. ✓ Efficiently managing raw material inventory to minimize losses and avoid excess storage. ✓ Overseeing the reduction of raw material losses and managing risks throughout the procurement of various resources. ✓ Identifying markets for selling scrap materials, leveraging opportunities for air pollution control systems and utilizing limestone and construction stones in infrastructure projects. ✓ Implementing water management strategies, recycling used water, storing water from natural sources, transitioning to a dry dust collection system to conserve water, and regulating wastewater discharge from the facility. ✓ Investing in renewable energy initiatives. ✓ Researching the development of biomass fuels to achieve low carbon fuel objectives. ✓ Advancing production processes to accommodate alternative fuels.			

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Descriptions and management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
E3 **Actions on Climate change** **(Climate Change Action)** • **Policies and practices** 1. Establish policies and guidelines to reduce the impact and set GHG reduction target and/or initiate or take part in activities that can help reduce greenhouse gas emissions. 2. Set quantitative target to measure performance and adapt strategies 3. Disclose GHG performance to stakeholders	Priority : **Fundamental** & Enabler The strategy to combat climate change operates on international and national levels. Globally, Carmeuse Group ,a major shareholder aims for net zero greenhouse gas (GHG) emissions by 2050, while Thailand's draft Climate Change Act targets net zero by 2065 or 2068. Thai regulatory bodies, including the SEC and the Stock Exchange of Thailand, are promoting corporate governance practices and collaboration among listed companies to address the challenges of rising global temperatures. This includes managing physical risks from severe disasters and transition risks from regulatory changes, with the goal of mitigating impacts on business operations throughout the supply chain. **Management measures** ✓ Implement the established policies ✓ Develop strategies and assess SEC, Stock Exchange, Climate Change Act, and Carbon Tax regulations. ✓ Manage climate change-related risks in line with IFRS S2 (ISSB). ✓ Foster business partnerships and engage stakeholders in projects to reduce	- Raw material procurement (Partner Development) - Transportation (Company and service providers) - Production and services - Delivery of goods and services - Support activities ○ Employee commute ○ Business travel ○ Use of leased assets ○ Other categories under GHG Categories Scope 3 that are important to business processes **Stakeholders** Directors, Executives and Employees Shareholders, customers, partners, Regulatory agency Society /Community	**Physical** - Flood may affect the transportation of goods to customers. - High temperatures can lead to various disasters that may impact certain customer industries. **Transition** - Participate in the execution, advocacy, and enhancement of collaboration aimed at achieving carbon neutrality and Net Zero, while addressing both national and international climate change objectives. - The SEC Office requires the preparation and disclosure of information related to climate change, following the IFRSS2 standard. This involves gathering GHG Scope 1, 2, and 3 data from the Company and its subsidiaries as part of the consolidated financial	GRI 305 Risk Management (RT01: 1.1)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
	environmental impacts and greenhouse gas emissions. ✓ Appoint personnel to the Risk and Sustainability development Committee for better representation in climate change sub-committees, aligned with the Committee's sustainability framework. ✓ Provide training on regulatory standards to enhance disclosure for One Report and financial statements, ensuring compliance with ISSB IFRS S1 and S2 standards, which the SEC will enforce for all publicly listed companies by 2030.		statements. Additionally, verification and certification must align with the GHG Protocol 2004 standard. The data collection is expected to be finished by 2028, and the auditor-verified disclosure of GHG 1, 2, and 3 data is due by 2029 - Financial institutions are increasingly restricting their lending practices to focus solely on businesses that actively take steps to lower greenhouse gas emissions. - Carbon Tax trend - Additional costs from research / investment / system development / testing + Opportunities for distributing products to mitigate the effects of air pollution.	

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Descriptions and **management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
E4 Product responsibility by promoting a circular economy (Product responsibility through enhancing the circular economy) (E3) **• Policy** 1. Product development incorporates environmental and/or social sustainability requirements in order for new products are consistent with the sustainability development framework, such as - Reduce the use of non-renewable natural resources - Reduce the use of hazardous chemicals - Reduce the use of energy or resources in using the product. - Extend the service life - Transformation of waste or parts of end-of-life products into inputs - Decomposition in nature 2. Enhancing circular economy as a contribution to achieving sustainable consumption and production	Priority : Value – creation Addressing the environmental impact of products is vital due to climate change and a growing population. Efficient use of natural resources in consumer goods production is essential. The services provided involve raw materials for various industries. Mitigating risks related to business continuity and environmental standards can help companies seize market opportunities while minimizing product-level risks. Incorporating sustainable practices in new product development requires effective strategies and resource management to reduce environmental effects. **Management measures** ✓ Circular Economy initiatives include: - Recycling water for reuse in the limestone washing process. - Choosing fire-resistant/refractory brick materials that can be dismantled and reused when replacing walls, ensuring that materials in good condition are selected for repairs - Repairing and recycling pallets for packaging - Utilizing second-hand packaging for customers looking to cut down on packaging expenses. - Researching and developing biomass materials - Separating waste for organizations that can convert it into fuel or other usable products. Energy Management - Renewable energy (Investment project in solar panels) ✓ Waste Management	- Raw material procurement - Management, selection, storage management of raw materials and products - Production process and factory management - Material storage and packaging management - Repair and maintenance process - Management of debris and dust from the process - Water management and reuse - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Participation in setting indicator and action plan - Collaboration with stakeholders in the circular economy - Engagement in waste management - Systematic accounting of circulating materials inventories + Reducing production costs + Maintenance cost reduction	GRI 301 GRI 306 12 การผลิตและบริโภคที่รับผิดชอบ 13 การรับมือกับ Climate Change

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Descriptions and **management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
E 5 Water Management Water is essential for both operations and the community, so we assess water-related risks to manage them effectively which focuses on both water quality and quantity, considering risks like climate change, ecosystem impacts, and relevant regulations. This approach helps protect our operations and supply chains from water scarcity by promoting sustainable water use practices. **Policy** 1) Establish a water management policy, water consumption plan and monitor to evaluate local water stress 2) Conduct Scenario Analysis for water availability and quality 3) Risks related to water use ; Conflicts with stakeholders, water prices,	Priority : Fundamental & Enabler The Company utilizes water resources for production, consumption, and general purposes. All production facilities of the Company and its subsidiaries are situated in Lopburi and Saraburi provinces in Thailand, areas that face potential freshwater shortages due to limited public water supply. The freshwater sources are derived from authorized groundwater, with wells installed at the sites, and water resource risk management is implemented as follows: **Management measures** ✓ Survey of water resources and assessment of risks to freshwater resources in the area ✓ Management of water resource usage in each factory for the process of creating ponds to support the process of reusing water or increasing water storage from rainwater collection.	- Raw material preparation - Dust Impact Management - Transportation and storage of raw materials - Environmental management and trees around the establishment Water use for consumption in manufacturing establishments	- no tap water in the area - Use underground water - Expenses in exploration and drilling may increase if additional water is required. - groundwater levels could drop if the nearby region dries out. - Sourcing drinking water from outside suppliers.	GRI 303 Risk Management (RT 14) (RT 25.1.4)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Descriptions and management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
etc. 4) The water risk assessment can be a critical tool in identifying, managing, and/or mitigating water-related impacts from issues	✓ Control without draining used water out of the factory ✓ Changing the technology of dust removal and pollution control systems from wet scrubbers to dry bags to reduce water consumption ✓ Setting targets to reduce ground water consumption Water scarcity risk assessment and management			
E6 Biodiversity Management • **Guidelines** 1.A biodiversity policy has been established to reduce impacts from business operations and promote the preservation on restoring nature and enhancement of biodiversity as well as related life cycles within the ecosystem affected by our operations 2.Actions taken to protect and conserve Biodiversity	Encouraging initiatives that enhance biodiversity involves protecting, restoring, and sustainably managing terrestrial ecosystems includes planting trees, improving soil health through lime application, and ensuring sustainable forest management for restoration or compensation. Collaborating with partners is essential to bolster positive biodiversity efforts and promote conservation, ultimately expanding green spaces and creating market opportunities for environmental products. **Management measures** ✓ Preparation of policy documents linking biodiversity actions according to the Convention on Biological Diversity (Kunming-Montreal Global Biodiversity Framework)	- Mining and management processes/rehabilitation/compensation/management control according to environmental measures - Reducing the impact of raw material preparation - Managing the impact of dust and promoting tree planting as a dust prevention line - Transportation and storage of raw materials - Environmental management and trees around the establishment - The consumption of groundwater which is an ecosystem service, and the reduction of impacts according to water management measures **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	▪ Climate Change -Emissions from production +Reducing emissions ▪ Land/ocean use change -Environmental degradation +Replacement/Regeneration ▪ Resource utilization in production/replenishment in the ecosystem -Decreased quantity and quality of ecological services +Increase quality/quantity back into the service ecosystem ▪ Pollution/pollution control -Pollution caused by production	GRI 304 GRI 101 Biodiversity 2024 15 การใช้ประโยชน์จากระบบนิเวศทางบก 12 แผนการบริโภคและการผลิตที่ยั่งยืน 13 แก้ปัญหาโลกร้อน

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Descriptions and management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
	✓ Formulating a strategy for biodiversity action ✓ Establishing structures and responsibilities for biodiversity ✓ Biodiversity Impact Assessment ✓ Conducting biodiversity impact assessments and ensuring proper reporting and information disclosure. ✓ Facilitating training sessions for trading partners to raise awareness and motivate them to minimize their ecological footprint, while collaboratively fostering a healthy ecosystem.		+ Pollution elimination/reduction	
E7 Waste management **(Waste Management)** By operating under the framework and operational requirements in accordance with the framework and regulations for managing waste or unused materials, both hazardous and non-hazardous waste, that occur within the process under the framework of the Department of Industrial Works, including carrying out activities in accordance with the intention of demonstrating environmental participation	**Priority: Fundamental** The company has determined the management of waste or unused materials, both hazardous and non-hazardous waste, that occur within the company to comply with the guidelines of the law and other related regulations. The scope includes the collection , storage , selection of contractors, and delivery of waste and unused materials outside the factory, which means the area of the factory specified in the factory operation license and specified in the	- Production of raw materials , limestone - Factory management in managing waste materials and unused materials from the process - Manage materials from the maintenance and repair process of machinery in hazardous and non-hazardous waste. - Management of packaging scrap, damaged pallets and damaged parts, office supplies and damaged equipment. **Relevant stakeholders** Board of Directors, Executives and Employees	- The area is allocated for storing gray dust materials and leftover scraps, which must be buried. - The volume of buried dust and gray dust has risen. -Accumulated dust could pose risks during dry or hot conditions. -Water is utilized to minimize the amount of accumulated dust and mitigate its effects.	GRI 306 12 การผลิตและบริโภคที่รับผิดชอบ 15 ระบบนิเวศบนบก

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Descriptions and management measures**	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
and waste management and waste separation activities in collaboration with the civil society sector. • **Guidelines** 1) Operate strictly under the framework and regulations of the Department of Industrial Works. 2) Promoting good governance in workplaces 3) Promoting civil society participation activities 4) Promoting environmental action to create positive impacts	environmental management system, safety and occupational health, management guidelines. **Management measures** ✓ Categorizing waste or discarded materials ✓ Identifying the types of waste or unused materials by providing containers and making labels to indicate the types of waste or unused materials in containers. ✓ Management of waste or discarded materials, both hazardous and non-hazardous, that occur within the company must be carried out in accordance with legal guidelines. ✓ Participate in waste separation activities in areas where they can be carried out.	Shareholders, customers, partners, /Community representatives		

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
S1 Human rights throughout the supply chain **(Human rights throughout the Business Supply Chain)** cover all processes within the supply chain. • **Policy**	Priority: Fundamental & Enabler The international community anticipates that companies will conduct their operations with respect for human rights. This involves establishing guidelines to mitigate potential negative effects on the lives, livelihoods, and rights of different	Mining processes and areas - Raw material procurement - Production and services - Production support and process management under	- Business operations may create opportunities to violate human rights, both in terms of safety and the	GRI 410 GRI 411 12 บริโภคและผลิตอย่างมีความรับผิดชอบ

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
1) A human rights policy is established that covers employees and stakeholders of the organization. 2) Employees/workers are treated in accordance with human rights policy, such as hiring people with disabilities, negotiations regarding welfare through representatives of the Welfare Committee, etc. 3) Disclosure of Human Rights Due Diligence 4) identify, prevent, mitigate, and account for how we address their adverse human rights impacts, corrective action, and remediation	stakeholders. Businesses should create a thorough human rights policy and consistently monitor adherence to it, ensure fair treatment of employees, and implement measures that promote employee well-being. Taking concrete actions to advance human rights is not only a response to these expectations but also reflects an organization's accountability as a societal member. This approach aligns with sustainable business development and human rights principles. **Management measures** ✓ Overseeing human rights risks within the organization and essential supply chain processes. ✓ Conducting human rights risk evaluations of trading partners. ✓ Collaborating to address human rights inquiries from regulatory bodies and important stakeholders, including shareholders and customers. ✓ Engaging in training sessions to evaluate implementation strategies aimed at aligning human rights performance with legal standards and regulations. ✓ Offering training on human rights awareness and establishing communication channels for sharing this knowledge with employees, as well as creating training programs for business partners. ✓ Managing biodiversity to evaluate potential effects on ecosystem services.	production and operation processes - Transportation and delivery of goods and services - Activities and support departments - Administrative and management activities and preparation of financial reports -Marketing, Sales and Business Development / Product Development **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	impacts that may affect relevant stakeholders. - In the business process of business partners, there may not be any systematic management of human rights. - Business operations use natural resources, so there must be a management process to reduce impacts, restoration, and compensation in order to restore the environment or alleviate the impact on the ecosystem.	Risk Management (RT27)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
S2/S3 Human Capital: Developing, Retaining and Recruiting Replacement Personnel **(Human Capital:** Development , **Retention, and Replacement)** In terms of employee potential development and employee retention, reduce the risk of losing employees in important positions, and prepare qualifications and support plans for recruiting replacement personnel. • **Guidelines** **Employee Potential Development** 1. An employee development plan that outlines that person's professional growth and training needs 2. Training plans in response to the Company's goal 3. Training record for evaluation **Motivation and retention** 1 Implement performance appraisal in compensation 2. Conduct both employee satisfaction and employee engagement surveys 3. Turn survey results to boost engagement and reduce attrition. 4. Communicate retention performance as a commitment to employee care improvement. **Recruitment of replacement personnel** 1) Providing equal opportunities in recruiting personnel regardless of gender, race, religion or skin color.	**Priority: Fundamental & Enabler** Potential employees play a crucial role in shaping the company's business strategies, which encompass enhancing productivity and fostering innovation and new business opportunities. Investing in employee development is an effective way to encourage their engagement and collaboration in the organization's growth. By motivating and retaining high-potential employees, the company can sustain its competitive edge and align with its strategic goals. The strategy for motivating and retaining these employees will take into account a comprehensive compensation and benefits framework, tailored to the performance of staff at every level within the organization. **Management measures** ✓ Providing executives to prepare for and replace personnel with early retirement plans ✓ Implementation of a human resource management system program to systematically collect and store human resource data. ✓ Develop campaigns to promote collaborative activities among personnel at all levels and provide opportunities for employees to participate in expressing their opinions, proposing businesses, and implementing activities. ✓ Listening to opinions and developing activities according to suggestions	- Mining processes and areas - Raw material procurement - Production and services - Production support and process management under production and operation processes - Transportation and delivery of goods and services - Activities and support departments - Administrative and management activities and preparation of financial reports -Marketing, Sales and Business Development / Product Development **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Employee turnover rate - Having a limited number of personnel and some positions with skills, knowledge, and abilities may not be sufficient or able to support impact management and create significant changes or developments in all aspects. - Population structure and job transfer may affect the continuity of skill development and expertise in problem solving of personnel in some positions. - Personnel/time management/language limitations are obstacles to knowledge development for some positions.	GRI 401 , GRI 402 GRI 404 GRI 405 GRI 406 Risk Management (RT15.8) (RT26) (RT27)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
	✓ Risk management related to human rights, safety and occupational health, environmental management ✓ Providing training and providing equal opportunities for knowledge and potential development by allowing all agencies to propose programs that meet the development curriculum they wish to train.			
S4 Health and safety at work **(Occupational health & Safety)** by Managed according to ISO 45001 standards • **Policy** 1. Managing to ensure healthy and work safety in an appropriate environment. 2. Establish and review objectives, target of occupational health, safety and workplace environment 3. Maintain standardized Health and safety of employees. 4. Safety assessment to contractors/partners 5. Prevention and risk mitigation 6. Safety record and safety investigation Lost Time Injury Frequency Rate: LTIFR / Lost Time Incident Rate: LTIR, Absent Rate: AR 7. Training on safety awareness 8. Safe work practices	Priority: Fundamental & Enabler The company is committed to conducting business and setting goals for safety and occupational health operations by setting performance indicators from statistics and zero accidents and work-related hazards leading to work stoppages. **Management measures** ✓ Committed to providing a safe and healthy working environment to prevent injuries and illnesses that may occur at work in order to comply with safety goals. ✓ Committed to complying with legal and other requirements ✓ Committed to eliminating hazards and reducing risks ✓ Committed to continuously improving occupational health and safety systems ✓ Committed to providing advice and engagement with practitioners or practitioner representatives ✓ Organizing training activities and promoting knowledge, safety training to create awareness for every work point to reduce work accidents in the area and scope of responsibility without danger or accidents from work by training 100 % of	- Mining processes and areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust are produced and stored - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Employees are injured or harmed. - Accidents, health and safety of employees and related stakeholders - Causing treatment, compensation or compensation costs for those affected - Property damage - Impact and distress in the community if an accident occurs during the transportation of goods or risks from any process of business operations. - Image may be affected if mismanaged or if	GRI 403 Risk Management (RT 23)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
	employees and training important contractors and important business partners.		there is a serious accident.	
S 5 **Community Relation & Engagement** Promoting business-community relations • **Policy** 1. Community and society engagement to obtain their concern regarding business Operations for impact mitigation 2. Projects / Initiatives contribute to community development or solution through business processes by setting operating strategies with the community or jointly solving social problems as well as following up on results and benefits that the company receives in terms of quantity/value/economic returns such as income, profits, and expenses that can be reduced or a reduced level of risk or quantifiable social benefits/returns to the community or benefits to society in terms of process results (Output) or final results (Outcome)	Priority: Value Creation Support orientation involves effective collaboration with civil society, communities, and local or government agencies. This includes engaging in community activities, facilitating access to surveys, and gathering information, opinions, or concerns. Such engagement fosters actions that align with community expectations, enhancing public relations and minimizing conflicts or risks to reputation. This approach ensures that business operations run smoothly, backed by strong cooperation from civil society, communities, and government entities. **Management measures** ✓ the business processes outlined in the CSR should reflect the defined strategy and the advantages the company gains, while also aiming to lower risks or provide measurable social benefits to the community. ✓ An annual activity plan should be developed, along with a budget allocation, to support community or local organization requests for collaboration as they arise. ✓ Fostering and sustaining relationships within the community can help minimize complaints, providing community members with a channel to report issues or impacts rather than resorting to formal complaints.	- Mining processes and areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust are produced and stored - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Reduce the severity of complaints + Opportunity to receive information from the community to report problems that may arise from processes that affect the lives of people in the community.	GRI 413 12 บริโภคและ ผลิตอย่างมี ความรับผิดชอบ 16 สังคมสงบสุข ยุติธรรม ไม่แบ่งแยก 17 ความร่วมมือเพื่อ การพัฒนาที่ยั่งยืน

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
S 6 Stakeholder Involvement and Participation **(Developing Stakeholder Collaboration)** to meet social expectations and create long - term value for all stakeholders. • **Guidelines** 1. The process includes: 1.1) Establish a policy to include and categorize all stakeholders 1.2) Prioritize and specify activities for each group of stakeholders including reporting to the board 2. The management adopts the framework from the Board, follows up performance and involves employees to participate in proposing ideas for activities or projects.	**Priority: Value Creation** To ensure sustainability in operations, it is essential to establish a process for engaging with stakeholders who may be impacted by the company's activities or who can influence its operational capacity. This engagement helps to clarify stakeholder expectations before these insights are integrated into decision-making regarding the organization's activities. Additionally, it allows the company to shape its business direction in a way that meets these expectations and fosters long-term value for all stakeholder groups. **Management measures** ✓ Conduct a survey to gather opinions from each key stakeholder group. ✓ Develop guidelines for processes involving key stakeholders. ✓ Evaluate and prioritize stakeholders to identify those essential for executing annual promotional activities. ✓ Assess stakeholders by examining their influence, interests, and roles within the organization. ✓ Create a framework for participation to guide future considerations. ✓ Plan annual promotional events, such as a 2024 campaign focused on promoting the organization's four core behaviors (4's Behaviors) and facilitating opportunities for employees to share their views and engage in activities.	- Mining processes and areas - Raw material procurement - Factory management process supports production - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** **Directors, Executives and Employees** **Shareholders, customers, partners, /Community representatives**	+ Promote and provide opportunities for stakeholders to express their opinions to jointly develop the business or organization. + a database and insights from key stakeholders to guide enhancements and shape business development strategies for growth opportunities. - need to set aside a budget for management or for organizing activities	GRI 2-29 GRI 413

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G1 Good corporate governance (Good Corporate Governance, Risk Management and Sustainability Development) Good corporate governance requires that personnel within the organization at all levels should be aware of and adhere in order for efficient and transparent management to gain the confidence of the shareholders and stakeholders as well as building strength and promoting businesses to be able to grow sustainably. • **Guidelines** **1.** good corporate governance policy and practices in place 2. Disclosure of operating results 3. The Board of Directors sets policies and best practices covering independence, conflict of interest efficient performance, evaluation, and compensation policy as well as executives' assessment with valid assessment criteria in economic, Society and/or environment	Priority: Fundamental & Enabler & Value Creation The sustainability objectives and regulatory reforms requiring ESG practices concerning environmental, social, and governance matters . As a listed company upholding strong corporate governance shall adopt and enhance to align operations with the requirements, guidelines, standards, and procedures established by regulatory bodies. **Management measures** **C ompliance** : - in accordance with the legal framework, established rules, regulations, and standard practices, adhering strictly to the timelines mandated by law. - keep track of the rules and regulations, along with the disclosure system of the Stock Exchange of Thailand, to refine and evaluate the corporate governance and sustainability policies, ensuring they align with the business context and the organization's scale. **Governance** : - Governance aligns with established policies, regulations, and standards, with the expectation that directors and executives carry out their responsibilities with integrity, transparency, ethical conduct, and effective corporate governance.	- Raw material management and mining management and raw material transportation and co-development of partners and management of value chain. - Production of goods and services - Production support - Delivery of goods and services - Customer product use - Marketing , sales, service and customer relationship management - Business/Product Development - Asset and investment management - Financial management - Support activities **Relevant stakeholders** Board of Directors, Executives and Employees Shareholders, customers, partners,	+ Stakeholder trust + Create opportunities/channels to receive support, knowledge training, free training + Annual fee discount from various promotional projects supported by regulatory agencies + Support management/prevention of the risk of liability of the executives that does not cause disputes or wrongdoings. + Increase the opportunity to receive support from financial institutions / investors / customers who value companies with good corporate governance. - Adjustment of disclosure standards that are integrated into disclosures of risks related to climate change and sustainability	Risk Management (RT1.1)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
	- to refine and adapt the processes of oversight, monitoring, and information disclosure to meet the evolving standards and procedures of regulatory bodies, ensuring they are tailored to fit the organization's business context, structure, culture, resources, and size. **R isk Management** : Risk Mmanagement and prevention adhering to established rules, standards, and procedures by evaluating impacts, mitigating risks, and fostering business opportunities to ensure stable growth.	/Community representatives	that affect business operations - Expenditure burden and considerations in budget/resource allocation to establish adequate standardized processes	
G4- 2 Asset Management **(Asset Management for Maximum Returns)** in operation • **Guidelines** 1) Actions to comply with the policy framework and practices, responsibility for assets and maintaining the company's interests. 2) Preparing a list of important assets that are not used in business operations and having a plan to sell them. 3) Making a list of the quantity, value, raw materials or important inventory that is raw materials / reserve materials / recycled materials and the period or indicating the plan for use systematically. 4) Create a plan to assess the progress of assets under construction. Projects that have investments and records during construction and require a construction period of more than 1-3 years, or a plan for	Priority: Fundamental & Enabler Assets held for sale and discontinued operations with no repair plans, as well as slow to no moving assets for construction or projects delayed due to market conditions and investment opportunities. **Management measures** ✓ Highlight slow-moving assets that are stagnant, along with a list of delayed construction projects, to develop a management plan. ✓ Establishing asset management considering impact to asset value or financial data as a critical concern for sustainability strategy and execution, requiring ongoing monitoring.	- Inventory management - Factory management - Engineering and Capex - Accounting Audit and Internal Control - Maintenance - Procurement - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, Regulatory Agency/Society /Community	- List of assets that are either slow or stagnant, which could lead to obsolescence or impairment. - High levels of inventory and slow moving can impact Capex investment	Risk Management (RT 15.7) (RT 15.6) (RT1 7) (RT 2 1)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
accounts under construction that have no progress for more than 1-3 years to assess and monitor management strategies with annual reviews.		/Auditor/Internal Control System Auditor		
G5 -1 Customer relationship management It is an important core corporate value that promotes business and creates opportunities to create a stable and continuous income base and is a base for growth opportunities. • **Guidelines** 1) Develop products that can be used in a variety of ways to support various industries. 2) Aim to build long-term relationships with customers 3) Promote and support continuous development 4) Support and promote personnel to develop their management skills with full commitment to produce products and services that promote value and create satisfaction for customers. 5) Customer Focus : Impacts, problems, and obstacles that may affect the use of products or affect customers' consideration of stopping trading are issues that must be monitored and cooperated in setting management and prevention measures with determination	Priority: Fundamental & Enabler The company prioritizes all customer groups and aims to enhance processes to meet user needs. However, challenges may arise from various factors. Each issue will be tracked within the established framework to identify corrective actions and improve management practices, ultimately ensuring customer satisfaction. **Management measures** ✓ Develop production and sales strategies to ensure timely delivery of products that align with customer specifications and quantities across all sectors. ✓ Implement risk management strategies to address and mitigate the effects of any non-conformities, ensuring they do not disrupt customer product usage. ✓ Assess various elements and allocate necessary raw materials, workforce, equipment, and investments to facilitate the production of high-quality products that fulfill customer specifications. ✓ The sales team must evaluate any non-conforming features that may impact the customer and obtain their	-Acquire high-quality raw materials in adequate amounts - Align production planning with the demands and volumes of each customer segment. - Oversee inventory and packaging to ensure they meet the purchasing strategy. - Implement quality control measures to select and guarantee deliveries that fulfill the required standards. - Organize transportation and services to ensure timely delivery. - Engage in marketing, sales, and service by providing	- product quality and quantity may not fulfill the qualifications or requirements. - Pricing strategies tailored for clients with significant trading volumes and intense competition. - The identification of challenges and solutions to ensure specifications or quantities for certain groups or customers.	12 บริโภคและ ผลิตอย่างมี ความรับผิดชอบ ∞ Risk Management (RT9.5)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
to maintain a base of satisfaction in using products continuously for long-term trading.	approval prior to delivery to prevent returns of noncompliant products. ✓ Conduct satisfaction surveys along with an analysis of product groups.	competitive pricing and fostering long-term business relationships. - product development to enhance benefits and reduce negative impacts. - Facilitate supportive activities. **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives		
G6 **Product continuity, prevention of disruptions** Management of the production process and prevention and reduction of the impact of factors that cause disruptions. • **Guidelines** 1) Both operational, production and support departments give importance to risk management, reduce impacts, mitigate and prevent factors that affect production disruptions that are not in the plan. 2) Management to reduce factors, obstacles, and variables that affect the quality and properties of the product. 3) Preparing a contingency plan, preparing to produce sufficient inventory to meet advance orders, and checking inventory	Priority: Enabler to plan and manage product delivery tailored to specific customer groups requires continuous production control in response to increasing competition. **Management measures** ✓ weekly meetings to evaluate situations, identify challenges and impacts, and collaboratively devise management strategies to minimize obstacles and ensure production continuity. ✓ maintenance and preventive maintenance to align production with sales targets and ensure timely product delivery.	- Quarrying processes and quarrying areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders**	- Inconsistent delivery either product quality or product quantity - product volumes for specific requirements may not be adequate to satisfy demand. - volumes delivered in some period fails to align with the purchase order	12 บริโภคและผลิตอย่างมี ความรับผิดชอบ Risk Management (RT9.5)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
and reviewing production plans to be able to control production to be consistently sufficient. 4) Product testing and selection should be carried out adequately and stringently to control and ensure delivery of products that meet customer requirements.	✓ Source raw materials and fuels that consistently meet required specifications while minimizing variables that could affect product quality. ✓ Allocate necessary budget and investments to enhance processes that facilitate the production of desired product characteristics. ✓ Establish testing protocols, quality standards, and assurance measures to ensure compliance with specifications and requirements.	Directors, Executives and Employees Shareholders, customers, partners, /Community representatives		
G7 Sustainable Value Chain Guidelines 1. Supplier categorization into Critical Tier1 and Critical Non-Tier 1 2. Risks identification and assessment covering environmental and/or social issues, and actions are taken to reduce the risks through sustainable supply chain management. 3. Prescribe environmental issues and/or social issues into Supplier Code of Conduct 4. Regular supplier audit especially critical partners with ESG risks as On-Site ESG Audit. 5. Support partners with reasonable payment term and conditions for their liquidity 6. Engage them in any sustainability projects/plans for promoting and developing partners to conduct sustainable business operations.	Priority: Fundamental & Enabler The sustainability development requires collaboration with business partners and stakeholders throughout the value chain. The company has worked with these groups to create guidelines that reduce social and environmental impacts while improving practices aligned with sustainability. **Management measures** ✓ Review of the Supplier Code of Conduct integrated procurement policies ✓ Organizing the "Supplier Day" event includes training suppliers on the code of conduct, ensuring signatures, and promoting sustainability practices. This involves addressing climate-related risks, announcing the biodiversity policy, and collaborating on GHG Scope 3 data collection. Additionally, ESG operations and on-site audits for high-risk suppliers will be conducted.	- Quarrying processes and quarrying areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Many of the partners are private or limited companies that might lack a well-defined system for managing ESG operations. - some key partners are international, like firebrick manufacturers, making it difficult to conduct thorough onsite surveys due to the associated high costs.	Risk Management (RT7) (RT10) (RT14) (RT15.3) (RT19) (RT23) (RT24) (RT28) (RT34.2) (RT34.4)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G7-1 Stable and Secure Raw Material Sourcing Sourcing of stable and secure raw material sources. • **Guidelines** 1) Risk assessment and management, including source selection, partner selection, and compliance with partner code of conduct. 2) Consideration of fuel procurement sources, in addition to evaluating price, quantity and being a source with consistent quality, must also consider reliability, continuous procurement, and finding a safe delivery process with low risk. 3) In the case of purchasing raw materials/fuels from abroad, the risk of the trading partner must be assessed. The trading partner's country is a trading partner with a history of risk or has a possibility of uncontrollable risk. 4) In the case of a source of raw rocks and minerals, it must be a source with a drilling license and related licenses that are valid.	Priority: Enabler & Value Creation Reliable procurement of key raw materials, fuels, involves selecting trustworthy suppliers and ensuring secure sourcing at planned prices, quality, and quantities. Maintaining continuity and fostering long-term relationships will enhance the ability to establish a sustainable production. **Management measures** ✓ Choose fuel partners capable of sourcing high-quality fuel for production, ensuring consistent product quality control, purchasing in suitable quantities for storage, managing inventory effectively, and minimizing transportation and loading risks, including potential losses during sea transport, while maintaining competitive pricing for cost efficiency. ✓ Utilize multiple fuel sources for lime production to meet the varying specifications of customers with different fuel characteristics. ✓ Select limestone raw materials by identifying primary production sources and establishing long-term contracts with limestone mines that can supply adequate quantities for production needs. ✓ Oversee stone mill partners by securing contracts that address comprehensive risk management or protection against product quantity losses.	- Quarrying processes and quarrying areas - Raw material sourcing / Raw material import from abroad - Partner management process, partner selection, partner risk assessment - and areas where raw materials and materials that may cause dust are produced and stored. - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	+ Mitigate impact and manage procurement risks. + Minimize the influence of raw material quality due to physical factors or properties that can impact product quality control. + Lower loss of the raw materials during transportation, storage, or handling.	Risk Management (RT7) (RT14)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G9 Innovation and technology for society or environment **(Development of New Businesses/ Products with Technology and Innovation)** Business development to support changing factors from changes in any industry or to support competitive situations. • **Guidelines** 1) creating business and social innovation and/or environment to add value for the company and stakeholders 2) The quantifiable value contribution to society and/or the environment both in terms of business value and social values and/or environment 3) Disclose such innovations to others to learn and put into practice.	Priority: Enabler , Value-Creation Developing strategies to boost sales or attract a new customer base interested in the product by introducing new offerings, targeting customer segments in different industries, establishing new market to sustain revenue, compensating for losses due to competition, and managing risks associated with competition and shifts in customer across various sectors. **Management measures** ✓ developing products for both new customers and markets includes initiatives like the Dolime project for the steel sector, the Flue Gas desulfurization (FGD) for the energy sector, and the AAC lime project for the lightweight brick industry to ensure sustained business. ✓ Ongoing developments in new products and markets which remain under wraps until the commercialization phase starts. ✓ Evaluating the challenges, obstacles, and consequences encountered during the development, delivery, and implementation phases to collaborate effectively with the production team and establish strategies that reduce negative impacts.	- Marketing, sales and business development/product development processes - Engineering and investment process - Product research and development process - Study tour to Carmeuse - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, Regulatory agencies/society /community /institution/unit, research/consultants and related experts	- Long period in developing, researching, testing, and launching can be exceeding two years - Require costs and skilled personnel. - networks and expertise that need backing from the major shareholder.	Risk Management (RT 9.6)
G10 Data and information system security **(IT Services and Cybersecurity)** is operating • **Guidelines** 1. Completed and standardized data management as cyber vulnerabilities pose	Priority: Fundamental & Enabler Business operations depend on information system resources, data communication, and IT networks to facilitate transactions. These systems must be developed to avoid	- Quarrying process and quarrying areas - Raw material procurement		Risk Management (RT 6.4)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
significant corporate risks, including business interruption, breach of privacy and financial losses 2. Standardized and preventive information system infrastructure to manage the information system in accordance with information security control standards and basic cyber protection 3. Cyber security and information security in place with designated IT administrators Spec list as the responsible person to supervise or manage information technology security. 4. A policy established to maintain data security in regulating access, identifying practices and related business ethics 5. Regularly test security systems and processes; Training a policy that addresses information security for all personnel.	disruptions and ensure security against cyber attacks or threats, thereby fostering trust among the company, investors, and key stakeholders. **Management measures** ✓ Invest in the data network system by integrating the IT infrastructure of Carmeuse Group, that adheres to security control standards and features a robust Cyber Security protection system. ✓ All users will manage access to specific authorized applications, including control over access permissions, periodic password changes, and verification through the Mobile Security System using the Application Authenticator. ✓ Users will undergo security training as outlined in the online training program, which has a set deadline. If a user fails to complete the training, the system will alert the supervisor to ensure the user participates as required. ✓ Only authorized devices will be allowed .	- Processes and areas where raw materials and materials that may generate dust are produced and stored - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners,Regulatory agencies/society/community /government agencies involved in online transactions		(RT 15.9) (RT 1 8)
G11 **Safe Investments (Expansion, Process Improvement, Technology, Innovation, Investment Efficiency)** The Company manages and implements capital expenditure policies by assessing the necessity and considering safe investments. • **Guidelines** 1)Framework for consideration to create growth opportunities through investment	Priority: Fundamental & Enabler Preventing disruptions and achieving growth through expanding production capacity or improving processes to meet demand or reduce certain obstacles requires investment and process development, focusing on technologies and innovations that enhance processes. Every investment project is evaluated for returns, payback periods, and appropriate sources of investment to ensure prudence	- Quarrying process and quarrying areas - Raw material procurement - Production process - Transportation - Security protection - Energy management	- The returns for some projects may not be as expected. - Investment depreciation may occur in some projects.	(SDG 3 / SDG 9 icons)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** Analysis and details and **management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
and joint venture strategies and business diversification through acquisitions 2) Investment development selected from new innovations/new technologies 3) Investment in businesses related to or supporting the Company's operations 4) Invest in BOI promoted projects 5) Investing to enhance stability and sustainable performance 6) Investment promoted by credit 7) The feasibility, risk, return, liquidity, annual investment plan must be analyzed and reviewed if there is a change in the materiality of the event, including appropriate monitoring and control. 8) Must pass the opinion of the Executive Committee and/or Audit Committee and/or Board of Directors and/or shareholders to consider according to the size or nature of the report / In the case of a transaction with a person or juristic person in which the contracting party is a related person, it must be performed and consistent with the principles for consideration in entering into a transaction and in accordance with the specified rules, procedures and regulations. 9) Investment projects that have been approved and completed must be monitored and risk managed to assess the return on investment until the payback period is complete and the results are reported to the Board when the payback period for each project is complete.	and safety in order to achieve an appropriate level of return on investment. **Management measures** ✓ a budget allocation plan and annual capital expenditure (Capex) on business continuity management, including initiatives to enhance production capacity and improve processes, which will be submitted to the executive board and/or committee as part of the annual budget proposal. ✓ The project approved by the Executive Committee that involves related parties, a proposal must include price comparison and calculations based on the established criteria for assessing transactions with related parties. ✓ The evaluation will adhere to assess return on investment, economic conditions, and the necessity and significance of investment characteristics, with a primary focus on ensuring the safe investment.	- Development and improvement of production process efficiency - Investment in expansion - Acquisitions that are relevant and supportive to the business **Relevant stakeholders** Board of Directors, Executives and Employees Shareholders, customers, partners, Regulatory/Social /Community /Government Agencies related to the investment promotion application process or projects that have been approved by relevant government agencies.	- Some approved projects may be delayed and tax benefits may change. + Investing in the right projects can create a stable income base and generate good returns.	Risk Management (RT36)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G11- 1 Asset Management **(Asset Management for Maximum Returns)** in operation • **Guidelines** 1) Actions to comply with the policy framework and practices, responsibility for assets and maintaining the company's interests. 2) Preparing a list of important assets that are not used in business operations and having a plan to sell them. 3) Making a list of the quantity, value, raw materials or important inventory that is raw materials / reserve materials / recycled materials and the period or indicating the plan for use systematically. 4) Create a plan to assess the progress of assets under construction. Projects that have investments and records during construction and require a construction period of more than 1-3 years, or a plan for accounts under construction that have no progress for more than 1-3 years to assess and monitor management strategies with annual reviews.	Priority: Fundamental & Enabler Assets held for sale and discontinued operations with no repair plans, as well as slow to no moving assets for construction or projects delayed due to market conditions and investment opportunities. **Management measures** ✓ Highlight slow-moving assets that are stagnant, along with a list of delayed construction projects, to develop a management plan. ✓ Establishing asset management considering impact to asset value or financial data as a critical concern for sustainability strategy and execution, requiring ongoing monitoring.	- Inventory management - Factory management - Engineering and Capex - Accounting Audit and Internal Control - Maintenance - Procurement - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, Regulatory Agency/Society /Community /Auditor/Internal Control System Auditor	- List of assets that are either slow or stagnant, which could lead to obsolescence or impairment. - High levels of inventory and slow moving can impact Capex investment	Risk Management (RT 15.7) (RT 15.6) (RT1 7) (RT 2 1)
G12-1 Financial Stability and Management of low-interest rate sources • **Guidelines** 1. create and promote competitive advantages and good operating results in long run 2. Maintain cash flow and investment returns and monitoring Financial liquidity and manage liquidity risk efficiently to	Priority: Fundamental & Enabler Effective financial management by focusing on reducing financial cost burdens, including finding additional sources of loans as an alternative to selecting sources of loans that offer the lowest interest rates. **Management measures**	- Quarrying process and quarrying areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust	+ More alternative sources + promote financial management and negotiation of terms and conditions.	Risk Management (RT 32.1)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
generate sufficient liquidity for debt repayment and obligations 3. create business growth and strong competitive advantages 4. Developing potential and ability for changing factors and conditions	✓ By managing the money from the capital increase to create maximum benefit, it can reduce the financial cost burden from the increase in interest rates. ✓ Increase the number of financial institution credit sources by 1 from the original 2 financial institutions that provided investment and revolving loans for the business.	- Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, Financial institutions / Regulatory agencies / Society / Community		
G12- 2 Cost Volatility and Competitive Pricing Conditions Review and manage risks to mitigate the impact of factors that may affect cost volatility. • **Guidelines** 1) Analysis and assessment of impacts/opportunities from major cost factors such as fluctuating fuel costs to find measures to mitigate the impacts. 2) There is promotion and analysis to find opportunities to reduce costs to maintain competitiveness. 3) Create a project to allow employees to participate in finding points or presenting guidelines to reduce costs or expenses through continuous Costing Saving activities.	Priority: Fundamental & Enabler Addressing the domestic pricing competition, tackling the fluctuating fuel costs, which are a key factor in fuel price volatility, is critical concern. **Management measures** ✓ Negotiating with partners to find sources of raw materials that can be managed to alleviate the impact of fuel costs that can be used as raw materials for continuous production bases. ✓ Developing key inventory policies and plans to allow time to prepare for potential changes in the price of fuels that are the main cost stocks.	- Marketing, Sales and Logistics - Production control and production costs, reducing losses within the related processes. - Control and provide good transportation services, safe delivery and reasonable prices. - Quality control and continuous production - Inventory management	- Loss of sales volume due to uncompetitive pricing criteria - Sales revenue did not meet the set target. - Loss of market share for customers who turn to competitors' products	Risk Management (RT9.2)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
4) There is management of resource use, energy management and promotion of circular economy. Appropriate cost management	✓ Evaluate and analyze the profitability of key customers with high competition and develop strategies and management measures to maintain the customer base and maintain the competitiveness to maintain the trading base with customers according to the set target. ✓ Developing markets, developing relationships and providing services to customers to maintain relationships with customers to maintain continuous trading. Following up with customers, meeting to receive feedback, and following up on any impacts to maintain satisfaction, including creating the highest level of satisfaction for all customers.	At sufficient volume to maintain customers. - Delivery of goods and services - Support activities **Relevant stakeholders** Directors, Executives and Employees Shareholders, customers, partners, /Community representatives		
G 12 - 3 Change of industry or business pattern of Customers/Partners Assessment of impacts and risks for customer groups, industries or business partners that may be affected by disasters, weather conditions from rising global temperatures affecting production factors. • **Guidelines** 1) Monitoring and evaluating situations and risks for customer groups that rely on agricultural factors and resources and continuously monitoring impacts and situations, including preparing contingency plans in case of impacts that affect demand volume according to the plan/sales target. 2) Monitoring and evaluating the situation in each customer industry, including customers who are likely to be affected by	**Priority: Enabler** Climate change and global warming can create physical risks for businesses, disrupting production for customers and suppliers. Regulatory changes and competition from substitute products in China may also affect customer demand and lead to unexpected supplier delivery quantities. **Management measures** ✓ Continuously monitor risks for customer groups reliant on agricultural resources and assess impacts on demand and sales to develop business continuity plan ✓ Regularly evaluate customers in various industries, especially those import Chinese product, to understand market changes in volume and pricing for support plans.	- Quarrying process and quarrying areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust - Transportation - Production and services - Delivery of goods and services - Support activities **Relevant stakeholders**	- decreased sales volume/revenue from decreased production in some industries - decreased demand in some applications	Risk Management (RT9.1)

Key sustainability issues **Guidelines**	**Identifying and prioritizing stakeholders** **Analysis and details and management**	Processes under the value chain and **Relevant stakeholders**	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
substitute products from China, to assess the impact of changes and the impacts in terms of both volume and price, in order to prepare a response plan and a contingency plan for incidents that are likely to change.	✓ Create contingency plans for specific industries or customer groups to address changes. ✓ Establish a contingency plan for sourcing critical raw materials by securing multiple suppliers for key materials.	Directors, Executives and Employees Shareholders, customers, partners, /Community representatives		

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OUR BEHAVIORS

ความคิดเห็นที่จริงใจ
HONEST FEEDBACK

การมีส่วนร่วม และทำงานร่วมกัน
COLLABORATION

ความเป็นเจ้าของ
OWNERSHIP

ความหลงไหล
PASSION

CUSTOMER FOCUS · RESPONSIBILITY · RESPECT · EFFICIENCY · LONG TERM · CONTRIBUTES TO A BETTER WORLD

Golden Lime Public Company Limited
Management of environmental sustainability

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines   : Yes

Environmental guidelines   : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water and wastewater Management, Hazardous and Non-Hazardous Waste management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Management.

"We contribute to a better world"

Sustainability development and Environment and Society responsibility
Environmental
E1. Environmental management
E2. Resources efficiency
E3. Climate management
E4. Product responsibility
E5. Water Risk management
E6. Biodiversity

SUTHA

E1. Environmental management

Principles

Adhere to ISO 14001 to ensure efficient environmental operations to reduce risks and expenses that may result from violations or consequences of non-compliance with environmental requirements.

Guidelines

1. Environmental management in accordance with ISO 14001

" **The Environment policy** " is as follows:

Golden Lime Public Company Limited is committed to responsibly manufacturing and distributing calcium oxide, calcium hydroxide and calcium carbonate with quality according to customer needs with environmental awareness by continuous environmental improvement and development in accordance with the laws, Environmental customer requirements and other requirements as per following guidelines

1. Promote energy and natural resources optimization, prioritize resource efficiency
2. Pollution-control strategies, in general, seek to manage a pollutant and reduce its impact upon the environment
3. Set objectives, goals and continuously improve environmental operations.
4. Adherence to environmental laws, regulations, guidelines, and specifications relevant to business processes.
5. Providing information and training to all employees and persons working for, or on our behalf to encourage effective contribution to our environmental goals.

This policy is in writing. and conveyed to all employees and those working on behalf of the organization to put into practice continuously which can be disclosed to the public

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2. designated persons to manage environmental issues
3. Targets, indicators, and controls are in place
4. Disclose quantitative outcome obtained from environmental treatment and products

- **Air Quality Management**

   Principles
   The production of limestone and lime involves grinding and crushing limestone, as well as processing calcium carbonate. This process generates dust, smoke, and gases that can contribute to air pollution and degrade air quality. To mitigate these effects, policies and guidelines have been established to minimize the impact and implement measures aimed at controlling and preventing dust-related issues that may affect nearby communities.

   Guidelines

   1. **Regulatory Compliance:**
      - Adhere to relevant local, national, and international environmental laws and regulations.
      - Apply best practices and standards for managing air quality

   2. **Pollution Prevention:**
      - Prioritize pollution prevention at the source by altering or creating manufacturing processes that utilize materials to lessen impacts and enhance operational efficiency.
      - Encourage the adoption of clean technologies and renewable energy options.

   3. **Pollution emission Control**:
      - Implement and maintain state-of-the-art emission control systems to capture and minimize pollution.
      - Consistently monitor and document emissions to ensure adherence to environmental regulations.

   4. **Continuous Improvement:**
      - Perform environmental impact assessments and regular audits to pinpoint areas needing enhancement.
      - Allocate resources for research and development to discover innovative pollution control methods.

   5. **Stakeholder Engagement:**
      - Maintain open communication with stakeholders regarding environmental performance and initiatives.
      - Collaborate with communities, government bodies, and other organizations on projects aimed at improving air quality.

   6. **Employee Engagement:**
      - Provide education and training for employees on environmental policies and practices.
      - Encourage employee involvement in environmental initiatives and ongoing improvement efforts.

   <u>**Dust and Gas Control Measures:**</u>

   - **Dust and gas control system:** Implement a system to minimize dust and gas emissions from production activities.
   - **Closed system:** Utilize a closed system for material storage management to prevent dust dispersion.
   - **Water spraying**: Employ water spraying methods to control dust during material handling and transport.
   - **Green buffer zone:** Establish a green buffer zone by planting trees and vegetation around the facility to mitigate dust.
   - **Regular cleaning:** Ensure equipment, vehicles, and facilities are kept clean to avoid dust buildup.
   - **Inspection and reporting:** Continuously assess air quality and provide reports to relevant authorities.

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Noise controls and mitigations

The production process will involve sources of noise, such as the large fan system (Blower System), which is housed within a closed concrete structure. Other noise sources will not include heavy machinery but will involve control devices used in the process. These control devices are implemented to mitigate noise pollution and ensure compliance with noise control regulations.

• **Noise control system**: Implement a system designed to minimize noise emissions during production.
• **Use of noise-dampening materials:** Incorporate materials that reduce noise in both production and construction activities.
• **Equipment upkeep:** Regularly clean and maintain equipment to minimize noise generation.
• **Monitoring and reporting:** Routinely assess noise levels and communicate findings to the appropriate authorities.

Wastewater quality management without discharge
• An internal wastewater treatment system that utilizes water circulation for coagulation and reuse.
• The use of lime in the coagulation process, which is an eco-friendly approach to wastewater treatment.
• Equipment upkeep: Ensure cleanliness and proper maintenance of treatment system equipment, water pumps, and related components.
• Ongoing inspection and reporting: Regularly monitor wastewater quality and communicate findings to the appropriate authorities.

Water utilization in the production process involves:
- Spraying water to clean stones prior to their introduction into the kiln for burning.

Water management system:
• A pond and piping system are in place to redirect used water back to the storage tank.
• Used water will settle in the tank.
• Water is recycled following the sedimentation process.

Sludge in the pond:
• Mud from the stone washing and cement dust from production activities.
• Dredging and removal for various uses, such as:
    - Leveling the factory grounds.
    - Donating to temples, schools, and local communities.
    - land filling.

Wastewater Quality Monitoring:

Measurement operations yield results that meet the specified standards, except for pH, which ranges from 5.5 to 9.0.
Remark: the water properties used in the company's system showed a pH value between 11 and 13 during inspection, indicating high alkalinity. This is due to the use of lime products, which exhibit high alkalinity when water circulates within the production process. The water quality measured reflects this high alkalinity.

However, since the factory's wastewater system operates as a closed-loop system and does not discharge into the environment, it does not pose any external risks.

Thermal Management:

The thermal produced during the manufacturing process, especially during calcination, does not affect the environment since the kilns function as a closed system with brick insulation to contain the heat. Key points are monitored to assess temperature and heat values that might have an impact.

Additionally, there is a machine process control system utilizing PLC technology and visualization. This allows for parameter adjustments to optimize the machine's operation, particularly in controlling the combustion process in the lime kiln. The system can regulate oxygen levels and temperature to ensure efficient combustion, thereby minimizing carbon dioxide (CO_2) emissions produced when limestone is heated above 900 degrees Celsius ($CaCO_3 + Heat = CaO + SO_2$).
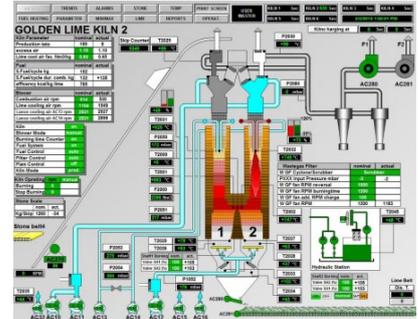
Environmental management	https://www.goldenlime.co.th/environment-management

E2. Resource efficiency

Principles

Effective resource management enhances efficiency and reduces the risk of depleting natural resources like limestone, electricity, fuel, energy, and water. The Company prioritizes efficient resource and energy use, focusing on waste reduction, repurposing scrap, and ensuring benefits for both the organization and the community. This also includes managing water resources and implementing strategies to mitigate negative impacts to the community.

Guidelines

1. Resources efficiency and energy reservation policy is in place

The Company has implemented policies to serve as guidelines for energy conservation, enabling all employees and stakeholders to engage in energy management and resource efficiency within the organization for optimal performance. This is regarded as a key responsibility in operations, outlined as follows:

1. The Company will manage energy and resources effectively, integrating energy conservation into its operations, and recognizing that energy and resource stewardship is a duty shared by executives and all staff members who will actively participate in these efforts.
2. The Company will appropriately conserve energy and resources based on the specific needs and consumption levels of each unit.
3. The Company is dedicated to adhering to all regulations concerning energy conservation and the management of energy and resources.
4. The Company will strive for continuous improvement in the efficiency of energy and resource utilization, aligning with best practices.

2. Monitoring the use of key resources includes:

- Electricity consumption
- Energy consumption

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- renewable / clean energy
- Fuel consumption (diesel, gasoline, NGV, all types of coal, all types of biomass)
- Water usage/waste volume and efforts to minimize waste and pollution arising from business operations.

Energy Management

The company utilizes three primary energy sources:

o Coal: In the lime production process, the company effectively regulates coal consumption to maximize fuel efficiency. The shift from solely using Petroleum Coke to incorporating Bituminous coal has led to increased flexibility in fuel procurement. However, Sub Bituminous coal has a lower calorific value compared to the original coal type.

o Electricity from the Provincial Electricity Authority: for machinery and office operations across all facilities. Additionally, the company is implementing a solar farm system to generate clean energy. The initial project was launched at the Chong Sarika , resulting in a significant reduction in overall electricity consumption.

o Fuel: for transporting goods, which supports production, sales, and management activities.

3. The company has established a management process to optimize resource use, including setting quantitative targets for reducing quantity based on production units, revenue, or workforce size.
4. There are initiatives aimed at promoting efficient resource utilization, with ongoing monitoring and transparent reporting of resource consumption.

| Resource Efficiency and energy management | https://www.goldenlime.co.th/Energy_Management_and_effective |

E3. Climate management

Principles

Changing weather patterns may pose the most dramatic risk to businesses large and small then may lead to opportunities or risks in business continuity which require strategies and plans to deal with such situations to reduce risks that may occur to the organization and business.

Guidelines

1. Establish policies and guidelines to reduce the impact and set GHG reduction target and/or initiate or take part in activities that can help reduce greenhouse gas emissions.
2. Set quantitative target to measure performance and adapt strategies
3. Disclose GHG performance to stakeholders

| Climate Management | https://www.goldenlime.co.th/Climate_management |

E4. Product responsibility

Principles

Addressing the environmental impact of products is crucial considering ongoing climate change and a growing global population. Consequently, it is essential to utilize natural resources efficiently in the production of consumer goods. The services provided by various industries rely on raw materials to manufacture these goods. Mitigating risks related to business continuity and environmental standards can showcase a company's capability to seize market

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Environmental policy and guidelines

opportunities while minimizing risks associated with its products. Incorporating sustainable practices into new product development involves establishing effective strategies and managing resource use to lessen environmental effects.

Guidelines
1. Product development incorporates environmental and/or social sustainability requirements in order for new products are consistent with the sustainability development framework, such as
   - Reduce the use of non-renewable natural resources
   - Reduce the use of hazardous chemicals
   - Reduce the use of energy or resources in using the product.
   - Extend the service life
   - Transformation of waste or parts of end-of-life products into inputs
   - Decomposition in nature
2. Enhancing circular economy as a contribution to achieving sustainable consumption and production

Product Responsibility	https://www.goldenlime.co.th/product_responsibility.asp?lang=E

E5. Water resources risk Management

Principles

Water is a vital resource for both our operations and the community, so we identify and evaluate the enterprise's exposure to water-related risk as a basis for managing water risk in the enterprise and in the supply chain. At an operational level, water risk assessment evaluates water quality and quantity, and the related risks, including Climate change consequences, impacts on ecosystems, Water legislation and regulation (environmental laws) to protect our operations and supply chains from water scarcity or water stress by establishing practices and policies to ensure sustainable use of water resources.

Guidelines
1. Establish a water management policy, water consumption plan and monitor to evaluate local water stress
2. Conduct Scenario Analysis for water availability and quality
3. Risks related to water use ; Conflicts with stakeholders, water prices, etc.
4. The water risk assessment can be a critical tool in identifying, managing, and/or mitigating water-related impacts from issues

Water resources management	https://www.goldenlime.co.th/Water_resources_management

E6. Biodiversity

Principles

The Company's operations depend on natural resources for production, which can influence and impact the ecosystem. It is essential for the Company to implement management strategies to mitigate risks associated with breaching the terms and conditions necessary for renewing its business license. This includes safeguarding its reputation by establishing business practices that align with the principles of ecosystem and biodiversity conservation.

Guidelines
1. A biodiversity policy has been established to reduce impacts from business operations and promote the preservation on restoring nature and enhancement of biodiversity as well as related life cycles within the ecosystem affected by our operations
2. Actions taken to protect and conserve Biodiversity

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Environmental policy and guidelines

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	: Yes
Changes in environmental policies, guidelines, and/or goals	: Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management, Other: the others pollution management.

During the year 2024, the company reviewed its sustainability development policies and environmental and social responsibilities, which outlined six main areas of environmental action as follows
E1. Environmental management
E2. Resources efficiency
E3. Climate management
E4. Product responsibility
E5. Water Risk management
E6. Biodiversity

From the annual policy review, the company has enhanced E1. Environmental Management by adding content on the Pollution control policies and air quality management, with six key practices as follows
1. Regulatory Compliance
2. Pollution Prevention
3. Pollution emission Control
4. Continuous Improvement
5. Stakeholder Engagement
6. Employee Engagement

The above six frameworks will serve as guidelines for managing various types of pollution, including: Dust and Gas Control Measures, Noise controls and mitigations, Wastewater quality management without discharge, Water utilization in the production process involves Wastewater Quality Monitoring, Thermal Management, see more details with link: https://www.goldenlime.co.th/environment-management.asp?lang=E

During the year, the company formulated a policy and statement of intent on biodiversity to establish guidelines, governance structures, strategies, and management plans for biodiversity. It also defined communication channels for policy and training. Further details of the policy can be found at the link:
https://www.goldenlime.co.th/Managing_biodiversity

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Environmental operating results – **Air quality management**

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3.3.2 Environmental operating results

- Goals, indicators, and controls, including quantitative measures of environmental performance, must be incorporated into the sustainability framework to guarantee that environmental outcomes are in accordance with sustainability development principles.

No.	Goal	2023	
		target	performance
1	Environmental law compliance	100%	98%
2	Meet legal indicators of environmental law	100%	96%
3	Community complaints on Impact of dust from process - 3 complaints at CS plant - 1 complain at PB plant	0	4 (rectified and closed)

- **Air Quality measured from the Stack**

(The Average Measurement) From the Stack	Average Result	Year/ Parameter	Total Suspended Particular (TSP)	Carbon monoxide (CO)	Oxides of Nitrogen (No_x)	Sulfur Dioxide (SO_2)
		Standard	320	690	400	700
		2565-2022	131	368	105	38
		2566-2023	109	269	135	5
		2567-2024	98	329	219	1

- **Measurement of Air Quality in the work area**

Location	Parameter	Standard	2022	2023	2024
1. Maintenance Area	Benzene	10 ppm	0.87	0.01	<0.02
	Iron Oxide Fume	10 mg/m^3	0.004	0.007	<0.001
2. Calcium Plant	Respirable Dust	5 mg/m^3	0.417	5	1.024
3. Hydrate Plant	Respirable Dust	5 mg/m^3	2.703	1.583	0.917
4. Kiln Area	Total Dust	15 mg/m^3	0.090	1.759	2.454
5. Lab	Hydrochloric acid	7 mg/m^3	0.03	0.01	<0.01
6. Grinding Plant	Total Dust	15 mg/m^3	1.716	10	0.722
7. Hydrate3-4	Respirable Dust	5 mg/m3	0.490	3.5	4.845

- **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.

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Environmental operating results – Air quality management

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Measurement Area	2022		2023		2024	
	Standard (Leq. 8 hrs. : dBA = 85)	Standard (Lmax: dBA = 140)	Standard (Leq. 8 hrs. : dBA = 85)	Standard (Lmax: dBA = 140)	Standard (Leq. 8 hrs. : dBA = 85)	Standard (Lmax: dBA = 140)
Lime handling Kiln 1	86.3	106.4	83.5	99.7	81.4	105.1
Lime handling Kiln 2						
Lime handling Kiln 3	87.5	106.5	84.6	102.0	82.4	97.0
Lime handling Kiln 4						
Lime handling Kiln 5	86.4	103.2	85.0	103.0	87.5	101.1
Lime handling Kiln 6	73.8	105.7	84.5	104.7	88.1	102.7
Packing Area Hyd Plant 1	81.8	98.2	81.1	96.7	78.2	97.7
Packing Area CaCO3 plant	82.9	99.1	75.0	86.6	91.4	96.1
Packing Area Grinding Plant RM-3						
Packing Area Grinding Plant RM-4						
Control room Grinding Plant	87.8	107.5	82.2	101.1	73.9	98.8
Average	**83.8**	**103.8**	**82.3**	**99.1**	**83.3**	**99.8**

▪ **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	2022	2023	2024
	Standard (34°C)	Standard (34°C)	Standard (34°C)
1. Conveyor K2	27.7		
2. Conveyor K5	30.3	29.0	30.3
3. Maintenance Shop	30.2	29.4	31.8
4. Conveyor K6		29.1	30.6
Average	**29.4**	**29.2**	30.9

▪ **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:

The volume of Wastewater released beyond the factory.

	Unit	2022	Y2023	2567
Water (effluent) discharge	cubic meter	-No impact-	-No impact-	-No impact-
The factory's wastewater system recirculates water internally, ensuring that it is not discharged into the public domain. As a result, it has no impact on the external environment.				

Measurement	Method	Standard	2022	2023	2024
pH*	pH Meter	5.5-9	11.6	12.2[/1]	12.400[/1]
Suspended Solids	Dried at 103-105 °C	50 mg/l	62	4,670[/2]	110.000
Total Dissolved Solids	Dried at 103-105 °C	3000 mg/l	530	1,950	980.000
BOD5	Azide Modification	20 mg/l	<2	<2	<2
COD	Closed Reflux	120 mg/l	28	<5	9.000
Oil & Grease	Partition & Gravimetric	5 mg/l	<5	<5	<5

(Latest year data presented)

(*) 1) 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

2) Suspended solids; solid particles that are floating or drifting in the water that remain suspended in water and act as a colloid.

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.

Volatile organic compound emissions (VOCs)

	Unit	Y2022	Y2023	Y2024
Volatile Organic Compounds Emission (VOCs)	kilograms	-No impact-	-No impact-	-No Impact-
Note: The company does not use volatile organic compounds in its operations. Gasoline for company and employee vehicles is obtained from an external service station, with no on-site dispensing facilities.				

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Information on Energy Management

SUTHA oversees resource utilization to optimize efficiency and mitigate the risk of depleting finite natural resources. The primary resources include limestone, electricity, fuel, energy, and water, the majority of which are derived from natural sources. Management practices are implemented in accordance with the established policy framework as outlined below.

1. Integrating Effective Management of energy and resources, along with energy conservation into the operational workflow.
2. Tracking the consumption of key resources involves gathering data on energy usage by each unit, followed by analysis to identify opportunities for reduction.
3. Committed to adhering to regulations concerning energy conservation and the management of energy and resources.
4. Dedicated   to the ongoing enhancement of energy and resource efficiency, aligning with best practices.

Energy management plan

SUTHA establishes objectives and oversees the utilization of critical resources throughout its operations. A management framework is in place to ensure the efficient use of these resources. Key activities are implemented to manage essential resources, allowing for the monitoring of progress and the assessment of tangible outcomes. This framework encompasses various important resources and energy types, including:

- Electricity consumption
- Overall energy consumption
- Utilization of renewable or clean energy
- Fuel consumption (including diesel, gasoline, NGV, all coal types, and all biomass energy types)
- Water usage, waste volume management, and efforts to minimize waste and pollution arising from business processes.

The company's energy management plan   : implemented

Coal and diesel fuel management goals

In the primary production process, specifically lime production, which constitutes the company's core offering, fuel management is critical for optimizing costs and enhancing operational efficiency. The objective is to manage the cost structure effectively in alignment with prevailing economic conditions and fuel usage guidelines, ensuring that fuel costs are monitored and controlled at all times. The principal fuel utilized for the heating process in the company's lime kiln is Solid Fuel, which includes various types such as Petcock, Bituminous, Sub-Bituminous, and Steam Coal in various heat grades.

The FLEX_FUEL development project facilitates the use of diverse Solid Fuels in the production process. This investment initiative aims to enhance machinery and processes, including systems for fuel grinding, transportation, storage, and injection. By supporting the utilization of various Solid Fuels, the project enables efficient procurement, whether through domestic purchases or imports, thereby improving cost management, working capital, and inventory control. This approach significantly mitigates procurement risks and ensures a steady supply of fuel for production.

The company employs a range of fuels to support its production, marketing, and logistics operations. Diesel oil is primarily used for company vehicles involved in transporting goods and raw materials, including trucks, loaders, and forklifts, as well as vehicles designated for customer deliveries. Fuel management encompasses both the dispensing of oil from authorized petrol stations located within the factory and purchases from external service stations. Additionally, natural gas is utilized for various support vehicles, including those for executives and personnel in sales and marketing departments, among others.

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The company is actively exploring alternative energy sources as part of its commitment to reducing reliance on fossil fuels, which are finite resources.

To achieve this objective, the company has initiated a development project focused on alternative fuel sources, specifically through the Biomass Project. This initiative includes sending personnel to investigate the lime industry's utilization of biomass as a fuel for lime production, as well as examining various types of biomass raw materials that can be consistently sourced for production processes.

Support for this project has been provided by the Carmeuse Group, an indirect major shareholder, which has offered expertise and techniques to enhance the understanding of biomass applications within the country. Currently, the project remains in the experimental and development stages. Should it prove successful, the company will be positioned to utilize biomass as a fuel source, thereby contributing to the reduction of greenhouse gas emissions in alignment with the CO2 Roadmap's targets.

The biomass project remains in the planning phase of the research process, which includes process development and the identification of appropriate biomass sources. The allocated funds are utilized for research, development, and the installation of equipment necessary for optimizing the transportation of biomass materials, aimed at testing the process within the lime kiln at the Huai Pa Wai branch. This investment has been documented as assets for the Bio Fuel construction project at the Huai Pa Wai branch, with a total investment value detailed as follows:

Biomass Research and Development Project, Huai Pa Wai (Biofuel Project)	Year	2022	2023	2024	Investment amount
Installation of machines and equipment-SCAP-HW-Biofuel Ref:189500-HW-Biofuel: Asset during construction	THB	432,964	722,624	59,810	1,215,398

In terms of reducing diesel and gasoline consumption, which are essential for transportation and production support vehicles, the company has established a goal to decrease usage. Plans are underway to transition the company's fleet, including executive vehicles and those used by relevant departments, to electric vehicles, which is anticipated to significantly lower diesel fuel consumption.

To this end, SUTHA will monitor the quantitative reduction of diesel and gasoline usage, setting specific targets after the implementation of electric vehicles to facilitate a thorough analysis of the results.

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Electricity management

The organization oversees electricity consumption through an electricity management system that regulates operations by implementing measuring devices (Sensors), meters and various electrical control systems (Actuators or Controllers) to monitor and manage electricity usage. The data gathered is utilized to process and analyze outcomes, aiming to identify the most effective energy management strategies, which may include investments in renewable energy generation systems. A solar power generation system (so called Solar farm project) has been chosen as the focus for utilizing renewable energy, thereby decreasing electricity purchases and mitigating the impact of greenhouse gas emissions in Scope 2.

- Modify the operational hours of production to align with the electricity tariff structure by utilizing Time of Use (TOU) rates, scheduling machinery to operate during off-peak hours from 22:00 to 09:00, as well as on weekends, while minimizing electricity consumption during peak hours.
- Limit the operational hours of electrical appliances to the extent that is both necessary and advantageous.
- Ensure that motors operate at 80-90% of their capacity to enhance efficiency.
- Scale down the size of machinery and equipment to match the actual workload requirements.
- Replace or eliminate any motors that have experienced failure.
- Upgrade or replace machinery and equipment to achieve greater efficiency.
- Select production processes, machinery, and equipment that are designed for low energy consumption.
- Adjust the production process to incorporate renewable energy sources, specifically from solar power systems.
- Alter machinery, electrical equipment, and lighting systems to utilize solar energy in place of conventional electricity.

Renewable / clean energy

The development project aims to invest in renewable energy sources. The objective is to identify alternatives to fossil fuels, including coal, petroleum, and natural gas, which are finite energy resources.

Currently, SUTHA focuses on key renewable energy sources as part of our strategy to stimulate economic growth while minimizing environmental impacts, particularly by lowering carbon dioxide emissions. This includes significant investment initiatives such as the Solar Farm project as follows.

- 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   under construction

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Solor Farm III is currently under review for an expansion from 1.0 MW to 1.5 MW, structured into three distinct phases for investment and development. In 2024, changes in investment promotion conditions from the BOI have led to a reduction in tax incentives, resulting in a return on investment rate that does not align with established safe investment benchmarks. Consequently, the Solar Farm Phase III project has been deferred to explore alternative investment options, aiming to effectively manage investment risks and ensure satisfactory returns. At present, land has been acquired for the project site, and the next steps involve the approval process and allocation of investments, which are currently being assessed to identify the best management strategies for optimizing investment outcomes.

The goal for electricity management

Estimated from the total electricity consumption in all branches in the base year 2019, with the amount of electricity purchased 26,499,722, a decrease of 3 percent or 25,704,730.34 kilowatt-hours compared to the base year.

Does the company set goals for electricity and/or fuel management? : Yes

Electricity and/or fuel management Goal

goal(s)	Base years (s)	Target year(s)
Reduction of electricity purchased for consumption	2019: purchased electricity for consumption 26,499,720.00 Kilowatt-hour	2024: Reduced by 3% or 25,704,730.34 Kilowatt-hour in comparison to the base year

Energy management: Fuel consumption

The company primarily utilizes the following fuels:

Solid Fuels or Coal: categorized as consumable materials as a raw material in the lime kiln process. The predominant types employed are fossil-based, including Petroleum Coke (Petcoke), Bituminous Coal, and Stem Coal.

The fuels utilized by the company are as follows:

- **Diesel:** for the delivery operations of the company's trucks, as well as for production support vehicles such as excavators, forklifts, and water trucks, among others.
- **Gasoline:** for executive vehicles, as well as for marketing, sales, and various support tasks.
- **Natural Gas:** for the company's transport trucks that are equipped with NGV systems.

The Company aims to reduce its consumption of diesel and gasoline, aligning with its strategy to decrease greenhouse gas emissions in Scope 1. This initiative is part of the investment project development strategy under the EV Project . The project will evaluate the allocation of investment funds for the modification of trucks and production support vehicles used in quarrying and production processes, including executive cars. Replacement will be assessed based on the condition and useful life of each vehicle, considering the cost trends and the technology available in the EV Charger service system, ensuring appropriate costs, stability, and user references to achieve a satisfactory rate of return on investment.

In 2024, the Company allocated investment for the EV Charger system, the replacement of tractors and loaders, and the installation of EV Charger stations at the Chong Sarika branch. The total budget is projected at 16.43 million baht, with approximately 16 million baht earmarked for project expenditures. By October 30, 2024, one EV tractor and one EV loader started operating.

An investment 1.85 million baht is planned for two forklifts for warehouse operations, along with replacing an executive vehicle with an electric one for 1.04 million baht, to be implemented by January 2025. The goal is to reduce diesel and gasoline consumption in the initial phase.

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EV Project Investment

Golden Lime Public Company Limited

EV charger Outdoor station for truck and wheel loader

Fuel Consumption	Unit	Business activities	Y2022	Y2023	Y2024
Diesel	Liter	Production and transportation	1,125,685	1,080,172	998,268
		Sales and administration	28,989	16,500	15,265
		Total	**1,154,674**	**1,096,672**	**1,013,534**
Benzine Gasoline	Liter	Production and transportation	32,001	0	3,363
		Sales and administration	19,491	17,041	19,015
		Total	**51,492**	**17,041**	**22,378**
NGV (cubic feet)	Kg.	Production and transportation	255,589	161,260	125,752
		Sales and administration	7,645	7,805	9,373
		Total	**263,234**	**169,065**	**135,125**
Coals (All types)	Tons	**Fuel for production**	**55,755**	**47,496**	**39,554**
		(Excluding fuel evaporative losses, losses occurring during transport, loss during storage.)			

The Company has not collected : aviation fuel, fuel oil, crude oil, cooking gas, steam.

	Item	Unit	Scope	Before Solar Farm installation / Base year	Y2022	Y2023	Y2024
Volume of purchased electricity	**Forecast electricity consumption**	KWh	GL	**26,499,722**	**25,704,730.34**	**25,704,730.34**	**25,704,730.34**
	Volume of purchased electricity	KWh	All branch		23,512,253	20,444,515	19,516,280.08
	% Decreased electricity compared to the base consumption	%	All branch	**100%**	91%	80%	76%
	Electricity consumption against the base year	KWh	All branch		- 2,192,477	- 5,260,215	- 6,188,450

Sustainable Development

Environmental operating results-Energy Management

Actual consumption lower than 3% against the forecasted consumption				-4%	-9%	-24%
Result: achieve /not achieve		All branch	decreased	**achieve**	**achieve**	**achieve**
% Compared base year	%	All branch		**89%**	**77%**	**74%**
Volume of purchased electricity against base year	KWh	All branch		- 2,987,469.00	- 6,055,207.00	- 6,983,441.92
% Compare base year				**-11%**	**-23%**	**-26%**
Cost of purchased electricity — Cost of purchased electricity	THB	All branch	87,034,613.89	86,311,518.05	88,275,124.00	72,430,843.65
% Change from previous year	%	All branch		107%	102%	82%
Electricity rate per unit	THB/ KWh	All branch	3.284	3.671	4.318	3.711
Cost of purchased electricity decreased compared to the base year/[1]	THB	All branch		- 10,966,749.32	- 26,145,112.70	-25,917,674.26
% Compared to base year	THB	All branch		**-13%**	**-30%**	**-30%**

Remark: 1) Decreased purchased electricity compared to the base year's is obtained by decreased purchased electricity multiply current unit electricity cost

2) In November 2018 - December 2022, electricity rates are calculated according to the time of use (TOU), classified under4.2.2 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	Y2022	Y2023	Y2024
January – April	-0.1160	0.0139	1.5492	0.3972
May - August	-0.1160	0.2477	0.9119	0.3972
September - December	-0.1160	0.9343	0.2048	0.3972
Average	**-0.1160**	**0.3986**	**0.8886**	**0.3972**

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Environmental operating results-Energy Management

Management of renewable / clean energy

Renewable Energy Index

Item	Unit	Scope	Base year Y2019	Y2022	Y2023	Y2024
Overall volume of purchased electricity	kWh	Golden Lime (Not including subsidiaries)	26,499,722	23,512,253	20,444,515	19,516,280
Volume of Use electricity generated from Solar Farm	kWh	Chong Sarika	18,545,960 **Base Year**	16,118,760	13,282,440	12,987,323
Reduce the amount of purchased electricity by not less than 5% compared to the base year.	kWh	GL	**Base Year**	13% **Achieve**	28% **Achieve**	30% **Achieve**
Volume of solar energy generated	kWh	Power consumption at Chong Sarika	No Power generation with solar energy	3,384,229.21	3,434,079.10	3,395,754.16
	Cost saving	Solar energy generated at Chong Sarika	No Power generation with solar energy	**13,045,602.38**	**14,902,348.34**	**13,714,057.39**

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.

Energy management: Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	26,896,482.21	23,878,594.10	22,912,034.24

Note: The total of electricity purchases + electricity usage from solar.

Summary of total energy consumption and Total energy expenditure

Total energy consumption represents the sum of the electricity consumption, oil and fuel all of which are converted into energy units. Total energy expenditure represents the sum of the expenses from electricity, oil and fuel.

	Data collected	Unit	Scope of collection	2022	2023	2024
Energy (Khw)	Electricity	Kilowatt-hour	All branches	23,512	20,445	19,516
	Oil	Kilowatt-hour	All branches	15,598	13,406	12,155
	Fuel	Kilowatt-hour	All branches	421,636	309,086	310,194
	Total energy	Kilowatt-hour	All branches	**460,746**	**342,936**	**341,866**
	Energy Per tons product	Khw /Kgs product	All branches	**0.00130**	**0.00115**	**0.00117**
Energy expenditure	**Total energy expenditure**	**THB**	**All branches**	**332,608,244**	**292,028,492**	**226,659,754**

Information on 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.

Water management plan

The Company's water management plan   : Yes

The 4 core strategies are listed 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 $(CaO + H_2O \rightarrow Ca(OH)_2)$
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_2 per year.

- **Access to water resources**:
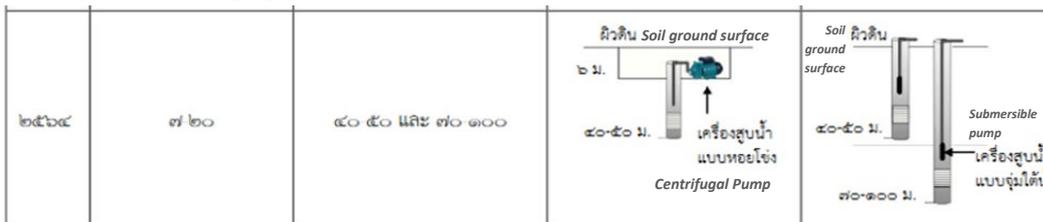
  Main water resources are;

  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:**

๒๕๖๙	๗ ๒๐	๔๐ ๕๐ และ ๗๐ ๑๐๐	ผิวดิน *Soil ground surface* ๖ ม. ๔๐-๕๐ ม. เครื่องสูบน้ำ แบบหอยโข่ง *Centrifugal Pump*	*Soil ground surface* ผิวดิน ๔๐-๕๐ ม. ๗๐-๑๐๐ ม. Submersible pump เครื่องสูบน้ำ แบบจุ่มใต้น้ำ

   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
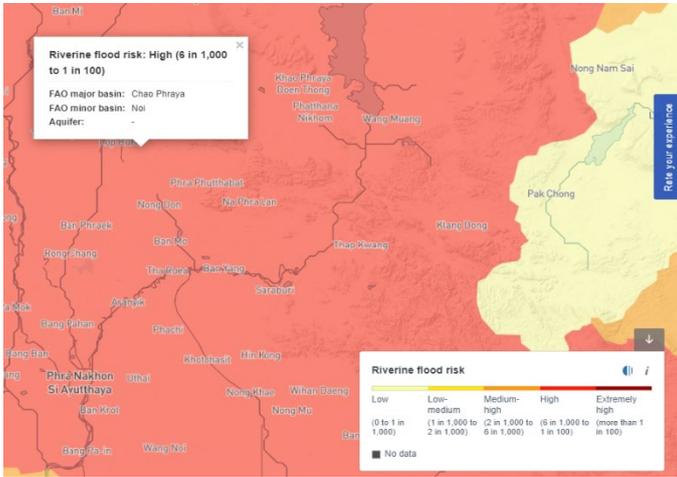   3. Measures to reduce water consumption or increasing the water reuse

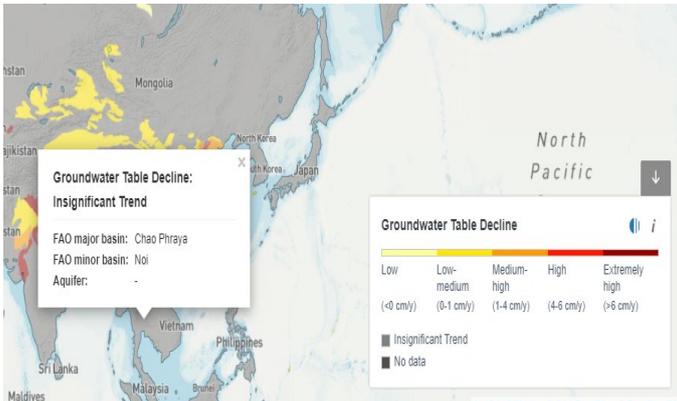- **Guidelines for rainwater storage, circulation ponds and sediment ponds management**
1. More lines for circulating water to for waste treatment at the sedimentation clarifier.
2. Pond Dredging to remove accumulated sediment to increase pond capacity in water retention.
3. Improving the surrounding landscape

Water Resource risk assessment

SUTHA has conducted an evaluation of the risks associated with water resources in light of potential water scarcity by utilizing the Aqueduct Water Risk Atlas 4.0 tool (source: https://www.wri.org) created by the World Resources Institute (WRI). This tool analyses the water conditions in diverse regions globally.

Water Stress Risk *(From Water Risk Atlas Tool)* **Freshwater stress in the area** Assesed areas in Phra Phutthabat District, Saraburi Province and Phatthana Nikhom District area Lopburi Province	**Risk Level: Extremely high**
	/* Water stress pertains to regions where freshwater resources are being utilized. The worldwide demand for freshwater is projected to rise, particularly in the agricultural sector, which represents 70% of the overall freshwater consumption. The agricultural use of water constitutes merely a segment of the total natural freshwater extraction for human economic endeavors. When assessed against the total renewable freshwater supply, this usage can reflect the degree of water stress in a given area. According to United Nations (UN) criteria, regions where freshwater withdrawal exceeds 25% are classified as water-stressed areas.
Water Depletion Risk (From Water Risk Atlas Tool) Assesed areas in Phra Phutthabat area, Saraburi Province and Phatthana Nikhom District, Lopburi Province	**Risk Level: High**
	Assess the overall rate of water consumption in the region that has access to renewable water resources. (Water Depletion) Water Depletion Description: Baseline water depletion measures the ratio of total water consumption to available renewable water supplies. Total water consumption includes domestic, industrial, irrigation, and livestock consumptive uses. Available renewable water supplies include the impact of upstream consumptive water users and large dams on downstream water availability. Higher values indicate larger impact on the local water supply and decreased water availability for downstream users. Baseline water depletion is similar to baseline water stress; however, instead of looking at total water demand (consumptive plus nonconsumptive), baseline water depletion is calculated using consumptive withdrawal only

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Environmental operating results- water resources management

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Riverine Flood risk (From Water Risk Atlas Tool) Assesed areas in Phra Phutthabat area, Saraburi Province and Phatthana Nikhom District, Lopburi Province	Risk Leve: Extremely high
	Riverine flood risk Description: Riverine flood risk measures the percentage of population expected to be affected by Riverine flooding in an average year, accounting for existing flood-protection standards. Flood risk is assessed using hazard (inundation caused by river overflow), exposure (population in flood zone), and vulnerability.16 The existing level of flood protection is also incorporated into the risk calculation. It is important to note that this indicator represents flood risk not in terms of maximum possible impact but rather as average annual impact. The impacts from infrequent, extreme flood years are averaged with more common, less newsworthy flood years to produce the "expected annual affected population." Higher values indicate that a greater proportion of the population is expected to be impacted by Riverine floods on average.

Ground water Table Decline Risk (From Water Risk Atlas Tool) Assesed areas in Phra Phutthabat area, Saraburi Province and Phatthana Nikhom District, Lopburi Province	Insignificant Trend
	Groundwater Table Decline Description: Groundwater table decline measures the average decline of the groundwater table as the average change for the period of study (1990–2014). The result is expressed in centimeters per year (cm/yr). Higher values indicate higher levels of unsustainable groundwater withdrawals.

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Local water resources assessment

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.

The water stress was conducted particularly where our establishments are located in Saraburi Province and Lopburi Province where groundwater is mainly consumed. By the way, water sources in other areas in the same province, are both groundwater and tap water.

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	ปริมาณน้ำที่จ่ายสาธารณะและรั่วไหล	ปริมาณน้ำที่ใช้ในระบบ (ลบ.ม.)	จำนวนผู้ใช้น้ำ (ราย)
เมืองลพบุรี	๓,๗๔๐	๒๑,๘๗๔	๑๕,๒๙๔๕,๗๘๔	๖,๓๗๐๒,๗๑๙	๔๐๒,๓๒๐	๔๘,๙๖๑
โคกเจริญ	๖๕	๒๒,๗๔๙	๑๖,๐๒๑	๔,๓๗๑๕	๒,๑๐๐	๑,๔๘๙
โคกสำโรง	๔๐๐	๒๖๕,๑๒๔	๑๗๕,๕๗๗	๘๘,๓๐๙	๙,๓๙๘	๑๐,๔๔๒
ชัยบาดาล	๓๗๐	๒๖๑,๔๒๐	๑๔๐,๑๑๗	๘,๕๒๐	๑๑,๔๔๐	๗,๒๖๒
ท่าวุ้ง	-	-	-	-	-	-
ท่าหลวง	-	-	-	-	-	-
บ้านหมี่	๔๐๐	๒๐๐,๒๐๖	๑๒๔,๙๗๐	๖๖,๔๒๐	๗,๗๑๖	๗,๔๖๕
พัฒนานิคม	-	-	-	-	-	-
ลำสนธิ	๓๐๐	๒๘,๑๔๕	๒๐,๔๗๗	๔,๕๗๑๕	๒,๑๐๐	๔,๓๙๑
สระโบสถ์	๒๑	๕,๘๙๘	๓,๐๓๐	๗๘๖	๑,๘๖๐	๑๗๔
หนองม่วง	๑๕๐	๓๐,๐๒๐	๒๐,๕๒๘	๙,๐๘๒	๑,๒๐๕	๑,๔๐๐
รวม	**๕,๔๔๖**	**๘๓๗,๔๔๖**	**๑๕,๗๙๖,๕๐๔**	**๖,๕๑๑,๑๖๖**	**๔๓๘,๑๘๙**	**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.

Assessment of water stress situation in business locations

Groundwater Resources

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.

The Department of Groundwater Resources, under the Ministry of Natural Resources and Environment, has released a report based on a survey of groundwater sources in Phatthana Nikhom District. This report compares the survey data with published sources to evaluate water use stress, which refers to the ratio of water withdrawal to the total available water in the area. It also assesses the availability of fresh water for local use and maps potential water-related risks for SUTHA's operations. The findings indicate that SUTHA is not significantly impacted by water resource shortages. This conclusion aligns with the groundwater depletion assessment from the Ground Water Table Decline Risk (Water Risk Atlas Tool), which shows that groundwater depletion levels are not significantly reduced. The Lopburi Province benefits from surface water due to local rainfall and water storage from the Pasak Jolasid Dam, as well as overflow from the coast, all of which contribute to groundwater replenishment.

Risk and impact assessment:

According to the report from the Department of Groundwater Resources under the Ministry of Natural Resources and Environment, a survey was conducted in Phatthana Nikhom District to assess groundwater sources. This survey, along with data from published sources, was utilized to evaluate water use stress. This assessment measures the ratio of water extraction in the area to the total available water, indicating the sufficiency of freshwater resources. Additionally, mapping efforts were undertaken to identify potential risks related to water availability.

SUTHA's operations have remained unaffected by the significant water resource shortages. The evaluation findings align with the groundwater depletion assessment performed by the Ground Water Table Decline Risk (utilizing the Water Risk Atlas Tool), indicating that groundwater levels have not experienced substantial decline. This stability is attributed to the Lopburi Province's access to surface water, which is influenced by local rainfall, water storage from the Pasak Jolasid Dam, and the overflow from coastal areas, all of which contribute to groundwater replenishment.

Riverine Flood risk assesment

The evaluation of flood risk along the riverbank reveals significant findings. According to the Aqueduct Water Risk Atlas 4.0 tool, the Riverine Flood risk assessment for the Phra Phutthabat area in Saraburi Province and the Phatthana Nikhom District in Lopburi Province indicates a risk level categorized as extremely high or high.

SUTHA has conducted an analysis of the current natural flood crisis in Thailand, particularly referencing the severe flooding event of 2011 that impacted Saraburi, Lopburi, and Nonthaburi Provinces, where the company operates. Fortunately, the company's facilities were not directly affected, as they are situated in elevated areas above sea level. Additionally, these locations are aligned with the provincial waterworks system, which does not supply water to these high-elevation areas, relying instead on underground water sources or artesian wells.

As a result, SUTHA assesses the risk of flooding impacting its assets and operations to be low.

Nonetheless, there may be indirect consequences stemming from flooding in nearby areas, which could hinder transportation and logistics. To address these potential challenges, the company has established measures and guidelines for managing the impacts of flooding on transportation routes and the movement of goods affected by surrounding flood crises as follows;

- o Drain cleaning both in the Company's establishment and surrounding areas to ensure drainage flow
- o Providing limestone chips and sand fill for land fill to mitigate effects on the community.

    o   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

The groundwater resources development by Bureau of Groundwater Development

    The groundwater development projects for water security, totaling 85 locations in the fiscal year 2023, with 3 projects in 2 styles, in Lopburi (both styles implemented) and Saraburi (1 style implemented), to increase the groundwater to reduce groundwater shortage.

Provide ground water resources to solve problems in drought-prone or saline areas in Lopburi
: https://www.dgr.go.th/bgd/th/newsAll/292/9145

The Company has evaluated its existing freshwater resources. All freshwater is sourced from permitted drilling wells located at each of the Company's operational sites. Consequently, there are no issues or effects resulting from the communal use of these freshwater sources.

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	2023	2024
			(23/11/2565)	(17/11/2566)	(31/05/2024)
pH*	pH Meter	5.5-9	11.6	12.8	11.8/1
Suspended Solids	Dried at 103-105 °C	50 mg/l	62	4,670$^{/2}$	14/2
Total Dissolved Solids	Dried at 103-105 °C	3000 mg/l	530	1,950	980
BOD5	Azide Modification	20 mg/l	<2	<2	<2
COD	Closed Reflux	120 mg/l	28	<5	9
Oil & Grease	Partition & Gravimetric	5 mg/l	<5	<5	<5

(Latest year data presented)

(*) 1) 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
2) Suspended solids; solid particles that are floating or drifting in the water that remain suspended in water and act as a colloid.

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 with no discharge. Consequently, it does **not impact the quality of wastewater that influences the community or the environment.**

- **Water saving Development**

  - **Water saving**

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.
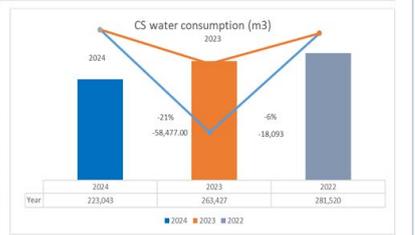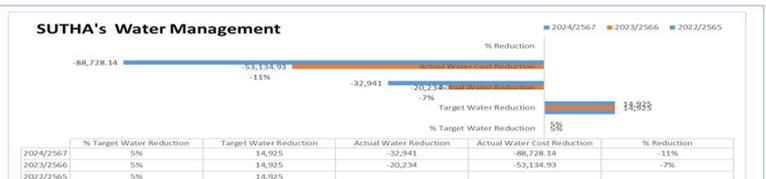
During Y2022 - 2023, **there are water saving scheme** taken to reduce water consumption based on continuous water consumption monitoring during the process to be selected to take further action. The regular lime production where water is used for air and gas pollution treatment with current two systems 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 for one kiln at Chong Sarika, adding 2 installations in the year 2023
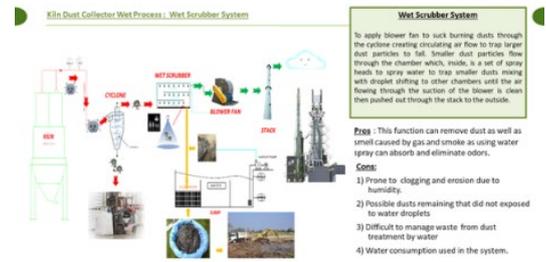
Target Water management reduction:
- 5% based on year 2022/2565

Plant	Installation at Kiln No.	Date	Investment (Baths)
	The new bag filter system		
CS	kiln5	18/11/2565	15,234,500
CS	kiln2	31/10/2566	15,472,000
CS	kiln3	16/11/2566	15,472,000

SUTHA's Water Management

	% Target Water Reduction	Target Water Reduction	Actual Water Reduction	Actual Water Cost Reduction	% Reduction
2024/2567	5%	14,925	-32,941	-88,728.14	-11%
2023/2566	5%	14,925	-20,234	-53,134.93	-7%
2022/2565	5%	14,925			

CS water consumption (m3)

Year	2024	2023	2022
	223,043	263,427	281,520

Bag Filter Kiln#5

Bag Filter Kiln#2

Bag Filter Kiln#3

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Golden Lime Public Company Limited

Water Management and the Project Investment for water reduction

Part	Article	Photo Number
01	3.3.2	010302_002

Setting goals for water management

A new objective has been established for 2024 to further decrease water consumption in production. The aim is to achieve a 5 percent reduction from the 2022 baseline,

-This equates to a reduction of 14,925 cubic meters for Golden Lime Public Company Limited.
-This equates to a reduction of 3,096 cubic meters for Thai Marble Corporation Limited (Subsidiary).

Does the Company's set goals for water management   : Yes

Details of Setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2022: Water withdrawal 298,502.00 Cubic meters	2024: Reduced by 5% or 14,925.00 Cubic meters in comparison to the base year
Reduction of water withdrawal	2022: Water consumption 61,910.00Cubic meters	2024: Reduced by 5% or 3,096.00 Cubic meters in comparison to the base year

Performance and outcomes of water management

Performance and outcomes of water management   : Yes

Water management: Water withdraw by source

	2565	2566	2567
Total water withdraws (Cubic meters)	**360,412**	**365,083**	**320,821**
Water withdraws by groundwater (cubic meters) [1]	61,910	86,815	55,260
Water withdraws by produces water (cubic meters) [2]	298,502	278,268	265,561

(1) *Underground Water Consumption of Thai Marble Corp. Ltd. (Subsidiary)*

(2) *Underground Water Consumption of Golden Lime Public Company Limited_SUTHA*

Water Management performance of Golden Lime Public Company Limited_SUTHA								
Year	Consumption forecast (cubic meter)		Actual Consumption / year (cubic meter)		Cost (THB)	Performance against target		
						Volume	Cost	%
						Consumption reduction target 5% +		
2022	471,536/2	100%	298,502	63%	2.63	783,996.50	Based Year 2022/2565		
2023	471,536/2	100%	278,268	59%	2.63	730,737.88	-20,234	-53,134.93	-7%
2024	471,536/2	100%	265,561	56%	2.69	715,301.13	-32,941	-88,728.14	-11%

Note: 1) Year 2020 - 2024, increased volume of water consumption from solar cell cleaning activities.
          2) Revise the target figures to align with the updated water demand from the 2024 report.

After completing an investment project focused on process development in 2022 and 2023, a new objective has been established for 2024 to further decrease water consumption in production. The aim is to achieve a 5 percent reduction from the 2022 baseline, which translates to a total of 14,925 cubic meters. This target is based on the total water usage of 298,502 cubic meters recorded in 2023, showing a decrease of 20,234 cubic meters from the baseline year. This reduction has led to cost savings of 53,134.93 baht. In 2024, water usage was further cut by 32,941 cubic meters. Additionally, the price of groundwater per unit has been revised from an average of 2.63 baht to 2.69 baht.

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Water Management performance of Thai Marble Corporation Limited (Subsidiary)								
Year	Consumption forecast (cubic meter)		Actual Consumption / year (cubic meter)			Cost (THB)	Performance against target		
							Volume	Cost	%
							Consumption reduction target 5% ++		
2022	100,000	100%	61,910	62%	2.63	162,823.30	Based Year 2022/2565		
2023	100,000	100%	86,815	87%	2.63	228,323.45	24,905	65,500.15	40%
2024	100,000	100%	55,260	55%	2.63	145,333.80	-6,650	-17,489.50	-11%

บริษัท หินอ่อน จำกัด
บริษัท หินอ่อน จำกัด (บริษัทย่อย) _TMC มี การบริหารจัดการน้ำ โดยมีแหล่งน้ำใช้จากแหล่ง น้ำใต้ดิน ซึ่งได้รับอนุญาตรวม 3 ฉบับ และมีการ ควบคุมการจัดการการใช้น้ำและลดการใช้น้ำโดย ระบบรีไซเดิลน้ำและบำบัดการบำบัดน้ำเพื่อนำ น้ำที่บำบัดมาหมุนเวียนใช้ซ้ำในกระบวนการ

ระบบน้ำหมุนเวียนใช้ในโรงงานผลิต
ใช้บ่อดักตะกอน ปั้มน้ำขึ้นไปบนถัง ระบบน้ำ หมุนเวียน water treatment ถังบำบัดจะ ตกตะกอนเป็นถังแรก ถังที่2 และจะใสในถังที่3 แล้วนำมาใช้หมุนเวียนในการผลิตต่อไป

Thai Marble Corporation Limited_TMC (Subsidiary Company)
has water management. The water source is from underground water sources, which has received a total of 3 permissions and has control over water use management and water use reduction with water treatment system for reused in the process.

Recirculating water systems used in manufacturing plants
Use a sediment trap The pump brings it up to the tank. Recirculating water system, water treatment. The treatment tank will settle in the first tank, the second tank, and the water will be clear in the third tank. Then use it to circulate in production.

Golden Lime Public Company Limited

Water management of Thai Marble Corporation Limited, subsidiary company

Part	Article	Photo Number
01	3.3.2.	010302_006

Information on waste management

The company's waste management plan   Yes

Waste management plan

Golden Lime Public Company Limited primarily engages in lime production. This process generates waste, including dust and ash. Some of this waste can be processed and sold, while the remainder is either used within the plants or provided to the community for land filling at designated locations. The Company seeks permission from government authorities to transport waste outside the factory. Waste is only transported to community members in areas that will not disrupt nearby residents, ensuring it is properly buried and placed only in approved locations.

Waste and sewage disposal management

SUTHA has established protocols for managing hazardous and non-hazardous waste and surplus materials to comply with legal requirements. This framework includes collection, storage, contractor selection, and transportation of waste beyond the plants, as detailed in the operational license and environmental management system, along with safety and occupational health guidelines.

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

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- 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)

Setting goals for waste management

SUTHA is committed to effective waste management, striving to minimize the volume of scraps or materials requiring disposal in landfills. This commitment is reflected in the establishment of waste management targets as a key component of its environmental management objectives, aligning with the Sustainable Development Goal 12, which focuses on promoting sustainable production and consumption practices.

	SDG's Target 12 **Ensure sustainable consumption and production patterns** - It all starts with our quarry management in the most efficient way, and ends with developing innovative uses for all variations of our materials with focus on - acquisitions, product development and - operation improvements - reuse, or - minimize landfilled materials.

Does the company set goals for waste management Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2022 : non-hazardous waste5,580.00 Kilograms	2024 : Increased by 3% or 167.40 Kilograms in comparison to the base year	• Landfilling • Reuse • Recycle • Other : Categorize and store data for management purposes

Performance and outcomes of waste management

Performance and outcomes of waste management Yes

- **Enhancing the segregation of waste, unused materials, and recyclable resources**
  Units of increase: Activities/Projects/Volume

The company has set an overall framework for this goal.
Enhancing the segregation of waste, unused materials, and recyclable resources is essential.

Relevant internal departments have utilized this framework to evaluate, investigate, and analyze the processes or areas involved in identifying opportunities for recycling. They are also tasked with exploring solutions for the separation of materials, waste, spare parts, or related items for recycling purposes. Additionally, these materials may be directed to external departments for energy production or fuel use. Each plant's personnel responsible are encouraged to seek methods for managing and executing projects, collecting data, and submitting reports.

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• **Goal: Achieving Zero Landfill Waste**

The Company has set long-term objectives by collaborating with the business development unit to enhance knowledge application and coordination with internal and external experts. Supported by an educational organization and Carmeuse's primary shareholders, the focus is on optimizing material use and integrating waste into operations. The initiative aims to create economic value and achieve continuous development, ultimately striving to eliminate material disposal.

Reuse/Recyclable Waste (Kgs)		
Year	Target	Amount of an organizational waste
2022		49.72
2023	84.53	238.34
2024	84.53	277.18
%	100%	328%

WEIGHT OF REUSE/RECYCLABLE WASTE (KGS)
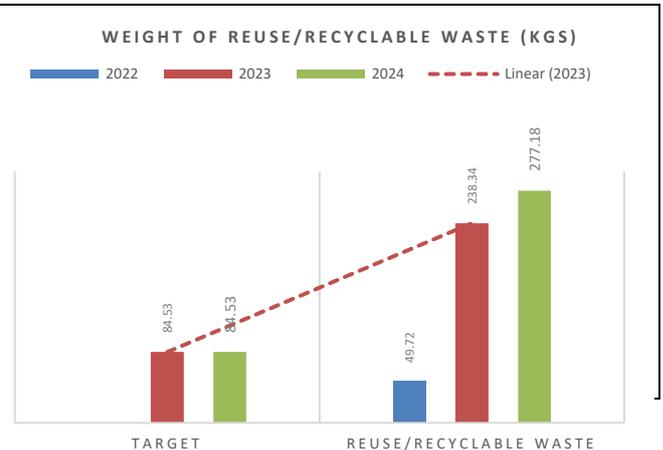
Activities: Waste Sorting

This initiative was launched at the head office and is part of a project by the Thai Listed Companies Association, of which our company is a member. The association is a local organization focused on environmental sustainability. The waste sorting initiative aims to reduce waste pollution and promote resource efficiency. SUTHA is actively participating by sorting materials and waste to enhance the overall industrial ecosystem.

The initiative commenced in October 2022, with a goal for 2023 to increase sorting efforts by at least 70% compared to 2022, targeting a total of 84.53 kg. Effective sorting can significantly contribute to the country's circular economy. The sorted waste will be sent to a nearby recycling facility. Organizations that receive the sorted materials can utilize them in various beneficial ways, such as:

- Aluminum wires or materials sent to the International Association of the Physically Disabled for the production of prosthetic legs.

- Old calendars, which accumulate annually, can be donated to the Foundation for the Blind in Thailand under Royal Patronage for the creation of Braille materials for the visually impaired.

The waste sorting initiative goes beyond merely encouraging employee involvement; it also serves to foster discipline and support social causes, particularly those related to disability rights and human rights advocacy. This project is rooted in a commitment to environmental engagement through systematic waste sorting, aiming for the following goals and advantages:

Good governance
• As an organizational accountability to reduce greenhouse gas emissions in line with the Climate Change Action Policy.
• To promote circular economy for both the organization and the broader community.

Social:
• As a stakeholder engagement with the capital market , joining Stock Exchange Working Group and the Thai Listed Companies Association through the "Waste Sorting Project."
• To raise awareness and educate to encourages employees in demonstrating environmental responsibility.
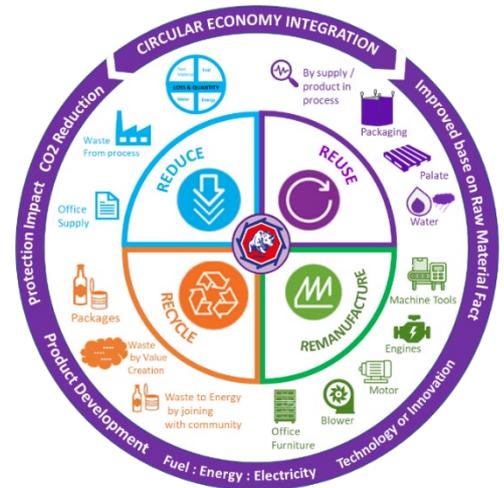
Environmental:
• to reduce greenhouse gas emissions by waste management effort
The other activities:

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To promote circular economy throughout organization.

1. Preventative maintenance extends the life of the machine and reduces the estimated cost of replacing machine parts and equipment.

2. separating waste into distinct categories and processing each type of waste in the most appropriate way to reduce the amount of waste enabling easier recycling or disposal

3. Reducing consumption with technology for paperless in the Workplace, using renewable energy to replace purchased electricity, selecting fuels to reduce fuel consumption, turning off lights in areas not in use.

4. Reusing such as used pallets, used packaging when necessary, circulating water from water treatment, and circulating energy in the kiln process according to the Generative Vertical Shaft Kiln technology to reduce energy consumption in the kiln process.

Waste management: Waste Generation

|	Unit	2022	2023	2024
Total waste generated	Kilograms	5,629	2,078.34	637.18
Total non-hazardous waste	Kilograms	49.72	238.34	277.18
Non-hazardous waste - Landfilling	Kilograms	-	-	-
Non-hazardous waste - Incineration with energy recovery	Kilograms	49.72	238.34	277.18
Non-hazardous waste - Incineration without energy recovery	Kilograms	-	-	-
Non-hazardous waste – Others	Kilograms	-	-	-
Total hazardous waste	Kilograms	5,580	1,840	360
Hazardous waste - Landfilling	Kilograms			
Hazardous waste - Incineration with energy recovery	Kilograms			
Hazardous waste - Incineration without energy recovery	Kilograms			
Hazardous waste – Others	Kilograms	5,580 * used lubricating oil recycled to produce fuel blending (042)	1,840 * used lubricating oil recycled to produce fuel blending (042)	360 * used lubricating oil recycled to produce fuel blending (042)

Waste management: Waste reuse and recycling

	Unit	2022	2023	2024
Total reused/recycled waste	Kilograms	5,629	2,078.34	637.18
Reused/Recycled non-hazardous waste	Kilograms	49.72	238.34	277.18
Reused non-hazardous waste	Kilograms	-	-	-
Recycled non-hazardous waste	Kilograms	49.72	238.34	277.18
Reused/Recycled hazardous waste	Kilograms	5,580	1,840	360
Reused hazardous waste (Kilograms)	Kilograms	5,580	1,840	360
Recycled hazardous waste	Kilograms	-	-	-

Greenhouse gas management

Golden Lime Public Company Limited is a key player in the basic chemical sector recognized as one of the principal industries in Thailand as it serves as a vital production hub for raw materials that support various significant sectors, including steel, chemicals, sugar, paper, construction, mining, energy, food, and agriculture.

The Company's operations involve the use of heat and fuel combustion during the production process, leading to the emission of carbon dioxide, a major contributor to greenhouse gases associated with climate change. **Notably, the production of lime is one of the primary activities responsible for these greenhouse gas emissions.**


Lime Life Cycle
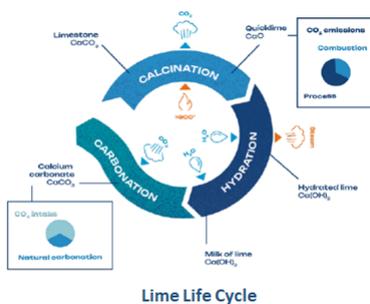
Climate change is undeniable. Limiting greenhouse gas emissions is one of the largest and most urgent challenges of our times.

Combustion emissions. These originate from burning fossil fuels to obtain the required heat. Depending on the kiln technology and the type of fuel, combustion CO_2 emissions account for 25% to 40% of the total direct CO_2 emissions.

Process emissions. These result from the chemical reaction (calcination, the decomposition of limestone to lime by releasing the embedded CO_2) that occurs when limestone is heated. The thermal decomposition releases the CO_2. More specifically, for each tonne of lime 0.78t of CO_2 is emitted. This is what we call the process emissions, which represent 60% to 75% of the direct CO_2 emissions and cannot be avoided

Lime is an essential product in daily life and a key
Enabler to many industries, but its production emits CO_2. To produce lime (CaO) from limestone ($CaCO_3$), the process is to remove the CO_2 by heating the stone at a precise temperature in a special oven called a "Kiln".

During this process, CO_2 is released from the stone and transforms from Solid to gaseous state, and is then released into the atmosphere, along with nitrogen and oxygen used for the combustion. This amount of CO2 represents the bulk of SUTHA's emissions; the balance comes mainly from the fuels used to heat the stone and the supply chain.
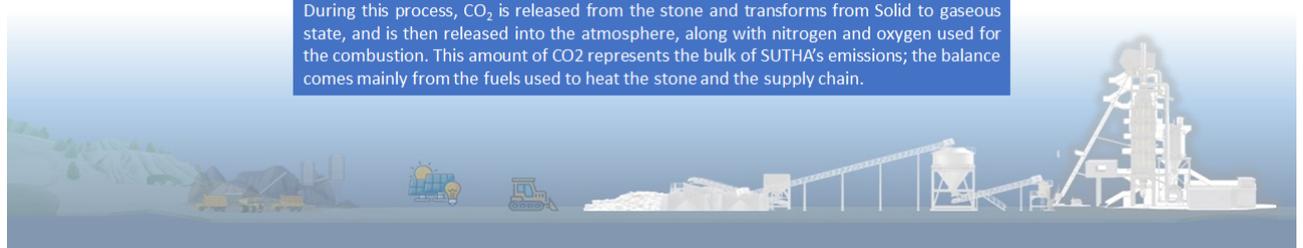
The Company is dedicated to enhancing corporate governance in alignment with the sustainability framework, incorporating the Climate Change Management Policy and Risk Management as key components of its environmental management strategies, as outlined below.

E3. Climate management

Principles

Changing weather patterns may pose the most dramatic risk to businesses large and small then may lead to opportunities or risks in business continuity which require strategies and plans to deal with such situations to reduce risks that may occur to the organization and business.

Guidelines

1. Establish policies and guidelines to reduce the impact and set GHG reduction target and/or initiate or take part in activities that can help reduce greenhouse gas emissions.
2. Set quantitative target to measure performance and adapt strategies
3. Disclose GHG performance to stakeholders

The establishment of climate change management guidelines is a crucial component of SUTHA's sustainability framework, aimed at addressing the impacts of climate change at both international and national levels. On the

international front, driven by policies from indirect major shareholder, the Carmeuse group, that has committed to achieving net-zero greenhouse gas (GHG) emissions by 2050. In Thailand, the draft Climate Change Act is being developed to facilitate the country's goal of reaching net-zero GHG emissions by 2065 or 2068.

Additionally, regulatory bodies such as the SEC and the Stock Exchange of Thailand are promoting corporate governance practices among listed companies. They are also encouraging collaboration among these companies and key stakeholders across various sectors to define strategies for managing the risks associated with rising global temperatures. This includes addressing physical risks from severe disasters and transition risks stemming from evolving legal requirements and standards. Effective governance and risk management are essential to prepare for and mitigate potential impacts on business operations throughout the supply chain, both directly and indirectly.

Climate change associated risks and impacts

Physical Risk

- Flood-related disasters may impact the transportation of goods for delivery to customers.

- High temperatures can lead to various disasters that may impact certain customer industries.

Transition Risk

- Participate in the execution, advocacy, and enhancement of collaboration aimed at achieving carbon neutrality and Net Zero, while addressing both national and international climate change objectives.

- The SEC Office requires the preparation and disclosure of information related to climate change, following the IFRSS2 standard. This involves gathering GHG Scope 1, 2, and 3 data from the Company and its subsidiaries as part of the consolidated financial statements. Additionally, verification and certification must align with the GHG Protocol 2004 standard. The data collection is expected to be finished by 2028, and the auditor-verified disclosure of GHG 1, 2, and 3 data is due by 2029

- Financial institutions are increasingly restricting their lending practices to focus solely on businesses that actively take steps to lower greenhouse gas emissions.

- Carbon Tax trend

- Additional costs from research / investment / system development / testing

+ Opportunities for distributing products to mitigate the effects of air pollution.

Greenhouse Gas Management Strategy

Mitigation measures for the effects of climate change

- Implement the established policies

- Develop strategies and assess SEC, Stock Exchange, Climate Change Act, and Carbon Tax regulations.

- Manage climate change-related risks in line with IFRS S2 (ISSB).

- Foster business partnerships and engage stakeholders in projects to reduce environmental impacts and greenhouse gas emissions.

- Appoint personnel to the Risk and Sustainability development Committee for better representation in climate change sub-committees, aligned with the Committee's sustainability framework.

- Provide training on regulatory standards to enhance disclosure for One Report and financial statements, ensuring compliance with ISSB IFRS S1 and S2 standards, which the SEC will enforce for all publicly listed companies by 2030.

-

Greenhouse gas management performance	https://www.goldenlime.co.th/Climate_management

Principles and standards for greenhouse gas or climate change management

Principles and standards for greenhouse gas or climate change management	- Thailand Greenhouse Gas Management Organization (TGO), - ISO14064 - Greenhouse gases *(Gathering data and calculating the greenhouse gas emissions verified by the designated auditors.)*

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes
Company's existing targets : Setting carbon neutrality targets

SUTHA is a network organization operating under the management policies of the Carmeuse Group, Europe, Middle East & Asia. It has adopted and applied strategies to reduce greenhouse gas emissions through the knowledge and management approaches set by Carmeuse shareholders. The group has established medium- and long-term strategies to reduce greenhouse gas intensity by 25% within Scope 1-3 by 2030, based on the 2019 baseline for its European companies, and by 20% for its North American companies. Although no specific targets have been set for the Asian network, SUTHA is committed to contributing to global improvement. SUTHA will develop and apply medium- and long-term targets to reduce greenhouse gas emissions, initially aligning with the group's management policies to achieve carbon neutrality. The targets will be applied starting in 2021, the year when GHG data collection for Scope 1 and 2 began, using year 2022 as the baseline year and the cumulative reduction target from 2022 to 2030 is 25% of the baseline, equivalent to a total reduction of 108,500 tons of greenhouse gases by 2030.

Setting carbon neutrality targets

Based on the major shareholder, the Carmeuse goal: carbon neutrality by 2050

> 5 core strategies
1) Energy efficiency
2) Renewable fuels
3) Production excellence
4) Circular economy
5) CO2 emission reduction activities

SUTHA aims to act on climate change and collaborate with commercial stakeholders through Application engineering and support to design environmental product to combat climate change and reduce carbon emissions
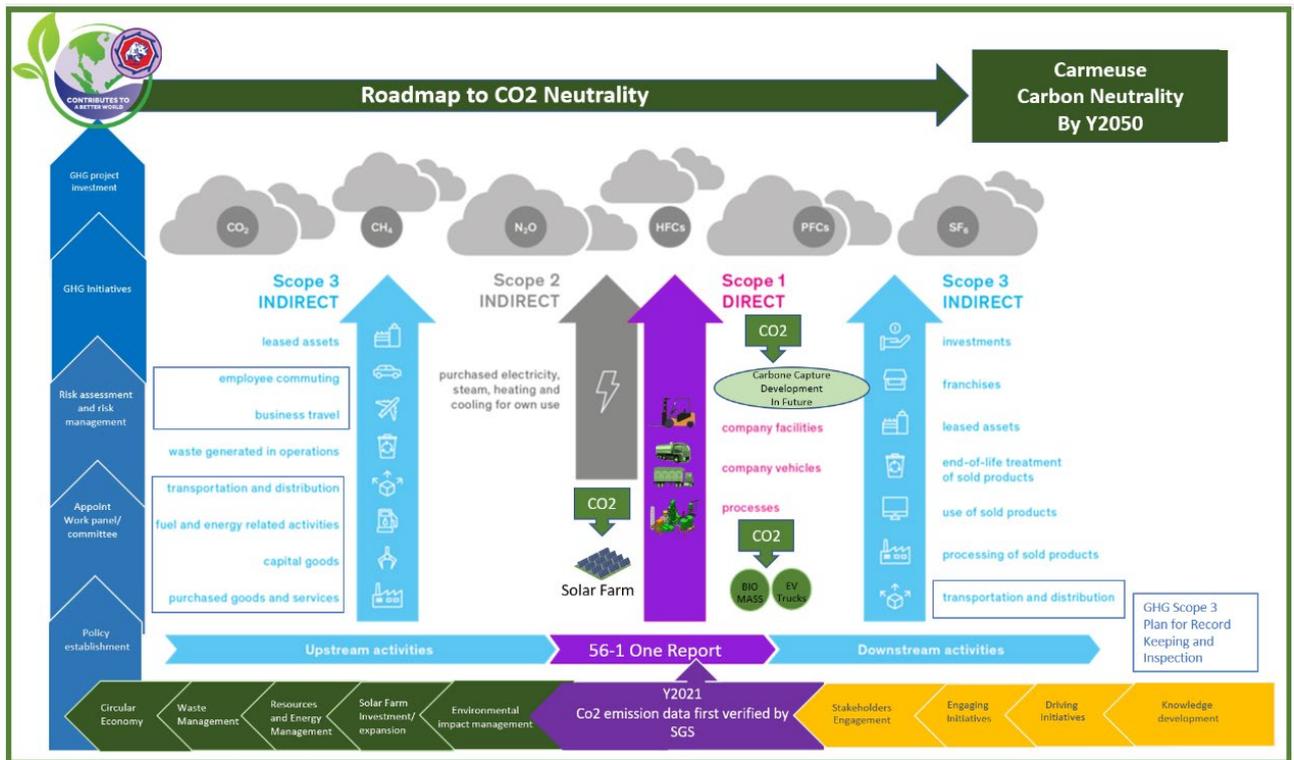
Details of setting carbon neutrality targets

Greenhouse gas emission	Base year(s)	Target year(s)	Certification
Scope 1-3	2022 : Greenhouse gas Emissions 434,678 tCO$_2$e	2030 : Reduced by 25% or 108,670	None

Note : The target format according to set by the eOne Report date platform guidelines.

During Y2020 - 2024, the Company excluding its subsidiaries started collecting emission data to be verified and certified by a certification body certified by the Greenhouse Gas Management Organization (TGO), as per the following Scope 1 and Scope 2 and

in 2024, the collection and review of Scope 3 in the categories of employee travel, business travel, transportation and distribution in upstream activities or the procurement process, fuel and energy-related activities, capital goods, purchased goods and services, and transportation and distribution in downstream activities or the delivery process to customers began. The activities and operations were developed and carried out as follows:

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Information of greenhouse gas management

https://www.goldenlime.co.th/Climate_management.asp?lang=E

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management   : Yes

Year	Unit: Tons CO2e /(1)						Unit: Tons CO2e / (2022- 2021)					% Dif
	Scope 1	Scope 2	Scope 3	Other	Total	Per kgs Product	Scope 1	Scope 2	Scope 3	Other	Total	
GRI	305-1	305-2	305-3			305-4						
2021	421,695(V)	12,295(V)	-	124.0	433,990(V)	0.00125						
2022	422,924(V)	11,754(V)	-	81	434,678(V)	0.00122	1,229	- 541	-	- 43	688	0.16%
2023	340,369(V)	10,221(V)	-	59	350,590(V)	0.00118	-82,555	-1,533	-	-22	-84,088	-19.34%
2024 (GHG Note)	352,718(V)	9,757(V)	14,661	81	362,475(V)	0.00120	12,346	-464	14,661	22.0	11,885	3.39%

Note : **GHG Note:** The annual greenhouse gas data for Scope 1 and 2 mentioned above has undergone verification and certification by SGS auditors. In 2024, data for Scope 3 has been gathered and computed. Currently, these figures are under review by auditors to prepare a certification report for corporate greenhouse gas emissions in Scope 3. As a result, the reported figures may be subject to change. Should any adjustments or corrections be made to the verified data, the company will disclose the updated Scope 3 results in the subsequent year's report.

Greenhouse gas management: Corporate greenhouse gas emission

GHG emission intensity	Unit	2022	2023	2024
Total greenhouse gas emissions Scope 1-2 Scope 1-3 (Year 2024)	Tons CO2e	434,678(V)	350,590(V)	362,475(V)
Total greenhouse gas emissions - Scope 1	Tons CO2e	422,924(V)	340,369(V)	352,718(V)
Total greenhouse gas emissions - Scope 2	Tons CO2e	11,754(V)	10,221(V)	9,757(V)
Total greenhouse gas emissions - Scope 3	Tons CO2e	-	-	14,661/(GHG note)
GHG emission intensity ratio for the organization (GRI 305-4)	Tons CO2e /Kgs. Product	0.00122	0.00118	0.00120

Carbon Credit from Solar Farm (GRI 305-5)

Year	Unit: (MWh) Solar generated					Unit: Tons CO2e / (2565- 2564)					% Credit
	Scope 1	Scope 2	Scope 3	Other	Total	Scope 1	Scope 2	Scope 3	Other	Total	in scope 2
2021		3,056					1,527.7				12.43%
2022		3,410					1,704.7				14.50%
2023		3,434					1,716.7				16.80%
2024		3,597					1,798.0				18.43%

Scope 1   Direct emissions from owned operations, including company-owned vehicles and buildings; carbon dioxide emission occurs during the decarbonation of limestone to lime and remains from fuel burning, thermal energy derived from coal petroleum coke, Bituminous coal. Additionally, burning fuel in our fleet of vehicles, gas consumption or the amount of CO2 consumption for fire extinguishers, etc.

Scope 2   Indirect emissions from the generation of purchased electricity, heating, and cooling consumed by the organization, not directly owned or controlled by the organization but are related to its energy consumption.

Scope 3   Other Indirect GHG Emissions that originate from activities outside an organization's scope of control upstream as well as the downstream emissions, such as those emitted by suppliers and customers, transportation of goods, employee commuting, business travel, and waste disposal in which the Company is studying and considering data to keep.

(GRI:2-5)

Greenhouse gas mitigation:
Verifying the company's greenhouse gas emissions in the past year

Verification of the company's greenhouse gas emissions: YES
List of agencies that verify greenhouse gas emissions data: SGS (Thailand) Co., Ltd.

Golden Lime Public Company Limited put its efforts to develop new technology and innovation to lower greenhouse gas emissions but maintain the product quality for customers expectation. Lime, anyway, also offers benefits to environment as the most available and cost-effective neutralizing agent among all alkali materials that treat wastewater. Lime is often employed to treat hazardous wastes. Lime stabilizes most metals by converting them to more chemically stable forms that are less likely to leach and, as a carbon sink, lime absorbs CO2 from the atmosphere and helps mitigate climate change by reducing greenhouse gas emissions.
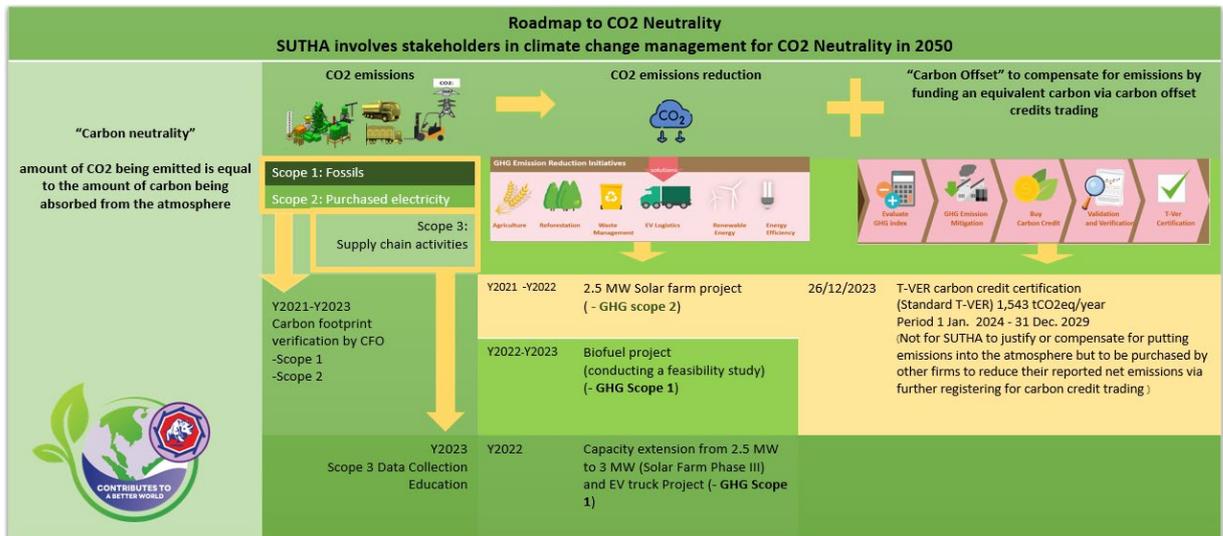
The company has established business operation guidelines with management processes to reduce environmental impacts by mitigating risks from climate change and natural disasters as follows:

- Focus on the development of technology and innovation such as Eco designing to minimize environmental impacts of machinery and production processes
- Reducing greenhouse gas emissions, addressing resource depletion and environmental pollution, and optimizing waste management
- Increase of renewable energy consumption
- Set a feasible target for CO2 / GHG emission reduction and roadmap
- Innovate and develop lime products that offer environmental benefits for customers

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Information of greenhouse gas management

https://www.goldenlime.co.th/Climate_management.asp?lang=E

- Engaging personnel and stakeholders in environmental activities such as waste sorting, waste management , creating eco-friendly materials, or equipment, etc.
- Form a team to oversee operations and engage stakeholders in the company's value chain.
- Educate more personnel in GHG reduction and data collection
- Participate in stakeholders' activities in promoting GHG emission reduction
- Registering Solar Farm project to Voluntary Offset Programs - Carbon Offset

Roadmap to CO2 Neutrality
SUTHA involves stakeholders in climate change management for CO2 Neutrality in 2050

"Carbon neutrality"

amount of CO2 being emitted is equal to the amount of carbon being absorbed from the atmosphere

CO2 emissions → CO2 emissions reduction + "Carbon Offset" to compensate for emissions by funding an equivalent carbon via carbon offset credits trading

Scope 1: Fossils
Scope 2: Purchased electricity
Scope 3: Supply chain activities

GHG Emission Reduction Initiatives

Agriculture | Reforestation | Waste Management | EV Logistics | Renewable Energy | Energy Efficiency

Evaluate GHG Index | GHG Emission Mitigation | Buy Carbon Credit | Validation and Verification | T-Ver Certification

Y2021-Y2023 Carbon footprint verification by CFO -Scope 1 -Scope 2	Y2021 -Y2022	2.5 MW Solar farm project (- GHG scope 2)	26/12/2023	T-VER carbon credit certification (Standard T-VER) 1,543 tCO2eq/year Period 1 Jan. 2024 - 31 Dec. 2029 (Not for SUTHA to justify or compensate for putting emissions into the atmosphere but to be purchased by other firms to reduce their reported net emissions via further registering for carbon credit trading)
	Y2022-Y2023	Biofuel project (conducting a feasibility study) (- GHG Scope 1)		
Y2023 Scope 3 Data Collection Education	Y2022	Capacity extension from 2.5 MW to 3 MW (Solar Farm Phase III) and EV truck Project (- GHG Scope 1)		

CONTRIBUTES TO A BETTER WORLD

GHG initiatives and engagement as a value creation (GRI 305-5)

Renewable energy: Solar Farm	
CS Plant — Existing Solar Farm 2.5MW Location for Solar Farm 10 Rai	CO2 neutrality Solar farm 2.5 MW in total formally registered (Standard T-VER) with its GHG emission/result in carbon sequestration at 1,543 tCO2eq per year of the period registered January 1, 2023 - December 31, 2029

Expansion of the 1 MW solar farm is underway, with plans to combine an additional 5 Rai of land with the existing 5 Rai for a total capacity of 1 MW. The project is currently in the licensing and permission process to reduce GHG Scope 2 emissions.

GOLDEN LIME ENGINEERING CO.,LTD.	
EOD Solution for Lime	Enhancing engineering and design businesses and their personnel to provide environmentally friendly products, services, and solutions.

The company has initiated investments to reduce Scope 1 greenhouse gas emissions by transitioning from diesel and gasoline vehicles to electric vehicles (EVs). This includes transport and production support vehicles, as well as executive cars. The project began in 2024 with the installation of EV chargers and the replacement of production support vehicles at the Chongsarika branch.

In 2024, the company allocated a budget of 16.43 million THB for EV chargers and vehicle replacements, spending 10.88 million THB to start using one electric truck and one loader by October 30, 2024. An additional 5.23 million THB is planned for 2025. Two EV forklifts for warehouse processes and one executive EV car were also purchased, totaling 2.89 million THB, to be operational by January 2025.

The initial goal is to reduce diesel and gasoline usage by 2025, contributing to the reduction of Scope 1 greenhouse gas emissions.

The Biomass Project aims to reduce greenhouse gas emissions (Scope 1) by replacing coal with biomass fuel. The company is developing alternative fuel sources and has formed a team to study biomass use in the lime industry. This includes exploring and securing stable biomass raw materials.

Supported by the Carmeuse Group, the project is in the development stage, focusing on sourcing, testing, and designing systems for processing and using biomass in lime kilns. Continuous research and development are essential for the project's success.

Additionally, the company is developing a biomass fuel project to replace coal. This involves researching and sourcing biomass materials, supported by the Carmeuse group. The project is in the development phase, with ongoing studies and tests to ensure the feasibility and sustainability of biomass fuel use. The project requires significant investment and is being evaluated for potential government support and tax incentives.

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Information on other environmental management — https://www.goldenlime.co.th/Managing_biodiversity.asp?lang=E

The Biodiversity Management Data

Target and indicators

SUTHA has Monitoring progress in biodiversity action to jointly develop and drive positive biodiversity, SUTHA has set the following targets:

Report on	Year 2024		
Biodiversity Target		**Data source**	**Indicators**
	Biodiversity Check [1 Core] production Area assessed every 3 years / or as appropriate or when there is a new project or property or there is a significant change.	- Registration area, factory operating license - Location map, main activities - Environmental Audit Checklist - Animal and plant conservation account information and registration of conservation areas, forest reserves or important heritage sites in each area	- Distance between 1 , 5, 10, 20, 25 km. from the protected area
		Target	**Performance**
		100%	100%
	A process/project that restores biodiversity or restores the environment from the results of operations and use of land or resources according to the rehabilitation plan of the project or area specified in accordance with environmental management measures.	- Number of projects with annual implementation plans - Implementation of the plan	- Percentage of plan implementation
		Target	**Performance**
		- Area of the concession number 32499/15852 Khao Ngob	- Planting a total of 446 trees as per the plan, with a budget of 68,000 baht.
		- Area of the concession number 32517/16065 Khao Khao	- Planting a total of 108 trees as per the plan, with a budget of 39,240 baht.
	Area/project/process located in an area protected by IUCN [/ 2 definition.] (project)	- Site inspection According to the specified distance and criteria	- Number of projects or establishments located within a distance from the protected area
		Target	**Performance**
		- No project in IUCN area	- No project in IUCN area
	Collaborating with external organizations to create positive biodiversity or engaging stakeholders in management, promoting the increase of green spaces and promoting sustainable ecosystems.	- Plans and activities related to the promotion of biodiversity, environmental impact mitigation, or related matters.	- Number of projects - Expenditure budget - Benefits
		Target	**Performance**
		- Organize and participate in environmental initiatives like tree planting and biodiversity projects.	Tree planting project to reduce environmental impact June 2024/and
	managing impacts on biodiversity and create opportunities from biodiversity value with offering products to reduce environmental impacts.	- Sales volume of products in groups that promote the environment,	Proportion of sales of environmentally friendly products and products that promote sustainable living

		agriculture, food and the promotion of good life	
Year	Target - compared to the previous year	Performance	+/-
2022	Upward trend	43%	-4%
2023	Upward trend	53%	+10%
2024	Upward trend	50%	-3%

	Adequate information is accessible, and the communication and sharing of biodiversity management data are conducted in compliance with relevant standards.	- Preparation of biodiversity assessment reports - Disclosure of biodiversity performance data - Channels for receiving complaints regarding violations related to biodiversity	- Complaints related to biodiversity and complaints about business process impacts - Sustainability assessment results on biodiversity operations
		Target	Performance
		-Completed Evaluation report - Successful Annual data disclosure - No complaints about biodiversity	-Y2024 report prepared. -Y2024 disclosure in the Annual report -No complaint in Y2024 -

Management Approach and Strategy

Commitment to biodiversity management

SUTHA, as an organization, that dedicates to manufacturing products and providing services that convey the value and advantages to the production sectors, encompassing both industry and agriculture, both domestically and internationally. Recognizing the significance of biodiversity, the Company integrates its operations and practices within the context of its business activities by formulating a development plan that aligns with the objectives outlined in the National biodiversity strategies and action plan.

The Office of Natural Resources and Environmental Policy and Planning (ONEP) has disclosed the international cooperation framework that emerged from the Kunming-Montreal Global Biodiversity Framework meeting held on January 30, 2023. The summary of the collaborative biodiversity framework among the conference participants is categorized into three distinct groups;

1. Mitigate risks to biodiversity by enhancing and expanding regions rich in biodiversity, minimizing pollution, and eradicating invasive alien species that pose a threat to ecological balance.
2. Ensure the sustainable utilization of biodiversity through the adoption of bio-based products and the environmentally responsible management of agricultural and fishery sectors.
3. Establish frameworks to encourage the integration of biodiversity considerations across all sectors, fostering inclusive participation.

The ONEP has established a national strategy to drive biodiversity. 2023 – 2047 (Long-term Strategy Approach to Mainstreaming Biodiversity of Thailand) consists of:

Strategy 1: Promote biodiversity by ensuring that all relevant government agencies actively implement policies at the governmental level.
Strategy 2: Integrate biodiversity into the operations and practices of the business sector, particularly in key economic areas such as agriculture, services, industry, and finance.

Strategy 3: Foster biodiversity within society to enhance the quality of life and overall well-being for all individuals.

The Company is dedicated to the principles of sustainability development. On November 10, 2023, the Board of Directors endorsed the Sustainability Development and Environmental and Social Responsibility Policy, which establishes a framework for environmental management and the integration of biodiversity (E 6). This policy outlines guidelines for managing biodiversity as an integral component of sustainable environmental development.

Principle

As the business activities of the Company and its subsidiaries are related to resource groups and rely on natural resources for production, which in the business area may affect and/or create an impact on the ecosystem, the Company has established management guidelines to prevent risks that may arise from violating regulations that may affect the ability to renew the licenses for business operations of the Company and its subsidiaries, including preventing damage to reputation, and has established business guidelines to be consistent with the guidelines for preserving the ecosystem and biodiversity.

Guidelines
1. The Company has established and disclosed a biodiversity policy that recognizes and aims to reduce impacts from business operations and promotes and places importance on the maintenance of biodiversity. It is considered a business responsibility and one of its duties to help drive development to maintain and return value to the ecosystem and to place importance on restoring nature and enhancing biodiversity, including the life cycles related to the ecosystem (Ecosystem) which are related to the Company's business operations. It has set guidelines to support biodiversity management and set guidelines for land use of the Company.
2. Actions are being taken to preserve or protect biodiversity. or there is restoration of the natural environment or ecosystem in the activities or departments that may be affected by the business process

Governance Structure

Formulate practices for the oversight and assessment of environmental management, ensuring that biodiversity initiatives are integrated into the development processes guided by the environmental policies of the Company and its subsidiaries. The collaborative supervision and execution include:

<u>Board of Directors</u>

1. Evaluate, endorse, and assess existing biodiversity management policies and guidelines that align with environmental conditions and risk factors, encompassing business activities and stakeholders across the value chain, with periodic reviews as necessary.
2. Oversee business operations to ensure adherence to applicable laws, regulations, policies, and practices, while actively encouraging the practical application of these policies.
3. Guide and assist management in performing a Biodiversity Check to guarantee effective risk management.
4. Review the proposed annual biodiversity performance outcomes and offer recommendations that may assist management in fostering appropriate development and enhancement.
5. Advocate for and assist management in integrating biodiversity management into the organizational operational culture.

<u>Executives</u>

1. Develop criteria, procedures, and guidelines for conducting biodiversity analysis and assessment (Biodiversity Check), ensuring that biodiversity management guidelines are tailored to the specific context and comply with the relevant policies, procedures, and laws of the country where the business operates.
2. Create an organizational framework that defines clear responsibilities and roles, while ensuring the allocation of adequate and appropriate resources.
3. Set forth objectives, targets, strategies, plans, and indicators to facilitate effective and comprehensive biodiversity management.

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4. Oversee, manage, and assist employees, business partners, allies, and key stakeholders in adhering to laws, policies, measures, and regulations pertaining to biodiversity, while enhancing practices for improved efficiency.
5. Foster and advocate for a culture of ecosystem and biodiversity protection by effectively communicating the importance of these values to all employees and relevant stakeholders.
6. Prepare performance reports detailing the outcomes of biodiversity initiatives for presentation to the Board and stakeholders.
7. Establish mechanisms for reporting and addressing complaints regarding breaches of biodiversity management, including procedures for complaints and protections for whistleblowers, complainants, and reporters.

Designated personnel for environmental matters or the Risk Management and Sustainability Development Committee.

1. Develop clear strategic plans, action plans and biodiversity management measures that are consistent with the business context.
2. Establish a process for disclosing and reporting biodiversity management information that is clear, transparent and accountable.
3. Conduct a biodiversity assessment (Biodiversity Check) and provide guidelines for prevention and mitigation of actual or potential impacts.
4. Report information on significant biodiversity issues (if any) to the management regularly and report immediately when any unusual events occur.
5. Internal control, risk management and monitoring of policy compliance to ensure efficiency and strictness, including reporting and following up with relevant departments to ensure regular adjustments.
6. Monitor, inspect, collect data and prepare reports on biodiversity management, as well as manage disclosure of information to the Company's executives, board of directors and stakeholders on an annual basis in order to comply with the framework set by regulatory agencies.
7. Coordinate and integrate cooperation with relevant individuals, agencies or stakeholders to jointly determine measures, management, control mechanisms, responses and problem solving.
8. Participate in reviewing biodiversity policies to ensure compliance with relevant laws, regulations, practices and standards.

Employee

1. Learn, understand and comply with relevant laws, regulations, rules, policies and practices, including standards.
2. Communicate and transfer knowledge about the company's biodiversity policies and goals to business partners, customers, communities, business partners and relevant stakeholders.
3. In the event of observing any misconduct or actions that could potentially breach the policy, kindly submit the information or file a complaint via the company's whistleblowing channel.

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SUTHA 's sustainability

" We contribute to a better world."

SUTHA 's Biodiversity Management Objectives and Strategies

E
Mitigate risks to biodiversity

1. Biodiversity Check is conducted at business establishments and kept reassessed as needed, especially when new projects or assets are located or when significant changes occur.
2. Oversee environmental restoration efforts based on established plans and strategies to prevent and reduce impacts from land or resource utilization.
3. Refrain from engaging in business or investing in areas, projects, or processes situated in protected regions as classified by the IUCN.

S
Sustainable use and promote sustainable society and consumption

4. Partnering with external organizations to enhance biodiversity, involving stakeholders in management efforts, expanding green spaces, and fostering sustainable ecosystems.

G
Encourage the integration of biodiversity considerations across all sectors, fostering inclusive participation

5. Adhere to all laws, regulations, and mandatory standards concerning biodiversity and forests.
6. Implement land use and operational management strategies to prevent and reduce impacts on biodiversity.
7. Utilize a "tiered mitigation" strategy that prioritizes avoiding significant impacts, minimizing effects through operational improvements, and restoring or offsetting any losses.
8. Incorporate biodiversity value opportunities into SUTHA's business growth and marketing strategy.
9. Ensure that adequate information is accessible and that biodiversity management details are communicated and disclosed according to relevant standards.

Communication, policy communication channels and training

The Company disclosed its Biodiversity Policy through its website and electronic communication methods, such as email, while also storing it in a Share Folder that contains various company policies. Key individuals within the organization, including directors, executives, and staff, will receive policy documents through suitable internal communication channels. These individuals can access information for training purposes. The HR department will conduct orientation sessions to familiarize employees with the Company's policies, ensuring they understand the best practices. Additionally, designated personnel will effectively communicate with relevant stakeholders and choose suitable methods to share knowledge about biodiversity, enhancing employees' understanding of the topic such as https://www.youtube.com/watch?v=Rf e9bDz2QM8 or https://www.facebook.com/watch/?v= 1418018581586465 https://www.youtube.com/watch?v=kaJFJ3-jIgs

Whistleblowing

All who observe actions that could potentially breach the policy are encouraged to submit a complaint and provide information via the following channels:
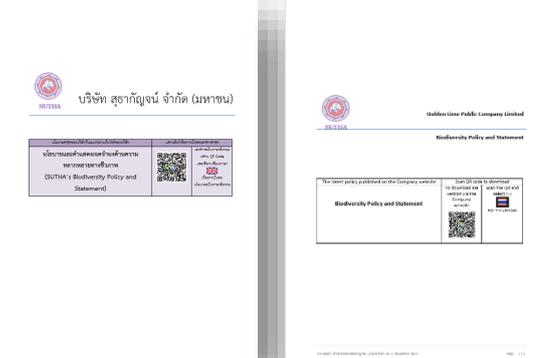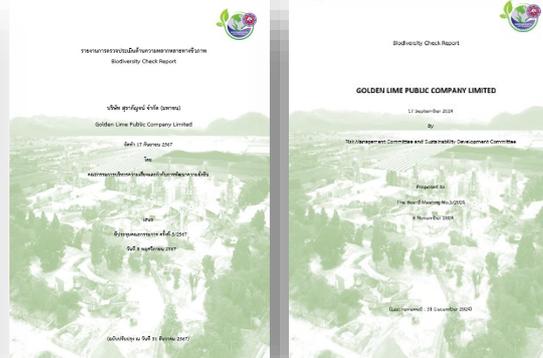
	Contact Location
https://www.goldenlime.co.th/complaints **Whistleblowing & Complaint** แสกนเพื่อเข้าสู่ระบบ แจ้งเบาะแส หรือ ช่องทางร้องเรียน EN Select Language / เปลี่ยนภาษา The procedure will adhere to the Whistle-blowing Policy. The individual making the complaint or acting as a whistleblower will receive protection, and all information will remain confidential, ensuring that their position and compensation are not impacted during the investigation and after its conclusion.	**GOLDEN LIME PUBLIC COMPANY LIMITED** Internal Auditor/Internal Auditor Coordinator 7 Soi 11, Sai 3, Moo 12, New Saraburi-Lom Sak Chong Sarika Subdistrict Phatthana Nikhom District Lopburi 15220 Phone: 036-436 178 Email: complaint@goldenlime.co.th The secretary to the audit committee 89, Cosmo Office Park, 6th Floor, Unit H, Popular Road, Banmai Sub-district, Pakkret District, Nonthaburi Province 11120 Tel. 0 2017 7461-3 Fax.0 2017 7460 E-mail : complaint@goldenlime.co.th

Punishment

The Biodiversity Policy is a fundamental component of the Company's operational framework, which Directors, Executives, and Employees shall follow as part of established policies and procedures. Any breach or failure to comply with this policy will lead to penalties for actions that contravene the Company's policies or procedures.

Performance and previous initiatives

1. In 2024, the company successfully managed the documentation of its policies and statements of intent related to biodiversity. It carried out biodiversity assessments and presented the resulting policies, management plans, and strategies, along with the biodiversity assessment report, at the board meeting held on November 8, 2024.

Biodiversity Policy and Statement	Biodiversity Check Report
Link: https://www.goldenlime.co.th/Managing_biodiversity	

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Assessment of risks and impacts on biodiversity

1.1) The property's location and proximity to protected areas, involving an assessment of its geographical position relative to national parks, wildlife sanctuaries, forest parks, non-hunting zones, and marine protected areas
Result : Non - Impact

The survey conducted on the locations of assets utilized for primary business operations and production processes, which engage with the ecosystem and resource utilization, has identified a total of 11 sites, including head offices and branches. Notably, all 11 sites, encompassing both factory locations and areas designated for limestone and marble quarrying, are situated at a considerable distance from national forest reserves, with the nearest reserve being over 2 0 0 kilometers away. Furthermore, these locations are not situated within protected areas or regions characterized by high biodiversity, such as national parks, wildlife sanctuaries, forest parks, non-hunting zones, marine and coastal protected areas, or any areas that may be adjacent to or potentially impact biodiversity protected under international law.

1.2) Reliance on ecosystem services, freshwater supplies, and the utilization of natural resources or assets, including land, minerals, energy, and fuels.
Result: Business operations rely on ecological services, including fresh water from underground reserves.

1.3) Plant and animal species on the IUCN Red List in the specified areas within the scope of the provinces of the business establishments
Result: The Company has not conducted a survey in the area to assess the distribution of the mentioned plant species. In terms of production and related processes, there is no utilization of raw materials or any materials that may include species or plants listed for conservation. To reduce impact, the Company plans to utilize the data from the survey to collaborate with local agencies for future management strategies.

1.4) Water stress in the area and the risk of water shortages (From tools and from areas and business impacts)

Risk and impact assessment on water shortage in SUTHA 's business processes : The Department of Groundwater Resources, under the Ministry of Natural Resources and Environment, has released a report based on a survey of groundwater sources in Phatthana Nikhom District. This report compares the survey data with published sources to evaluate water use stress, which refers to the ratio of water withdrawal to the total available water in the area. It also assesses the availability of fresh water for local use and maps potential water-related risks for SUTHA's operations. The findings indicate that SUTHA is not significantly impacted by water resource shortages. This conclusion aligns with the groundwater depletion assessment from the Ground Water Table Decline Risk (Water Risk Atlas Tool), which shows that groundwater depletion levels are not significantly reduced. The Lopburi Province benefits from surface water due to local rainfall and water storage from the Pasak Jolasid Dam, as well as overflow from the coast, all of which contribute to groundwater replenishment.

1.5) Pollution from business processes and there are measures to monitor and control and inspection from certified external agencies.

Result: In 2 0 2 4 , two locations received four complaints about dust pollution affecting the community. All complaints were resolved without any environmental disputes or negative consequences.

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1.6) "Hierarchical mitigation" measures ranging from avoiding severe impacts, minimizing impacts by improving operations, restoring and compensating for losses.

Mitigation measures for Water Depletion Risk

1) Develop guidelines for managing water resources and implement strategies to oversee water usage, enhance water recycling, and minimize water consumption.
2) The issue of freshwater scarcity due to limited tap water availability has been mitigated by obtaining authorization to access underground freshwater sources from the Department of Groundwater Resources. Requests have been made to drill artesian wells in various locations to serve as a freshwater supply for both consumption and production needs.
3) Ensure the provision of drinking water that complies with consumption standards as a benefit for employees, while also supporting local drinking water preferences, which are vital for public services, including distribution to community service points or agencies.
4) Water management practices are aligned with the principles of a circular economy, focusing on reducing water consumption, enhancing the use of recycled water, and improving the system for storing used water in lime sedimentation ponds for future reuse.
5) Establish preventive strategies to ensure that high-alkalinity water from the production process is not released into the environment.

Mitigation on Dust pollution

In addition to setting up equipment for pollution control, ISO international management standards serve as a framework for management practices.

- Comply with applicable environmental laws and regulations.
- Conduct environmental quality assessments as mandated by law.
- Implement closed systems for operations that may produce dust and noise.
- Install a water spray system to manage dust in raw material storage areas and to clean truck wheels.
- Set up a Slan installation as a dust protection measure.
- Use water spraying and cleaning methods to minimize dust accumulation on the Slan, trees, and the factory's surrounding areas.
- Establish a cover system to shield moving or transporting points to limit dust dispersion.
- Regularly inspect and repair any parts of the process system and machinery that could be damaged, leading to dust leaks or spread.
- Plant trees strategically to mitigate dust around the factory.
- Utilize solar energy to address environmental issues.
- Manage resources effectively.
- Reuse renewable resources.
- Designate a responsible individual and management system, including structured measures to address issues and complaints promptly.

Mitigation on Carbon emissions

- Establishing policies for effective Climate Change management.
- Investing in solar power generation to enhance carbon offsetting.
- Monitoring greenhouse gas emissions to identify reduction strategies.
- Defining goals and executing initiatives to lower greenhouse gas emissions related to resource and energy management.
- Expanding green areas and encouraging community involvement in tree planting efforts that aid in carbon sequestration.

**Mitigation on Change in utilizing land**

- Control and supervision are in place to ensure proper compliance with laws and taxes.
- Management to comply with the Biodiversity Action Framework

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- proper land use management.
- Implementation of the plan for prevention and management of impacts, including monitoring of operations to ensure compliance with standards and compliance with relevant laws.
- Tree planting plans are being implemented, with trees being planted in planned areas to offset land use from mining processes.
- Monitoring is carried out to assess environmental quality according to specified criteria and standards.
- Processed water is controlled to prevent it from being discharged into public water sources.
- The quality of processed water and water quality from underground sources are monitored.

Mitigation on the utilization of natural resources

- Adherence to applicable laws and regulations has been confirmed, along with the complete and accurate payment of all associated fees.
- Resource utilization is being managed to ensure maximum benefit, with process controls established to address environmental, safety, and occupational health considerations.
- Efforts are underway to explore and secure sufficient reserves to fulfill the production plan.
- Sustainability development is being implemented.

2. The Company examines the relationship between its business activities and their effects on biodiversity and ecosystems to pinpoint potential risks and opportunities, which will lead to the development of business activities that consider the sustainable use of natural resources.

The business factor related to negative and positive impacts to biodiversity
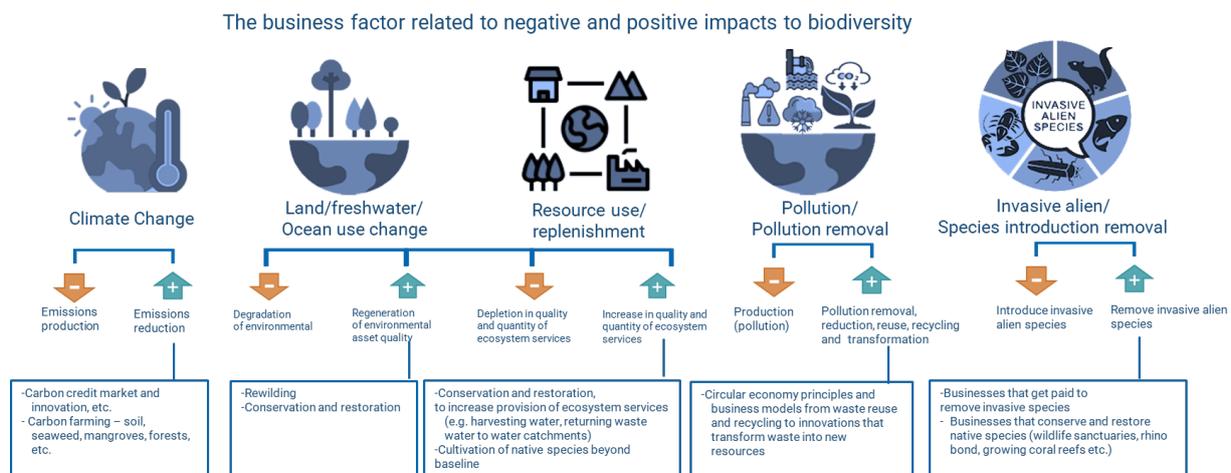
To develop management strategies for mitigating biodiversity risks and impacts through a collaborative stakeholder network. A comprehensive assessment of corporate responsibility for biodiversity has been created, which includes:

1) Strategy/Organization Management
2) Relevant stakeholders
3) Land, buildings and real estate
4) Procurement of raw materials, energy, water, etc.
5) Product development and production processes
6) Logistics and transportation system
7) Products and services
8) Sales and Marketing
9) Human resources

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Details can be found in the Biodiversity Audit Report published on the website.

3. Announcement of the policy and training on biodiversity for employees and stakeholders, such as training employees and business partners of the company.

In 2024, training session focused on human rights, climate change, and biodiversity was arranged, involving employees from procurement, human resources, and core operations departments, as well as key business partners and contractors.
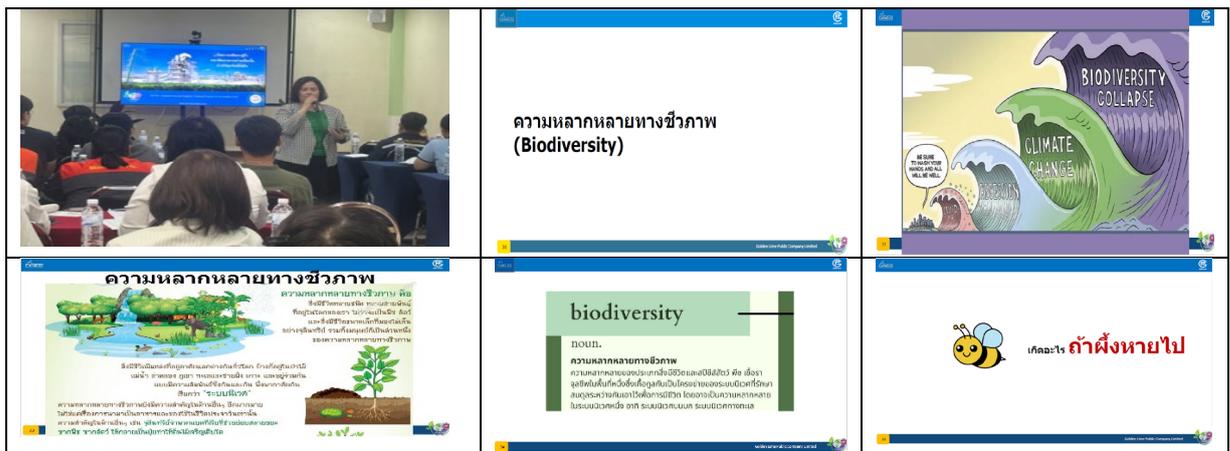
4. Manage the environmental restoration to prevent and mitigate impacts from land or resource use.

According to the rehabilitation targets and plans, including increasing green areas from land use according to the concession that Thai Marble Co., Ltd. (a subsidiary) has received a concession and license to use the land for marble and limestone mining.

During 2024, tree planting has been carried out according to the plan to restore and compensate for areas from land use as follows:

Concession No. 32499/15852

The concession period is 10 years, starting from 21 April 2009. Expiry date 20 April 2019.
The concession certificate has been renewed for another 15 years, starting on 21 April 2019. The expiration date is 20 April 2034.
Land use after mining ends: Developed as a public water source.

Date of operation: 18/7/2024

Results of rehabilitation at the mine site in 6 locations, area 2 rai.
Measure: Plant trees along the edge of the road leading up to the mine. The mineral transportation route and the edge around the concession line are an area of 2 rai.

Planting area at the foot of the mountain to the north
Types of trees planted:

1. Bamboo, total 300 trees, total budget 28,929 baht
2. Neem trees, total 123 trees, budget 32,161 baht
3. Rain trees, total 23 trees, budget 6,910 baht
Total tree planting to compensate and increase green areas, total 446 trees, total value 68,000 baht

การปลูกต้นไม้ การฟื้นฟู และการเพิ่มพื้นที่สีเขียวจากการใช้ประโยชน์ที่ดิน
ตามประทานบัตรที่ 32499/15852

The water circulation system for water treatment and recycle

1. Dredging sediment from the area of the 1 rai recycle water storage pond, with Daily dredging
2. Installing a filter press machine to treat water and recycle water for use in the process

Concession No. 32517/16065 Khao Khao

Concession period 20 years, starting from October 29, 2023, expiration date April 28, 2043
Land use pattern after the end of mining: Developed as a public water source
This area has been permitted to use forest land and the Phra Phutthabat Self-Reliance Settlement area
Date of operation: December 2024
Planting area, distance 200 meters, total number of trees planted 108 trees

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Details and budget

1. Backhoe Zx200, 3.8 hrs., price 1,300 baht, total budget 4,940 baht

2. Backhoe 130, 6 hrs., price 500 baht, total budget 3,000 baht

3. Soil, 600 bags, price 8 baht, total budget 4,800 baht

4. Neem trees, 100 trees, total budget 20,000 baht

5. 1-inch Kuka wood, 200 pieces, price 10 baht, total budget 2,000 baht

6. 1 box of nails, 180 baht, total budget 180 baht

7. Cost of planting 108 trees, price 40 baht, total budget 4,320 baht

Total operating budget 39,240 baht

ประทานบัตรเลขที่ 32517/16065 เขาขาว

ว.ต.ป.ที่ดำเนินการ: ธันวาคม 2567

พื้นที่ปลูก ระยะทาง 200 เมตร จำนวนต้นไม้ที่ปลูกรวม 108 ต้น

รายละเอียดการดำเนินการและงบประมาณ

1. แบคโฮ Zx200 จำนวน 3.8 ชม. ราคา 1,300 บาท รวมงบประมาณ 4,940 บาท

2. แบคโฮ 130 จำนวน 6 ชม. ราคา 500 บาท รวมงบประมาณ 3,000 บาท

3. ดิน จำนวน 600 ถุง ราคา 8 บาท รวมงบประมาณ 4,800 บาท

4. ต้นสะเดา จำนวน ต้น ราคา 100 บาท รวมงบประมาณ 20,000 บาท

5. ไม้คูคา 1 นิ้ว จำนวน 200 ท่อน ราคา 10 บาท รวมงบประมาณ 2,000 บาท

6. ตะปู 1 กล่อง จำนวน 180 บาท รวมงบประมาณ 180 บาท

7. ค่าจ้างปลูก 108 ต้น ราคา 40 บาท รวมงบประมาณ 4,320 บาท

รวมงบประมาณดำเนินการทั้งสิ้น 39,240 บาท

Golden Lime Public Company Limited

การปลูกต้นไม้ การฟื้นฟู และการเพิ่มพื้นที่สีเขียวจากการใช้ประโยชน์ที่ดิน
ตามประทานบัตรที่ 32517/16065 เขาขาว

5. Organizing and collaborating with other organizations to enhance biodiversity, engaging stakeholders, expanding green spaces, and promoting sustainable ecosystems.

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The company-initiated activities aimed at enhancing biodiversity and planted trees to mitigate pollution, working alongside community leaders, residents, and government agencies. This event took place on June 26, 2024, where trees and green spaces were established. A total of 250 trees were planted over an area exceeding 500 meters, featuring species such as Pink Trumpet Tree, Pradiphat Pine, and Indian Ashoka. Besides fostering environmental health and expanding green spaces to support the ecosystem and biodiversity, these trees serve as a dust barrier from the factory's production activities, helping to shield the community from dust exposure. This initiative is part of the company's commitment to responsible business practices that consider societal and environmental impacts.

Information on incidents related to legal violations or negative environmental impacts.
Number of occurrences and events related to legal infractions or adverse environmental effects.

- The company group has no disputes, issues, or incidents of legal violations or environmental impacts that contravene laws or regulations related to environmental protection, resulting in damage to natural resources or living organisms.

- The company group has no non-financial impacts, meaning no actions or omissions that violate environmental laws or regulations, causing damage to the environment in ways that cannot be directly monetarily assessed but harm quality of life, ecosystems, cultural heritage, reputation, and business operations. Examples include a decline in wildlife, extinction of endemic plants, denial of project permits, or health impacts on the population due to company activities.

- The company group has no financial impacts, meaning no actions or omissions that violate environmental protection laws or regulations, causing financial damage to the organization.

  - The company has no expenses for environmental remediation due to violations, such as chemical spills, wastewater treatment, or hazardous waste disposal.
  - The company has no incidents requiring compensation for the loss of natural resources, with costs following legal plans for reforestation or land rehabilitation from mining activities, without expenses due to the loss of natural resources like forests, wildlife, and water sources, causing long-term economic damage.
  - The company has no violations resulting in fines or civil damages, and no actions that could lead to fines or compensation to affected parties.

Number of occurrences and events related to legal infractions or adverse environmental effects.

	2022	**2023**	**2024**
Number of legal infractions or environmental impacts. (cases)	-0- case	-0- case	-0- case

Environmental Complaints

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

Number of environmental complaints   **(GRI : 308-2)**

	2022	2023	2024
Number of cases filed	6	4	4
Number of cases closed	6	4	4
Number of cases pending for rectification	0	0	0

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Social sustainability management -Social policy and guidelines

OUR BEHAVIORS

ความคิดเห็นที่จริงใจ
HONEST FEEDBACK

การมีส่วนร่วม
และทำงานร่วมกัน
COLLABORATION

ความเป็นเจ้าของ
OWNERSHIP

ความหลงไหล
PASSION

CUSTOMER FOCUS
มุ่งเน้นลูกค้า

RESPONSIBILITY
ดูแลอย่างมีความรับผิดชอบ

RESPECT
พบปะ สื่อสาร สังเกต ตรวจสอบ

EFFICIENCY
ทำให้มีประสิทธิภาพและลดความสูญเปล่า

LONG TERM
สร้าง ความสัมพันธ์ ที่ยั่งยืน

CONTRIBUTES TO A BETTER WORLD

Golden Lime Public Company Limited
Social Sustainability Management

3.4 Social sustainability management

Golden Lime Public Company Limited (SUTHA) is committed to developing its business operations to be in line with the sustainable development framework and has applied guidelines in accordance with the sustainability assessment criteria of listed companies on the stock exchange and the policy framework according to the expectations of key stakeholder groups in order to Framework for guidelines for setting directions Development drives business sustainably with responsibility towards society, the environment and stakeholders. The " Policy Framework for Sustainable Development and Social Responsibility_ESG Policy" is as follows

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines   : Yes
Social and human rights guidelines   : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights, Others: SUTHA's Sustainability development in Social Responsibility and Human Right Policy.

"**We contribute to a better world**"

Sustainability development on Society responsibility
Social:
S1. Human rights and labor fair treatment
S2. Employees Development
S3. Employee motivation and retention
S4. Health and Safety
S5. Community Cohesion and Social Inclusion
S6. Stakeholders engagement
SUTHA

S1. Human rights and Fair Labor Practices

Principles

The responsibility to respect human rights is a global standard of expected conduct for all business enterprises wherever they operate. Respecting human rights is part of good business practice and risk management. Fair treatment in the workplace refers to equality and fairness as it relates to financial compensation, benefits, disability accommodations, vacation time, and paid leave**.** SUTHA has improved and reinforced the human rights management guideline in alignment with the sustainability management.

Guidelines
1. A human rights policy is established that covers employees and stakeholders of the organization.
2. Employees/workers are treated in accordance with human rights policy, such as hiring people with disabilities, negotiations regarding welfare through representatives of the Welfare Committee, etc.
3. Disclosure of Human Rights Due Diligence
4. identify, prevent, mitigate, and account for how we address their adverse human rights impacts, corrective action, and remediation

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S2. Employee development

Principles

Developing employee potential by providing continuous learning and individual development plans to motivate employee inclusion and engagement to take part in business development.

Guidelines
1. An employee development plan that outlines that person's professional growth and training needs
2. Training plans in response to the Company's goal
3. Training record for evaluation

S3. Motivation and retention of employees

Principles

Managing for employee retention involves strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the benefit of the organization

Guidelines
1. Implement performance appraisal in compensation
2. Conduct both employee satisfaction and employee engagement surveys
3. Turn survey results to boost engagement and reduce attrition.
4. Communicate retention performance as a commitment to employee care improvement.

S4. Health and safety at work

Principles

The Company implements ISO 45001 Occupational Health and Safety Management System to improve employee morale, reduce workplace accidents to zero , and demonstrate a commitment to safety, which collectively lead to increased productivity and business growth.

Guidelines
1. Managing to ensure healthy and work safety in an appropriate environment.
2. Establish and review objectives, target of occupational health, safety and workplace environment
3. Maintain standardized Health and safety of employees.
4. Safety assessment to contractors/partners
5. Prevention and risk mitigation
6. Safety record and safety investigation Lost Time Injury Frequency Rate: LTIFR / Lost Time Incident Rate: LTIR, Absent Rate: AR
7. Training on safety awareness
8. Safe work practices

> **Occupational Health and Safety are as follow;**
>
> Golden Lime Public Company Limited is committed to responsibly manufacturing and distributing calcium oxide, calcium hydroxide and calcium carbonate with quality according to customer needs with safety awareness by continuous safety improvement and development in accordance with the laws, legal requirements, and other requirements as per following guidelines
> 1. Arrange safe working environment
> 2. Comply with legal and other requirements.
> 3. Eliminate hazards and reducing risks.
> 4. Continuous improvement of the occupational health and safety system.
> 5. Assist operators in safety matters

S5. Community and society engagement

Principles

Community engagement is key to the success of sustainability development strategy as it assists businesses and employees to understand and embrace community, authorities, and agencies perspectives by involving communities, community, authorities, and agencies for continuous feedback from such stakeholders for smooth corporation with local authorities.

Guidelines

1. Community and society engagement to obtain their concern regarding business Operations for impact mitigation
2. Projects / Initiatives contribute to community development or solution through business processes by setting operating strategies with the community or jointly solving social problems as well as following up on results and benefits that the company receives in terms of quantity/value/economic returns such as income, profits, and expenses that can be reduced or a reduced level of risk or quantifiable social benefits/returns to the community or benefits to society in terms of process results (Output) or final results (Outcome)

> **Community and society engagement for sustainability development framework**
>
> > The Company should be able to manage the processes to produce an overall positive impact on society through CSR after process activities such as donations, community services, volunteer activities that are not related to business processes will not meet the sustainability framework for following the guidelines in item 2.
> > Ccommunity services or solving social problems will not be identified as a corporate reputation, social acceptance itself or its stakeholders and the public.

S6. Stakeholder Involvement and Participation

Principles

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

Guidelines

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

Compliance with human rights principles and standards

Human rights management principles and standards   :   The UN Guiding Principles on Business and Human Rights

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:

The State duty to Protect Human Rights	Actions to promote and protect against human rights violations related to business operations
The Corporate Responsibility to Respect Human Rights	To establish practice guidelines and promote accountability by implementing and respecting human rights with relevant stakeholders
Access to Remedy	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	
	Human rights in the establishment - Rights of Employee /Contractors - the establishment	Communities and environmental rights
	- Working Conditions - Safe and Healthy - Non-discrimination - Freedom of Association - Personal Protection Data - Safe and hygienic working conditions - No use of forced labor, child labor, or any form of illegal labor	- Standards of Living and Quality of Life - Community Health and Safety - Mitigation to reduce Impact of Pollution Waste & Hazardous - waste management and dangerous goods - Energy and water security management

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Scope of stakeholders' assessments **through business supply chain**	**Stakeholders** **Assessments of risk and impact to human rights throughout supply chain**	
Sales & Marketing Raw Material Production (Factories) QA&QC Storage and Packing Outbound Logistics Services of Sales & Marketing Customer (Consumer/Customer use) *Value Chain and the Supply Chain Management*		- Biodiversity Conservation
	Human rights of distributors, partners and contractors	Human rights of customers and competitors
	- Creating engagement with partners in human rights - Supplier Code of Conduct to comply with the human rights such as - Legitimate employment practices and conditions - Health and Safety of Employees - No illegal labor (illegal child labor, illegal foreign workers)	- Equal access to goods and services - Right to access information and services -Safety of using products and services -The right to confidentiality and protection of personal information - Not destroying the reputation of competitors - Restrain entering into and implementing monopoly agreements - Avoid anything that leads to disputes

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**.

Table 1 : Human Rights Risks Assessment : Severity	
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.

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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**
	Almost Never (<10%) Human right violation has never occurred in the company's business activity, but has happened to peers (never/unlikely to happen in 10 years)	**Unlikely (≥ 10% - ≤ 50%)** 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)	**Likely (≥ 50% - ≤ 90%)** Human right violation has happened in the past and may continue to occur frequently today (happened/may occur 5-8 times in 10 years)	**Very likely (≥ 90 %)** 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.
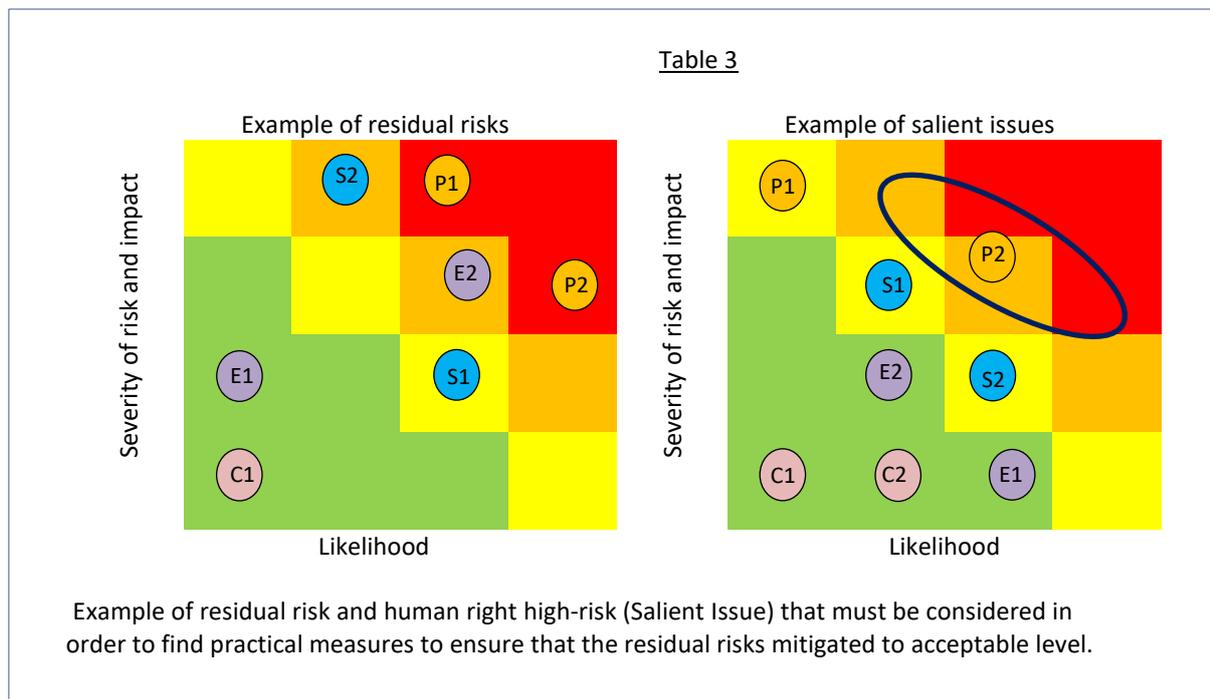
1. Assess inherent risk level of identified human right risks using the risk criteria in **Table 1**, which assess the likelihood and the severity (scale, scope and remendability), and determine the significance of the risks prior to the company's implementation of control or mitigation measures.

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

Table 3

Example of residual risk and human right high-risk (Salient Issue) that must be considered in order to find practical measures to ensure that the residual risks mitigated to acceptable level.

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 sets out a structured approach to its operations concerning human rights. This involves adapting and implementing principles in practice to safeguard, honor, and uphold the human rights standards outlined by the UNGP (United Nations Framework and Guiding Principles on Business and Human Rights) 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 promotes collaboration with customers to uphold human rights principles.
   - Collaboration with Business Partners
   The Company selects partners based on adherence to the Code of Conduct, commitment to human rights, and compliance with labor laws, including avoiding forced, illegal, and child labor. It also emphasizes the need to assess operational impacts on communities, society, and the environment, prioritizing safety, occupational health, and biodiversity.

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:
     <u>Recruitment and selection of employees</u>: 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.

   - **Employing individuals with disabilities**. The Company has implemented specific guidelines to align with the Government's policy on employing individuals with disabilities. In instances where the Company is unable to comply with government regulations, it is committed to making contributions to the State Fund for the Rehabilitation of Disabled Persons.

   - **Child labour**

     - <u>The Company has no policy of exploitation by violating the human rights of child labor and no employment or contract for child labor.</u>
     - The Company does not hire individuals younger than 18 years old and actively engages in initiatives to support young people seeking additional income to help their families. While the company may facilitate opportunities for students wishing to earn money, it does not employ temporary workers and strictly prohibits the hiring of individuals under the age of 15. Should there be any initiatives aimed at generating income for underprivileged youth, specific measures below must be put in place.
       Youth development Activities: The minimum age for youth to engage in work or training should be set at 15 years, while those over 18 years are also eligible.
       Promotion efforts should involve collaboration with educational institutions that facilitate internships aimed at career development for students, in accordance with applicable regulations and laws. Participation in these training programs must be based on the consent and willingness of the students, who may express their intent to undergo training for assessment as per the curriculum. Educational institutions are required to provide students with official communication regarding their training. Students will receive guidance related to their field of work from the training agency, ensuring that there is no coercion involved, and that internships do not extend beyond regular working hours or involve overtime. While interns do not receive salaries, they may be provided with allowances or reimbursements for travel and food expenses, depending on the policies of the respective training establishments.

       Break Time: During youth development activities, they must be granted a minimum of one hour of break time, which should be scheduled within the first four hours of their work.

Working Hours: Youth are prohibited from working between 10:00 PM and 6:00 AM. Working on holidays and overtime is strictly forbidden, and individuals under 18 years of age are not permitted to work during these times.

Hazardous Work: They are not allowed to engage in tasks that may pose a danger, such as metal smelting or handling hazardous chemicals.

Work Environment: They must not be employed in unsuitable locations, particularly those that require advanced skills and expertise.

- **Foreign Workers/Migrant Workers** the Company and its subsidiaries engage foreign workers/migrant workers in compliance with the following regulations and criteria:
  Work Permit: It is mandatory for foreign workers to possess a work permit issued by the Ministry of Labor.
  Categories of Foreign Workers: These workers are classified into various categories, including those endorsed by the Board of Investment (BOI), skilled foreign workers, and unskilled foreign workers. Recruitment of foreign workers will be conducted through the Company's designated representatives, who will manage the necessary procedures to ensure adherence to legal standards and requirements.
  Employment Notification: The Company is obligated to inform the Department of Employment about the employment of foreign workers within 15 days from the start date of their employment. Permit Renewal: Foreign workers are required to renew their work permits within the designated timeframe.
  Prohibited Work: Foreign workers employed by the Company are restricted from engaging in prohibited activities, such as those related to national security or tasks that require specialized skills that can be performed by Thai nationals.
  Health Check: Prior to commencing work, foreign workers must undergo a health examination and obtain a medical certificate.

- **Remuneration** is paid to employees based on fairness, appropriate to their duties and responsibilities, and consistent with wage management based on the capabilities of each employee and wage rates in accordance with the law, including determining 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 the prohibition of abusive behavior** emphasizes the respectful treatment of all stakeholders. Employees must be treated with dignity and integrity, fostering adherence to guidelines that cultivate positive relationships, enhance unity, and encourage respectful interactions. Any form of abusive conduct—whether mental, physical, sexual, or verbal—such as intimidation or threats, is strictly prohibited. It is essential to empower employees by providing them with the right and opportunity to voice their opinions. This can be achieved by establishing activities and channels that facilitate open communication, ensuring that employees at all levels can share their views and collaborate on various initiatives and developments.

- **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** to prioritize the safety of individuals and property by implementing measures that guarantee a secure environment while carrying out responsibilities. Additionally, it is important to maintain a conducive working atmosphere within the organization. Each establishment should adopt practices and controls to ensure that emergency prevention equipment complies with safety standards.

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 Safe operational and management system is established for employees, business partners, and relevant stakeholders to ensure a secure working environment. This system includes measures and equipment designed to prevent workplace injuries and illnesses. It encompasses the evaluation and selection of business partners who adhere to the established code of conduct regarding safety and occupational health. Additionally, it addresses the potential impacts of processes to safeguard the safety and health of customers, consumers, communities, and society at large. The Company promotes safety training and fosters a culture of safety practices by implementing the guidelines outlined in the 10 Life Protection Rules, which are disseminated and taught to employees at all levels.

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 provided by partners or the company to customers meet established quality, environmental, and safety standards. They are delivered punctually with adequate product-related information to ensure safe usage. This includes oversight of the production process, from quarry management to production management, in accordance with the laws and regulations set by the Department of Industrial Works. There is a focus on managing environmental impacts, pollution control, and adherence to international quality standards (ISO 9000), environmental standards (ISO 14001), and occupational health and safety standards (ISO 45001). Additionally, assessments of biodiversity impacts and product usage are conducted to prevent safety issues and protect the rights of surrounding communities and the environment. Partners are required to comply with all laws and respect 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
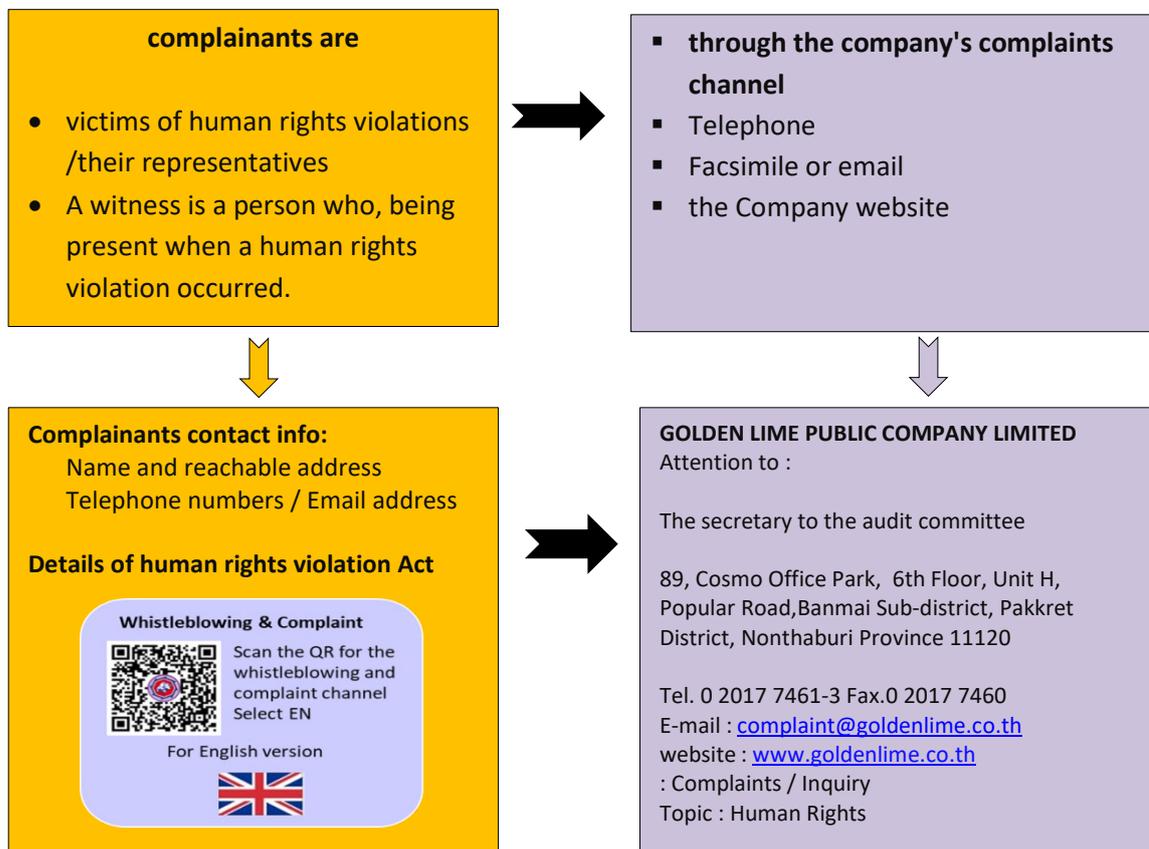
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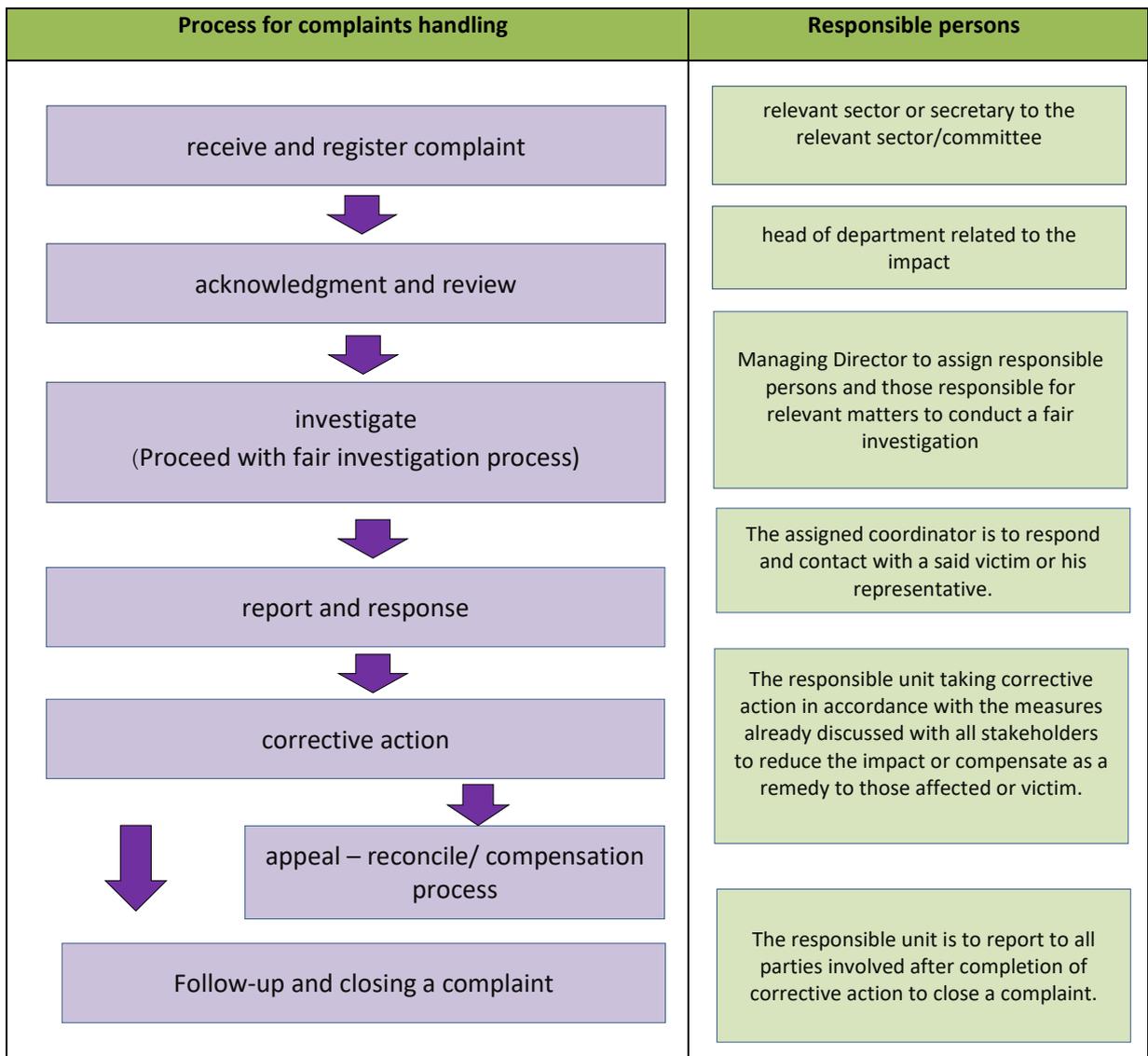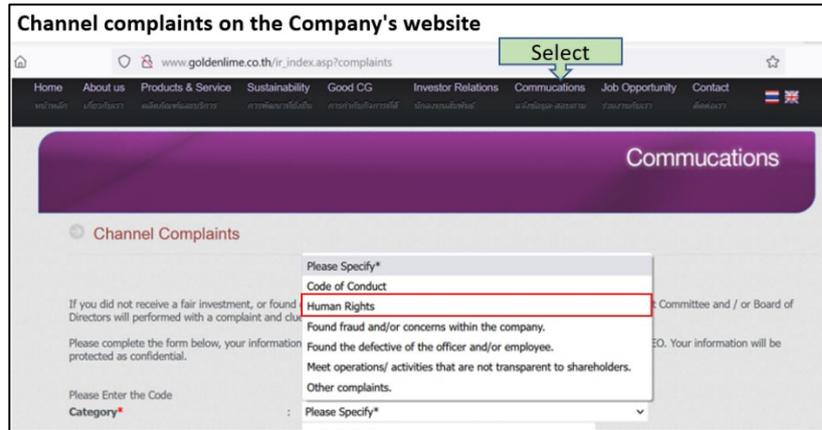| Level of Risks		Execution
	LOW	Take action to control and mitigate the impact and to monitor the situation regularly to reduce the likelihood of an issue or a trend towards high risk.
	MEDIUM	Management attention should be given to establish measurements to mitigate the risks and to regularly and continuously monitor risk issues.
	HIGH	Measures must be taken to minimize the risks to an acceptable level.
	VERY HIGH	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 complaints for** the collection, verification, and use of information on breaches of human rights.

complainants are

- victims of human rights violations /their representatives
- A witness is a person who, being present when a human rights violation occurred.

➡

- **through the company's complaints channel**
- Telephone
- Facsimile or email
- the Company website

Complainants contact info:
Name and reachable address
Telephone numbers / Email address

Details of human rights violation Act

Whistleblowing & Complaint

Scan the QR for the whistleblowing and complaint channel Select EN

For English version

➡

GOLDEN LIME PUBLIC COMPANY LIMITED
Attention to :

The secretary to the audit committee

89, Cosmo Office Park, 6th Floor, Unit H, Popular Road,Banmai Sub-district, Pakkret District, Nonthaburi Province 11120

Tel. 0 2017 7461-3 Fax.0 2017 7460
E-mail : complaint@goldenlime.co.th
website : www.goldenlime.co.th
: Complaints / Inquiry
Topic : Human Rights

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www.goldenlime.co.th

Social sustainability management -Social policy and guidelines | https://www.goldenlime.co.th/Social_Respect.asp?lang=E

Channel complaints on the Company's website

Process for complaints handling	Responsible persons
receive and register complaint	relevant sector or secretary to the relevant sector/committee
acknowledgment and review	head of department related to the impact
investigate (Proceed with fair investigation process)	Managing Director to assign responsible persons and those responsible for relevant matters to conduct a fair investigation
report and response	The assigned coordinator is to respond and contact with a said victim or his representative.
corrective action	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.
appeal – reconcile/ compensation process	
Follow-up and closing a complaint	The responsible unit is to report to all parties involved after completion of corrective action to close a complaint.

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Responsibility and follow-ups

The follow-up process starts with receiving issues from the responsible unit to notify the chief or supervisors. 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 a big impact on outsiders, its impact and damage should be brought into the 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. In the case of a complaint related to fraud or violating the code of conduct, there will be a process to investigate and verify the issue, If true, an employee shall be subject to penalties and reported. If the Company can contact those who address a complaint, the Company should report the complaint treatment status within 30 days. If the complaint closure requires longer days than previously identified, the Company shall report continuously until its closure.

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.

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	: Yes
Changes in social and human rights policies, guidelines, and/or goals	: Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Summary of Revised policies

Collaboration with Business Partners:

The Company selects partners based on adherence to the Code of Conduct, commitment to human rights, and compliance with labor laws, including avoiding forced, illegal, and child labor. It also emphasizes the need to assess operational impacts on communities, society, and the environment, prioritizing safety, occupational health, and biodiversity.

Employing individuals with disabilities:

The Company has implemented specific guidelines to align with the Government's policy on employing individuals with disabilities. In instances where the Company is unable to comply with government regulations, it is committed to making contributions to the State Fund for the Rehabilitation of Disabled Persons.

Employee rights:

Include guidelines against discrimination and requirements for each workplace to maintain emergency prevention equipment that meets safety standards.

Foreign Workers/Migrant Workers:

- Do not employ illegal migrant workers or aliens. This includes evaluating and choosing business partners who adhere to ethical standards and do not utilize illegal migrant workers or aliens.

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Social sustainability management -Social policy and guidelines

- the Company and its subsidiaries engage foreign workers/migrant workers in compliance with the following regulations and criteria:

Work Permit: It is mandatory for foreign workers to possess a work permit issued by the Ministry of Labor.

Categories of Foreign Workers: These workers are classified into various categories, including those endorsed by the Board of Investment (BOI), skilled foreign workers, and unskilled foreign workers. Recruitment of foreign workers will be conducted through the Company's designated representatives, who will manage the necessary procedures to ensure adherence to legal standards and requirements.

Employment Notification: The Company is obligated to inform the Department of Employment about the employment of foreign workers within 15 days from the start date of their employment.

Permit Renewal: Foreign workers are required to renew their work permits within the designated timeframe.

Prohibited Work: Foreign workers employed by the Company are restricted from engaging in prohibited activities, such as those related to national security or tasks that require specialized skills that can be performed by Thai nationals.

Health Check: Prior to commencing work, foreign workers must undergo a health examination and obtain a medical certificate.

Development of a foreign workers Management Plan: Managing management practices towards foreign workers according to measures to prevent the impact of human rights issues on foreign workers.

Child labor:

- The Company does not engage in child labor and prioritizes selecting business partners who adhere to Business ethics. No involvement with illegal child labor.

- The Company maintains a strict policy against the exploitation of children's rights and does not employ or contract any child labor.

- The Company does not hire individuals younger than 18 years old and actively engages in initiatives to support young people seeking additional income to help their families. While the company may facilitate opportunities for students wishing to earn money, it does not employ temporary workers and strictly prohibits the hiring of individuals under the age of 15. Should there be any initiatives aimed at generating income for underprivileged youth, specific measures below must be put in place.

- **Youth development Activities**: The minimum age for youth to engage in work or training should be set at 15 years, while those over 18 years are also eligible.

Promotion efforts should involve collaboration with educational institutions that facilitate internships aimed at career development for students, in accordance with applicable regulations and laws. Participation in these training programs must be based on the consent and willingness of the students, who may express their intent to undergo training for assessment as per the curriculum. Educational institutions are required to provide students with official communication regarding their training. Students will receive guidance related to their field of work from the training agency, ensuring that there is no coercion involved, and that internships do not extend beyond regular working hours or involve overtime. While interns do not receive salaries, they may be provided with allowances or reimbursements for travel and food expenses, depending on the policies of the respective training establishments.

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Break Time: During youth development activities, they must be granted a minimum of one hour of break time, which should be scheduled within the first four hours of their work.

Working Hours: Youth are prohibited from working between 10:00 PM and 6:00 AM. Working on holidays and overtime is strictly forbidden, and individuals under 18 years of age are not permitted to work during these times.

Hazardous Work: They are not allowed to engage in tasks that may pose a danger, such as metal smelting or handling hazardous chemicals.

Work Environment: They must not be employed in unsuitable locations, particularly those that require advanced skills and expertise.

Consumer / Customer Rights:
The company is committed to a product responsibility policy that ensures the delivery of standard products while managing the entire process, from raw material sourcing to production. This includes adherence to legal requirements, pollution control, community impact management, environmental protection, and ensuring the safe use of products.

Community and Environmental Rights:
In line with our product responsibility framework, the company oversees the production process to ensure compliance with legal standards, pollution control, and environmental impact mitigation, while also managing processes to minimize effects on surrounding communities.

Occupational Health and Safety: The company evaluates and selects partners based on adherence to a partner code of conduct that prioritizes safety and occupational health. This includes assessing the impact of processes to safeguard the health and safety of customers, communities, and society. We promote a culture of safety through training and the implementation of 10 life protection rules, which are communicated to all employees.

Non-Discrimination: The company fosters an inclusive environment by granting employees the right to voice their opinions. We encourage openness through organized activities and provide various channels for employees at all levels to share their thoughts, ensuring equal opportunities for collaboration in work and development initiatives.

Business Partner Rights: A Suppliers' code of conduct has been established, allowing partners to submit proposals and undergo evaluations to ensure they adhere to business ethics equally.

Human Rights Due Diligence : HRDD

HRDD process is in place   : Yes

SUTHA conducts human rights due diligence and monitors human rights issues linked to its business operations. This involves assessments and reviews carried out by designated responsible individuals, including risk assessments and oversight of related matters, to establish a framework for action and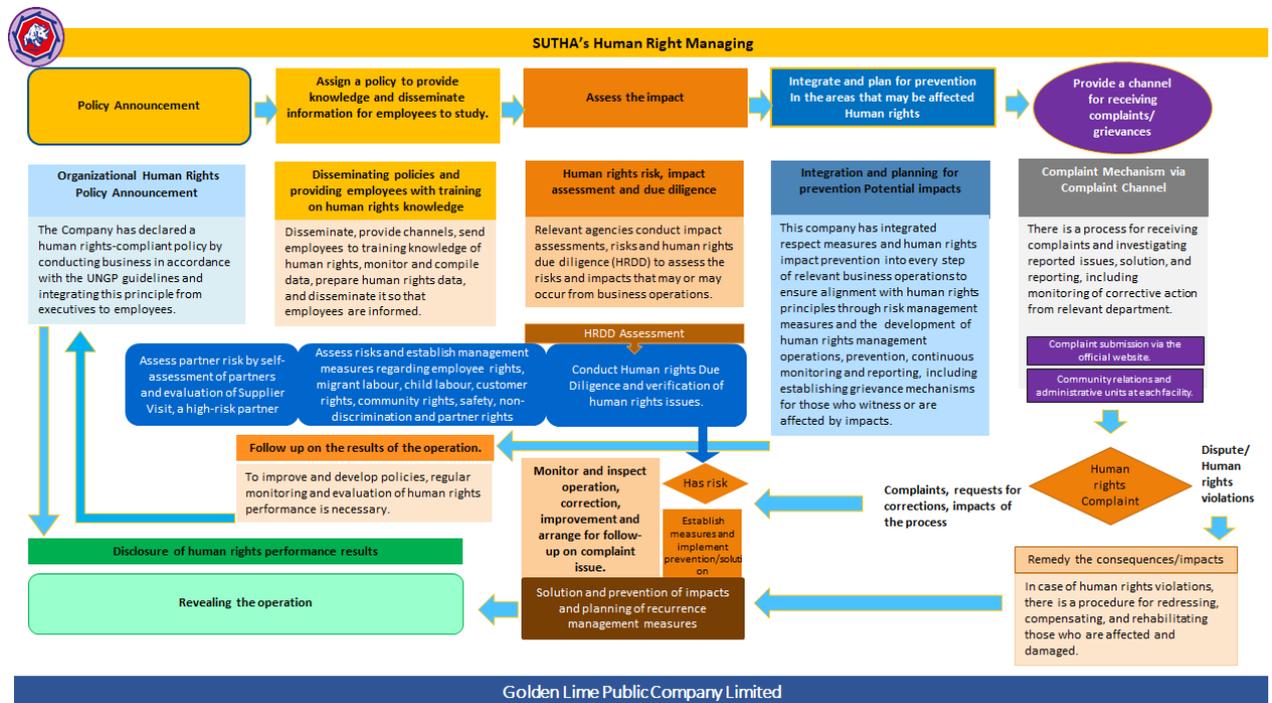 mitigate the risk of human rights violations. Golden Lime Public Company Limited("SUTHA") has established human rights due diligence process (HRDD) to identify, prevent, and address any human rights impacts that may arise from business operations, adhering to the United Nations Guiding Principles on Business and Human Rights and the National Human Rights Commission. All businesses associated with Golden Lime Public Company Limited are expected to comply with the Company's Human Rights Policy. This policy includes the use of the assessment form CS20211201/WI_FM, established on June 28, 2023,

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to evaluate, review, and monitor human rights issues related to business activities. The assessment form serves as a Human Rights Assessment Checklist under the HRDD process, with specific objectives outlined.

1. To assist executives at Golden Lime Public Company Limited and its subsidiaries in recognizing human rights risks within their business operations by utilizing a checklist to evaluate activities throughout the supply chain.

2. To raise awareness of human rights and to encourage the protection, respect, and remedy of human rights for stakeholders both within and outside the organization.

3. To identify and tackle human rights risks from the beginning. Recognized risks act as warnings to avoid actions that may violate human rights principles. In instances of violations, the Company should mitigate the effects, preferably by engaging the victims and relevant stakeholders in the resolution process.

The Human rights policy and HRDD link : https://www.goldenlime.co.th/Social_and_Human_Rights

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Social dimension – Information on employees and labor

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3.4.2 Social operating results

Diagram of performance and outcomes for employee and labor management
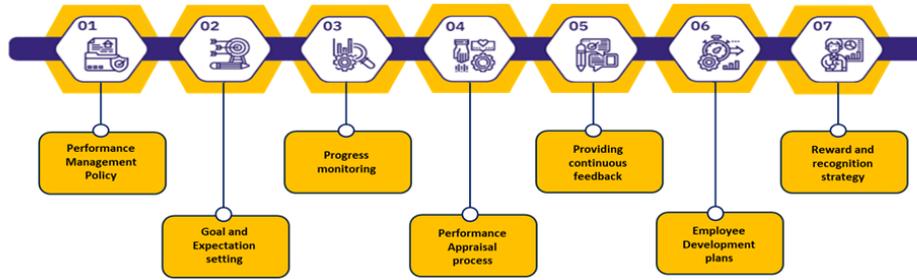
Setting goals for employees and labor management	Indicator	Base year	Target	Result	Meet Not Meet
-Fair employee Compensation	Labor disputes and Complaints	2024	-0-	-0-	Meet target
-Migrant/Foreign labor	No use of illegal migrant/foreign	2024	-0-	-0-	Meet target
- Child labor	No Child labor	2024	-0-	-0-	Meet target
- Employees training and development	Average development and training hours provided to employees: 15 hours per person per year.	2024	15 Hrs.	11.3 Hrs.	Not meet target
- Promoting employment of the disabled in a number as required by law	Employment of 1 disabled employee per 100 employees	2024	6	6	Meet target
- Promoting employee relations and participation	Survey results show an increase in engagement and satisfaction compared to the previous year	2024	90%	97%	Meet target
- Safety and occupational health at work	Zero of Lost time Accident (Zero of LTA)	2024	-0-	-0- (of Employees) -3- (of Subcontractors)	Meet target Not meet target

Golden Lime Public Company Limited "SUTHA"

Information on employees and labour

Employees and labor management plan

The company's employee and labor management plan	: Yes
Employee and labor management plan implemented by the Company in the past year	: Employee rights, migrant workers/foreigners, consumer/customer rights, community and environmental rights, occupational safety and health, non-discrimination, business partners' rights, others: SUTHA's Sustainability Development Policy on Social Responsibility and Human Rights Policy

The Annual plan on employees and labor

1. Throughout Y2024, 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.
2. No illegal labor, no child labor, No forced labor. According to the evaluation conducted by key stakeholders, there were no violations of human rights, nor any instances of illegal labor, child labor, or forced labor identified.
3. The treatment of foreign workers follows the established procedures, goals, and measures to prevent human rights violations among foreign workers.
4. Promoting employment of the disabled in a number as required by law and the establishment of a welfare committee, under Human rights principles in collective bargaining for welfare
5. None of loss and damage compensation given to those who have suffered as no damage and impact arises
6. Promote creativity and inclusivity via encouraging constructive comments/suggestions and engagement via employee satisfaction survey and other means for personnel development
7. Encourage employees to take part in social and environmental responsibility via suppliers events, suppliers development programs, product responsibility program, process development for customer satisfaction
8. Arrange and maintain safe, clean, and hygienic workplace and provide safe practices workshop and instructions
9. Fair employment based on work performance, capability, and economic conditions.
10. Follow Personal Data Protection policy in compliance with the Personal Data Protection Act towards employees and stakeholders as disclosed in the Company website.
11. Conduct the Human Rights Policy review

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Middle term / Long term Action Plan

1. Develop an HR information system to store data in accordance with sustainability indicators, including the personnel index database and individual employee records for personalized program development.
2. Suggestions of employees are processed appropriately.
3. Complaints of employees (if any) are quickly and fairly resolved to reduce conflicts.
4. Employees are involved in various activities of the company and other units in the community.
5. Cultivate safety at work to minimize hazard at work and incident for zero LTI
6. Develop cooperation in enhancing human rights practices of key stakeholders in the business value chain.
7. Provide relevant and useful online training courses for employees aligning with the development objectives.

Setting employee and labor management goals

Does the company set employee and labor management   :   Yes

Details of setting goals for employees and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation • Non-discrimination	Labor disputes and complaints	2024: - Zero- of Labor disputes and complaints	2024: -No Labor disputes and complaints -No unethical conduct and violations leading to termination (Achieved)
• Migrant / foreign labor • Child labor	No use of illegal migrant/foreign/Child labor	2024: - No use of illegal Migrant /foreign/child labor	2024: - No use of illegal migrant/foreign/child labor (Achieved)
• Employee training and development	Average development and training hours provided to employees: 15 hours per person per year.	2024: average of training hours 15 hours / employees / year	2024 : Actual: average of training hours 11.3 hours /employees / year (below target)
• Promoting employment of the disabled in a number as required by law	Employment of 1 disabled employee per 100 employees	2024 : Total 6 persons employment disabled employees	2024 : Total 6 persons employment disabled employees (Achieved)
• Promoting employee relations and participation	Survey results show an increase in engagement and satisfaction compared to the previous year	2024: Engagement Survey participation rate is 90%	2024 Engagement Survey participation rate is 97% (Achieved)
• Safety and occupational health at work	- Zero of Lost time Accident (Zero of LTA)	2024 : - Zero of Lost time Accident (Zero of LTA)	2024 : - Actual times LTA -Employees -0-time (meet target) -Subcontractors -3- times (Actual not meet target)

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Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

The Company places importance of values in Human Resources as fundamentally a factor that leads the organization to success.

The Company commits to developing the competency and capabilities of employees along with promoting employees' social and environmental responsibility including creating workplace happiness with fair treatment towards employees/laborer.

The company received a certificate of honor from the Department of Labor Protection and Welfare, recognizing our implementation of Good Labour Practices (GLP) in business management, meeting the standards since August 17, 2021.

Part	Article	Photo Number
01	3.4.2	010343_001

Employee and labor management: Employment

Employee Fair Treatment

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

Human Resources Policy and practices towards employees

The Company provides a safe and hygienic working environment in compliance with the laws, international standards, free from drugs and fair treatment to all employees regardless of race, ethnicity, nationality, class, caste, religion, belief, sex, gender, skin color, disability or any status that is not related to work as well as fair employment and supervision to assure there are no threats ,no violations of personal rights among the directors and employees with the respect to the right of privacy personal autonomy under the privacy policy as disclosed on the company's website with link : https://www.goldenlime.co.th/Business_Driving.asp?lang=E

Personal Data Protection Policy

Personal Data Protection Notification for Stakeholders

Fair treatment , honors employee rights following Law on Labor Protection and Welfare, ethics in promoting justice and safeguarding employee rights for a positive workplace environment

Part	Article	Photo Number
01	3.3.2	010342_002

Prevention on human rights violation for labor

The Company adheres to the human rights principles by laying down following practices and preventive measures in accordance with the human rights policy for human resources operations.

1. **Strict compliance with local labor laws:**
    -   **Wages**: Employees are paid no less than the minimum wage specified for different areas of the country.
    -   **Working Hours and Leave**: The law sets a maximum of 8 working hours per day and 48 hours per week, including the right to at least 6 days of annual leave after one year of service, in accordance with employment contracts.
    -   **Welfare and Protection**: Employees receive various benefits such as social security, sick leave, maternity leave, and leave for illness.
    -   **Workplace Safety**: The company ensures a safe and hygienic work environment and provides appropriate protective equipment.
    -   **Rights and Freedoms Protection**: The company operates in compliance with the law, treating labor fairly without discrimination based on gender, age, race, or religion.
    -   **Collective Bargaining**: Employees form groups and establish a labor welfare committee to negotiate with the employer on issues such as wages and benefits.

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2. FAIR and EQUAL Employment – Human Resources Policy and Code of Conduct
- Hiring only workers aged 18 years and over, both company employees and business partners/contractors.
- Hiring voluntary workers , no forced or unlawful workers both Thai and foreign workers
- Hiring qualified , competent workers without discrimination.

3. Health and Safety   - Occupational Health and Safety   (GRI:403-6)
- Monitoring to ensure workplace free from violence and harassment to prevent sexual harassment, violence both physically and mentally
- Annual health check for employees in accordance with operational risk issues
- Provide proper work environment
- Provide personal protective equipment for employees
- Arrange occupational health and safety orientation training for new joiners and refreshment training including job risk assessment to set out preventive measures for current employees
- Appoint occupational health and safety committee and the supervisor for patrol weekly safety patrol inspection to monitor and establish preventive measures.

4. Wages and Welfare - Human Resources Policy and Code of Conduct
- Pay wage rates for skills according to skill standards and requirements of each position and not less than the minimum wage both Thai and foreign workers
- Provide the right to collective bargaining via the welfare committee elected by employees to jointly improve the welfare with the employer representative.

5. Knowledge and skills development – Personnel Development
- Provide needful and proper training for employees to develop their knowledge and skills
- Organize training and study visits both domestically and abroad.
- Organize the engagement activities to develop and increase employee potential
Based on the practice guidelines above, there is none of human rights violations related to labor either from the company and its business partners, or disputes from the company's business processes.

Information on the number of employees under contract of the company and its subsidiaries

In 2024, the company disclosed the total number of employees under contract, including those of Golden Lime Public Company Limited and its subsidiaries: Thai Marble Corporation Limited and Golden Lime Engineering Company Limited.

The reported figures, summarized over the past three years, include all employees hired and compensated during the year.

These figures differ from those in section 7.5, which shows the total number of employees of Golden Lime Public Company Limited and its subsidiaries as of December 31.

The Company adjusted the reported employee numbers for 2022-2024, previously disclosed through the ESG Data platform, which only included the number of employees of Golden Lime Public Company Limited.

Hiring employees   (GRI: 2-7)

The number of employees of the company and its subsidiaries as of December 31.

The Company and subsidiaries company	2022	2023	2024
Total employees (persons)	447	488	451
Male employees (persons)	299	341	314
% Male employees	67%	70%	70%
Female employees (persons)	148	147	137
% Female employees	33%	30%	30%

Employment of workers with disabilities

Employment recruitment for Persons with Disabilities according to the Empowerment of Persons with Disabilities Act, B.E. 2550 (2007) and updated version (2nd edition B.E. 2556 (2013)) that requires both public and private organizations with more than 100 employees being mandated to hire persons with disabilities in the ratio of one disabled person to every one hundred regular employees (1:100) / One more disabled person can be employed if the number of regular employees exceeds the next 50 to promote inclusivity and improve the quality of life of people with disabilities by offering career opportunities. (Section 33 of the Empowerment of Persons with Disabilities Act, B.E. 2550) However, if the Company do not meet the government regulations, the Company is to contribute to the State Fund for Rehabilitation of Disabled Persons Fund on an annual basis. The contribution amount is calculated by multiplying the lowest rate of the minimum wage (prescribed in the labour law in the year before the year the money needs to be remitted to the Fund) x 365 (days) x the number of non-hired disabled employees. (Section 34 of the Empowerment of Persons with Disabilities Act, B.E. 2550)

However, if the Company do not meet the government regulations, the Company is to contribute to the State Fund for Rehabilitation of Disabled Persons Fund on an annual basis. The contribution amount is calculated by multiplying the lowest rate of the minimum wage (prescribed in the labour law in the year before the year the money needs to be remitted to the Fund) x 365 (days) x the number of non-hired disabled employees. (Section 34 of the Empowerment of Persons with Disabilities Act, B.E. 2550)

The Company and subsidiaries company	2022	2023	2024
Total employment of disabilities workers (persons)	5	6	6
% of disabilities contract	1%	1%	1%
Total employment of disabilities workers (persons)	5	6	6
Total male disabilities employees (persons)	4	5	5
Total female disabilities employees (persons)	1	1	1
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

Motivation and retention of employees (S3)

SUTHA prioritizes employees as a key stakeholder who plays an important role in a company's sustainability development and long-term success in expanding competitive advantages and growing the business. The role of employee retention in promoting sustainability business development encompasses rationale remuneration, compensation, and benefits both in the short term and long term according to the performances of employees at all levels.

1. **Monitoring key performance indicators (KPIs) to implement a remuneration strategy that links performance to pay, to develop salary ranges and establish career development.**

                                                                                    (GRI:2-20)

The Company develops an effective compensation scheme to ensure that pay levels are competitive externally and equitable internally allowing management to reward performance and skills development while controlling overall base salary cost and responding to internal controls requirements.

The objective of compensation is to reward individually collective performance and behaviors that respond to corporate financial goals.

Salary Policy ensuring that employees are compensated fairly and equitably based on their contributions to the organization, without discrimination.

Compensation consists of monetary rewards and non-monetary rewards

Salary policy is a competitive pay that is equal to or exceeds the industry

Salary Policy follows the local law of compensation and benefits

Salary Policy is well balancing global and local approaches to compensation and benefits

Salary Policy strictly followed the corporate budget allocation of employee costs-based forecast.

Monetary Rewards include wages, salaries, performance rewards, and bonuses based on annual performance, and Non- Monetary Rewards include Leave days, arranged working environment, benefits, and treatment with fairness and law compliance.

1. Fixed Pay includes salary and duty allowances such as telephone bills, company vehicle, fuel allowance, accommodation expenses, etc.

> Blue-collar employee : Wages payment 2 times / month
> White-collar employee : Monthly payment

- A 90-day performance reviews take place after an employee's first three months on the job.
- Salary raise or increment is linked to ones performance as derived from process of Performance Appraisal as per KPI and corporate operating result determined in every March to be adjusted if any in April.

2. NON-Fixed Pay are rewards, bonuses based on individual performance and the company's performance, performance incentives, project bonus, generous cash incentives

- Based on annual operating results determined by financial indicators paid within January of the next business year.

- Based on project / initiatives achievement paid according to performance delivery

3. Fringe Benefit are a form of compensation given to employees that goes beyond their normal wages and pay such as paid car park, annual health checkup , paid annual leave, uniform, food allowance, annual end of year celebration, provident fund as a measure to retain employees

Compensation is a major factor in employee attraction, retention, and turnover so the Company formulates compensation philosophy according to the below practices;

Individual Performance Appraisal using KPI	
Level	**KPI Guideline**
Below standard	Fail to follow job standards practices and basic requirements ✓ No reliability in delivering performance. ✓ repetitive errors ✓ Little to none efforts ✓ No progress ✓ zero self-improvement at work

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Individual Performance Appraisal using KPI

Level	KPI Guideline
2 — Follow job standard	**Fail to always meet job requirements.** ✓ occasional errors without improvement ✓ Lack of reliability ✓ Dependency at work ✓ Not a committed employee to its unit and the company ✓ New hires fail to meet job expectation
3 — Meet job expectation	**Capable to deliver as per job requirements.** ✓ Reliable and stable performance delivery ✓ Some mistakes found but correctable ✓ open for new challenges ✓ good decision making skill ✓ new hires meet job requirements and expectation
4 — Greater performance	**Deliver greater performance than others in similar level of responsibility** ✓ Proactive ✓ Adaptable and good teamwork skill ✓ Deliver greater results. ✓ high level of individual responsibility and as a teamwork to hold each other accountable for task results. ✓ Exceed job requirements and expectations. ✓ Deliver continual progress
5 — Excel performance	**extraordinary performance compared with past years and others performance.** ✓ Deliver continually greater and excel performance ✓ Continually proactive ✓ Attain unique and particular achievement ✓ good leadership skill ✓ Big picture thinking to ensure and enhance future success ✓ Excel and outstanding all his / her normal job requirements. ✓ Be visionary and practical ✓ Committed to corporate strategy ✓ Apprachable and engaging colleagues at all levels

Each department can engage in discussions and communication to help team members clarify issues or offer suggestions. This collaborative approach allows for joint analysis and the identification of ways to improve work. The formats, methods, and timing of these communications fall within the responsibilities of each department, alongside the performance appraisal process for personnel selection and evaluation within a designated timeframe.

2. Employee engagement and employee satisfaction surveys

In 2024, the survey conducted for SUTHA employees, including those in subsidiaries, revealed that 97% of the total workforce participated. Among these respondents, 84% expressed a strong commitment to the organization. The survey gathered employee opinions across various aspects such as Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance.

The top three survey findings, each averaging over 90%, indicated that employees felt their skills and abilities were being utilized effectively, they experienced a sense of belonging to the organization's success, and they valued being part of a team that contributes to achieving organizational goals

3. Survey Results utilized for improvement

1) A long-term initiative called "4 Behaviors in SPOTLIGHT" was launched in the latter half of 2024 to foster a culture of engagement among colleagues through key behaviors. These behaviors represent the visible actions that embody our beliefs and steer us toward our objectives. They play a crucial role in making sure our decisions positively impact on our business, communities, environment, and future generations.

- Honest Feedback: Regular, respectful, and constructive feedback helps us learn and grow.
- Collaboration: Working together, valuing different opinions, and building trust to achieve common goals.
- Ownership: Taking responsibility for our work, being proactive, and adding value to the company.
- Passion: Approaching our work with enthusiasm and dedication, even when faced with challenges.

These behaviors support our vision, "WE CONTRIBUTE TO A BETTER WORLD," and help us achieve our corporate sustainability goals, surpassing Specifically, "E" emphasizes business practices related to resource utilization and climate change mitigation, "S" focuses on interactions with stakeholders and social impacts, and "G" emphasizes sound governance structures and management practices aligned with the company's best interests. More information of the activities is disclosed on information on the key stakeholder's engagement.

2) Developing a framework to boost engagement through participation incentives, like the Cost Saving Program, and recognizing project achievements that yield financial benefits.
3) Promoting work-life balance by implementing remote work guidelines for eligible employees, with upgraded tools allowing designated work-from-home days.

4) Organizing initiatives to enhance employee happiness, including collaborative meetings and celebrations for events like New Year, Songkran, and birthdays, to foster joy and unity among staff.

5) Promoting Employee Health through the "Be Well Be Happy Be Active" Program, the "Be Well Be Happy Be Active" initiative aims to encourage employees to take proper care of their health. This program focuses on promoting self-care through regular exercise and balanced nutrition. The duration of the program is set for 180 days. Throughout the program, employees' progress will be monitored based on their body fat reduction. Each month, the employee who achieves the highest reduction in body fat will be rewarded with a Super Sport gift voucher. At the end of the 180-day period, the overall winner, who has achieved the most significant reduction in body fat, will receive a cash prize. This initiative is designed to motivate employees to adopt healthier lifestyles and improve their overall well-being.

4.Internal mobility promotes retention.

The Company views internal recruitment as a strategy to keep talented employees and lower turnover rates by providing career growth opportunities for current staff. This approach aims to enhance personnel development and boost morale, while also fostering employee advancement, engagement, and loyalty to the organization. Internal recruitment encompasses promotions, succession planning, temporary or contract positions, re-hiring of former employees, and referrals or endorsements from existing staff.

To ensure fairness, equal opportunity, and the best fit for the vacant role, key steps involved in the process of internal recruitment and the best practices to follow for successful internal talent sourcing and selection.

1. Determine vacant positions to be recruited internally.
   To define qualifications for an open role and determine whether recruiting internally for the role will benefit the company by collaborating with the hiring manager to develop a plan for communicating the job opening and the application requirements.

2. Post vacancies Internally
   Clearly define what experience, skills and contributions will be required to be successful in this role and add the job post to the company's internal job board.

3. Conduct a screening selection process.
   Partner with frontline managers as well as senior leaders to scope out for the qualified and interested applicants in an internal job posting.

4. Respond to Every Internal Candidate
   The HR dept. will respond to all applicants to communicate with them early and clearly in a clear and transparent manner to avoid disgruntled employees for positive internal recruitment experience.

   Career growth for high-potential employees will be fostered alongside motivation and the development of job roles for operators in the following ways:
   - Responsibilities may be adjusted or increased, with capable employees being considered for more significant roles and receiving higher compensation. For instance, safety officers with IT skills may take on IT helpdesk tasks, while safety officers in various branches can evolve into coordinators and co-developers of CSR initiatives.
   - Qualified and efficient contractors will be promoted to permanent positions within the company.
   - Employees who demonstrate achievements will be given opportunities for career advancement, such as moving from senior roles to supervisory positions, and from supervisors to section managers.
   - The possibility of rehiring former employees with a strong work history who have resigned will also be considered.

5. **Enhance the communication of engagement survey results and employee turnover statistics to demonstrate a commitment to ongoing development and the improvement of employee welfare.** The executives overseeing human resource management within the corporate group have established an internal communication platform, "Bee Keeper," which grants employees access to a communication application that facilitates their participation and expression of opinions. The outcomes of the satisfaction survey will be shared with employees across all levels through suitable communication channels.

Compensation Payment:

The Company has a policy to consider compensation for employees based on fairness and appropriateness with their duties and individual responsibilities in consistent with wage management according to the ability of an individual employee and legal wage rates including the determination of fair and appropriate benefits and welfare.

The company will consider raising wages according to the legal wage rate, the Company yearly performance, plans and strategies together with capability and efficiency of employees as a department and individuality to offer proper welfare for benefits to employees at all levels according to their needs and the Company's performance and financial conditions regarding to social, economy conditions and consequently well-being of employees.

Employee compensation

The Company and subsidiaries company	2022	2023	2024
Total employee remuneration (baht)	161,713,268	169,074,326	179,808,330
Total male employee remuneration (Baht)	118,445,329	123,577,520	130,536,376
% male employee remuneration	73%	73%	73%
Total female employee remuneration (Baht)	43,267,939	45,496,806	49,271,954
% female employee remuneration	27%	27%	27%

Employee and labor management: Employee training and development

S2. Employee development (GRI : 404-2)

Employee development is a strategic sustainability development engaging with key stakeholders that the company can greatly affect them and when they can greatly affect the company. As a key stakeholder, an employee plays an important role in a company's sustainability development and long-term success in making strategic decisions, minimizing risks, expanding competitive advantages, and growing the business.

Training and development programs enable employees to stay relevant, updated and acquire new competencies, thereby positively impacting the organization's productivity.

Potential and Knowledge development approaches

1) Training need analysis

    1.1) Basic training needs analysis as an individual development plan

       This level of analyzing training needs involves reviewing individual jobs and task performed. Comparing individual employees' skills in a job category to the skills needed for a successful job performance can recognize the gaps that can be filled by training.

          ▪ **Orientation**: conducted by the HR department to train and introduce new employees about their roles and company policies, the company's culture, values, and norms to help them assimilate faster and align their behaviour with corporate goals.

          ▪ **On the Job training**: is a practical approach to acquiring new competencies, the practical skills and knowledge they need to perform their job via the program designed from their tasks and instructions manual.

    1.2) Organizational training needs analysis

       Aligning training with business goals to ensure that training will help the organization achieve its organizational business goals in responding to sustainability framework or stakeholders' expectation such as major shareholders, governance authorities, the stock market, relevant government agencies that also offer specific and practical trainings and workshops e.g. ESG sustainability development practices, good corporate governance workshop by SEC, IOD, etc.

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2) Segmenting training into its objectives

No.	Training/Workshop	Objectives	
1	**Productivity and Efficiency** To develop knowledge and comprehension among staff or to enhance skills that will lead to increased productivity and improved performance efficiency.	-Maximize performance efficiency to rectify trouble and handle with obstacles to prevent production discontinuation.	- Operations staff and production support services
2	**Laws and regulations** To gain the knowledge and skills to manage legal permits, requests, certification, and continuing business worthiness as per the regulations and requirements	-To be aware and stay relevant on changing and new rules and regulations and adopt into corporate practices to mitigate consequences for non-compliance; fines, damage to the company's reputation, cancellation of operational permits	-Departmental chief and all relevant with authorities / rules and regulations
3	**Occupational Health, Safety, Environment and Energy** To be aware of environmental impacts under control, of continuously improvement of energy efficiency and of creating a healthy and safe work environment to create a safer and more environmentally conscious working environment in reducing the ecological footprint and preserving natural resources.	- To conduct safe operations under Occupation Health and Safety Policy and mitigate negative impact to communities. - To control the operation and activities related to the company's environmental factors and hazards, ensure that the process results sustainably meet the requirements of the environment and occupational health and safety policies, objectives, and indicators. - To ensure the realization of the energy efficiency to optimize the use of natural resources, thereby promoting responsible consumption and renewable energy consumption	- All relevant department and staff
4	**HR Management** Promote human resource management skills to meet the organization's objectives.	- Employees can handle personnel tasks to enhance and support human resources effectiveness in hiring, recruiting, benefits management, enforcing human rights, preventing conflicts, salary management, performance assessments, and fostering employee motivation and development.	Human resources dept. staff and relevant, Welfare Committee members
5	**Preventive Maintenance** Dedicated to maintenance staff responsible for inspecting, repairing, and maintaining the equipment, systems, machines, vehicles, and facilities that keep the plant and process running.	-To execute the safe and careful upkeep of a facility and the assets within that facility and perform maintenance tasks safely and allow them to create preventive maintenance strategies, prolong the lifespan of machines and equipment, minimize costs associated with repairs and maintenance, or efficiently oversee repair and maintenance operations.	Operations and maintenance Dept.
6	**ISO standards and risk assessment** To learn how to apply, comply with and benefit to improve and enhance operations following the Company's standardized practices regarding risk management,	To build awareness and understanding of their roles concerning required standards and expectations for a greater understanding of the Company's management system, and how it can be integrated into daily activities to prevent a variety of threats: operations, compliance, security, and reputation so employees can	ISO relevant staff, daily workers, and contracted workers

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No.	Training/Workshop	Objectives	
	ISO 9001 , ISO 14001 , ISO 45001	perform their jobs professionally and productively.	
7	**Job-Specific Skills** To upskill or reskill employees to become more effective at various tasks or job roles e.g. Driving, Loader, Forklift, Craftsman	To provide targeted professional training that focuses on the safe practices responding to immediate needs of an organization, particular safe work instructions, guided operational practices	Relevant staff to the courses provided, daily workers and contracted workers
8	**Account & Financial** To educate staff on accounting and financial responsibilities, including investment promotion, requesting tax benefits, training on internal controls for accurate financial data, and guidelines for approving financial transactions per the internal control manual.	To improve employees' knowledge and comprehension of accounting standards, including any revisions or new definitions, as well as guidelines for financial management, control, and estimation to prepare complete and accurate financial reports, understand tax accounting, and follow procedures for investment promotion and proper use of tax benefits as they should be capable of conducting accounting practices and issuing financial reports according to established standards or methods, while also managing taxes effectively and in compliance with accounting and tax regulations.	Accounting/ Finance Department and relevant business units conducting finance accounting work routines
9	**Good CG Policy, ESG Practices, Code of Conduct and Sustainability related Courses** Sustainability framework such as corporate governance policy, business ethics, anti-corruption policy, DAP, DCP, CSR, ESG, greenhouse gases, Internal controls, and risk management, etc.	-To encourage personnel to perform their duties inconsistent with good corporate governance guidelines - To promote organizational sustainability development in workplace to create value to stakeholders.	Directors, Executives, employees related to business /activities
10	**Language and Information Technology** To gain knowledge and capability on communication and IT software application	- Enhances communication and comprehension, promoting collaboration and motivation for work development with international stakeholders. - Advocate for using IT support systems to ensure information security and effective resource management.	-Personnel working with foreigners -Personnel using IT application / system
11	**Corporate Team-Buildings and stakeholders engaging activities** workshop, teamwork activities to foster knowledge sharing, organize activities, encourage teamwork, and strengthen relationships among team members, while also engaging with relevant stakeholders in value chain.	- Personnel acquire knowledge and foster relationships within the team. - Formulation of team strategies and initiatives. - Enhancement of collaboration among team members. - Minimization of conflicts and promotion of unity within the team. - share information and knowledge aimed at improving various processes in supply chain management.	Executives, employees related to business /activities

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3) The Human Resources Department corporate with each department to determine the number of training hours as a KPI for individual employees. This KPI may subject to specific required training, such as accounting and finance. Training record /attendance is reported to HR department to prepare training records and progress evaluation.

4) Every August, each department submits a departmental training plan for annual budget allocation which is to be followed up by the HR department on its progress and implementation as planned.

5) The Human Resources Department keeps training records to track the personnel progress following the training objectives to assess personnel development individually for individual personnel development plan.

Training records according to training objectives					
Training Courses (GRI : 404-2)	**Training Hrs.**			**2024**	
	2022	**2023**	**2024**	participants	courses
1. Communication Language Skill			24	1	1
2. Productivities & Management	504	228	278	47	5
3. Legal & Law	70	33	36	2	1
4. Safety, Environment, Energy	942	1500	1284	322	3
5. HR Management	138	62.5	18	2	2
6. Preventive Maintenance	-	24			
7. ISO & Standard System	315	192	60	10	1
8. Job-Specific Skills	505	935	690	138	8
9. Account & Financial	39	188	148	45	6
10. Good Governance and Policy support: Anti-Corruption, Good Corporate Governance, CSR, Code of Conduct, etc.	472	221	201	36	2
11 Computer, IT , Cyber securities			141	45	33
Summary report		unit	2022	2023	2024
Total training hours:		Hour	2,984	3,384	72,880
Amount of participating personnel		person	479	611	648
Amount of headcount personnel		person	**245**	**251**	**256**
Participation average rate		Hour/person/year	**12**	**13.5**	**11.3**
Training expense		THB/Year	**585,710**	**277,660**	**480,780**

Each training course will be evaluated by participants, their departments, and/or trainers. The human resources department utilizes a form to assess the course's needs and includes a post-training evaluation.

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Employee training and development

The training data pertains to the company only. During 2024, the company has not yet collected training history data from its subsidiaries.

	2022	2023	2024
Average employee training hours (hours / person /year)	12	13.50	11.30
Training and development expenses for employees(baht)	585,710	277,600	480,780

Note: Not include Subsidiaries

Employee and labor management: Safety, occupational health, and environment at work   (GRI: 403-9)
Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases)	6	1	0[*]

Note: (*) In 2024, there were three recorded incidents of lost time accidents (LTA) involving subcontractors

Employee and labor management: Employee engagement   (GRI:401-1)

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	110	87	86
Total number of male employee turnover leaving the company voluntarily (persons)	81	65	64
Total number of female employee turnover leaving the company voluntarily (persons)	29	22	22
Proportion of voluntary resignations (%)	23%	18%	19%
SUTHA (*) / SUTHA and its subsidiaries company	**2022**	**2023**	**2024**
Evaluation result of employee engagement	Yes [*]	Yes[*]	Yes

Employee internal groups

Employee internal groups   : Yes
                              : Welfare committee

3.4.2 Social operating results

Safety, occupational health, and environment at work

2024 Occupational health and Safety Goal		
	Indicator	**Result**
Prioritize safe operations and build a culture of safety in the workplace	**ZERO LTI**	Employee -0- Subcontractor – 3 - Behind the target

Employees' quality of life and good working environment				
Safety, Occupational Health, and Working Environment of Employees				
Yearly data	Unit	(excluding Subsidiaries)		
		Y2022	Y2023	Y2024
Total working hours of all employees	Hour	46,963	48,382	48,365
Accidents and injuries statistics				
> Lost time injury and Lost time incident	Time	6	1	0
> Injured worker with more than a day away from work	Person	5	1	0
> Work-related fatalities over 3 years (SHS36)	Person	-None-	-None-	-None-
> The average number of employees per site who have the potential to be exposed to or harmed by radiation exposure including Siever Persons (SHS35) (SHS43)	Siever Persons	-None-	-None-	-None-
Accidents and injuries statistics of **sub-contractor**		(excluding Subsidiaries)		
	Unit	2022	2023	2024
> Lost time injury and Lost time incident	Time	-	-None-	3
> Injured worker with more than a day away from work	Person	-	-None-	3
> Work-related fatalities over 3 years (SHS36)	Person	-None-	-None-	-None-

Year 2022	Year 2023	Year 2024
	Y2022-2024 safety statistics	
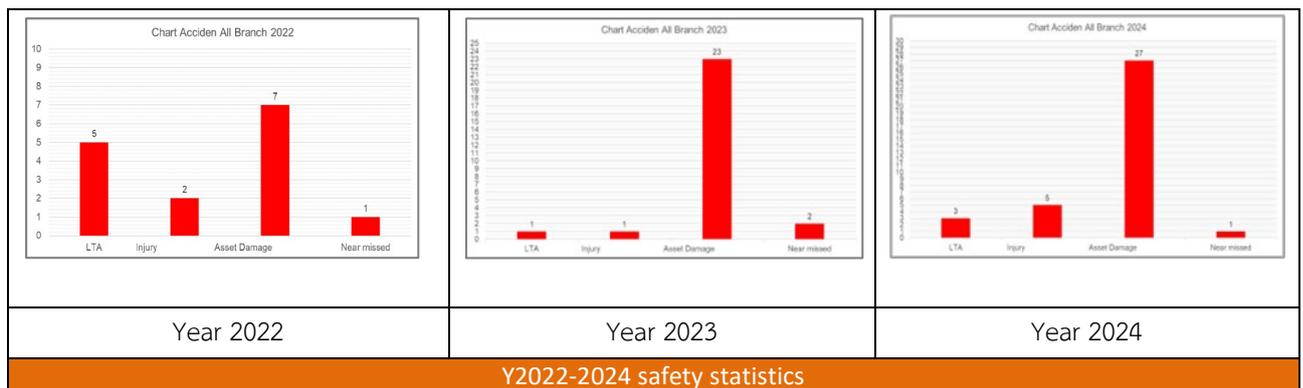
S4. Health and safety at work

Safety and Healthy work environment

The Company realizes and takes Safety First as a top priority for all personnel's operations. The Company ,hence, considers Safety Management as a fundamental policy for business sustainability and building safety culture to the Company is one duty of employees and Stakeholders in order to parallelly drive operational safety management, personal safety management and occupational Health management to maintain international standards and to ensure that employees, contractors as well as key stakeholders in processes throughout the business value chain be able to work together safely in order to reduce hazards and mitigate the possible risk factors and impacts threatening to life and property.

Production process

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

Reliability & Integrity management

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

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

Machine maintenance software application
- "Factorium CMMS" to complete all PM/AM process from creating checklists, scheduling plans, setting reminders, finishing tasks to improve machine productivity

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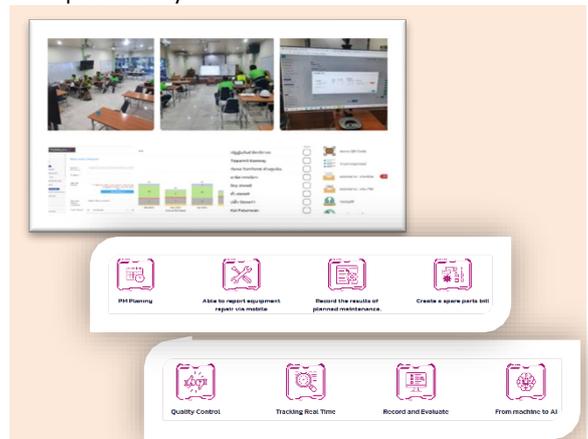
Cultivating a Culture of Safety

SUTHA has organized training on 10 life-saving rules and provided safety cards to employees at all levels for quick reference. Additionally, a customized safety knowledge training course has been developed for each establishment. This training includes tests and interactive activities aimed at reinforcing safety principles, ensuring that employees comprehend and prioritize safe practices. The training has also been expanded to include contractors, subcontractors, and key business partners to promote a cohesive safety culture.

Cultivating Safety behavior, known as Behavior-Based Safety (BBS),
to reduce workplace accidents for employees and their coworkers. This method emphasizes "Behavior-Based Safety (BBS)" by identifying and mitigating risky behaviors that may result in incidents. The goal is to foster a lasting safety culture that encourages workers to be aware of their actions and to monitor both their own and their colleagues' behaviors. The program involves establishing objectives, delivering prompt feedback on safe practices, and providing training that enables individuals to consistently evaluate their actions and those of their teams.

SUTHA has refined its communication strategy to promote safety behavior, which includes the following key elements:
1. **Open Mind**: Engaging in open discussions, valuing diverse opinions, and fostering mutual respect as a foundation for collaboration.
2. **Observation**: Monitoring colleagues' safety practices during work to identify potential risks.
3. **Intervention**: Encouraging interaction through greetings, recognition of safe practices, and providing warnings when necessary.
4. **Record** Document the outcomes of interactions with colleagues, noting both positive feedback and concerns for the program department. These can be logged on the website and mobile devices.
5. **Safety culture** by consistently applying all four steps across the organization, ensuring ongoing measurement and assessment.

Promoting occupational health and safety in the workplace

1) ISO 45001 compliance as a commitment to creating a safe and healthy workplace, aligning with global best practices.
    > To develop a safer working environment for all employees to prevent workplace injuries, deaths and diseases through robust safety management systems and processes.

Head office	Chong Sarika Plant

Photo : To ensure enough lighting and clean air ventilation by providing illumination and air circulation in workplace, the HEPA filters were also arranged to remove airborne particles from an indoor space with sufficient light and clean work environment

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

Head Office

Workplace safety improvements

• Designate the parking area for loading goods and the working area in the warehouse.

• Install a railing beneath the silo tank to prevent falls. Add guards at the machine's pivot points.

> Dedicated to adhering to legal and regulatory requirements, including regular updates and reviews to align with evolving legal standards.

> Committed to identifying and mitigating hazards, focusing on enhancing the safety of the Company and its subsidiaries.

o Enhancing processes within subsidiaries to align with recommendations derived from identified risk factors.

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Social operating results – Safety, occupational health, and environment at work   https://www.goldenlime.co.th/Health_safety

Strengthening safety protocols in the factory environment through a safety assessment system that includes a Safety Committee (KPO) and safety officers at various levels. Operational teams collaborate to develop a Job Safety Analysis (JSA) to evaluate risks, increasing the number of JSA items from 120 to 230 since 2021. This initiative also includes adding over 300 assessment and inspection topics to encompass the entire operational area. Additionally, fines for violations have been raised from 500 baht to 1,000 baht to ensure that responsible employees recognize the importance of taking proactive measures to prevent errors and mitigate potential hazards.

- o Conducting annual risk assessments and addressing noncompliance that fails to meet control standards in the operational area.

  - \> Adhere to safe operations ,strictly follow safety rules, and always update safety regulations

  - \> Eliminate risk and dangers in all establishments including subsidiaries'

- o Subsidiaries process improvement in response to inspection comments

  Safety Committee (CSO), professional safety officers, and the operation team continuously implement JSA (Job Safety Analysis) to define and control the hazards of processes, jobs, and procedures. Breaking into 120 jobs in 2021 then increasing to 230 jobs in 2023 with 300 hazard assessments to ensure JSA applied throughout the operations. Increasing awareness with the fines and other penalties for violating the safety rules, a doubled fine from last year to insist the company safety focus and concern.

- o Annual risk assessment and corrective actions follow ups and controls

Report finding #	Observation	Risk Description	Risk (H, M, L)	Action Plan
1	There is no machine protections (especially cutting machines) in place at Thai Marble plant. (Pictures - sse slide 2)	High risk of accident and serious injuries	H	Implement Complete
2	Limited and not systematic PPE usage. PPE usage has to be improved (Pictures - see slide 3-4)	Not being able to protect themselves for risky situations	H	Implement Complete
3	No visitors Health & Safety training and briefing at arrival and before plant visit.	Lack of H&S awareness / Not aware what is going to be done in case of emergency	M	Implement Complete
4	No Job risk assessment are performed	Lack of awareness of possible risks and corresponding actions needed in job tasks	M	Implement Complete
5	The hazardous activities are not described in safety work procedures.	Lack of H&S awareness	M	Implement Complete
6	Emergency Plan had been prepared at least 25 years ago, and not updated since then	Not be aware of what should be done at the emergency situation	M	Implement Complete
7	No server room. It is placed in the middle of open office (Pictures - sse slide 5)	Interruption of network	M	Implement Complete
8	1.Athough trainings are given in the plant, we did not found any evidences 2.No Site Operating Procedure training given and there is no pre-shift inspection done	Not monitoring developments of workers No evidence that the workers have followed key trainings In case of any legal situation, no fact/evidence can be provided	M	Implement Complete

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https://www.goldenlime.co.th/Health_safety

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

> Involve contractors and suppliers to manage supplier and contractor safety as operatives/workers must follow site rules and the safe system of works.

Road safety program for operatives/drivers include subcontractors as Supplier development programs as for a stakeholder engagement program
SUTHA drivers
Subcontractors ' drivers
Course : Keys To Safe Driving: The Smith System Venue : Chong Sarika Plant training room

The Company encourages safety participation, so it encourages employees to mentor others; and gives them sufficient time, support, training, and facilities to perform safely at all levels and disclose safety performance effectively.

Suppliers' safety risk assessment to engage stakeholders for improvement

Annual health check-ups enable early detection of health issues, mitigating the risk of an ailment.

Suppliers' self-assessment also include safety and Human rights principles to monitor safe operations both process and individuals

Emergency Response Drill is continuously conducted along with established prevention and mitigation plans developed from quarterly safety snap audits in all plants.

Establishing prevention and mitigation strategies involves developing a Business Continuity Plan (BCP) to avert emergencies. This includes organizing quarterly emergency plan drills that simulate different incidents (Safety Snap Audit) at each branch.

Chong Sarika   Phra Phutthabat   **Thai Marble**   Huay pawai

The analysis of Lost Time Injury Frequency Rate: LTIFR / Lost Time Incident Rate : LTIR , absentee rate (AR) ,the documentation of accident statistics to investigate the underlying causes of each incident. . (GRI :403-2)

Safety data statistics				Summary All Branch 2024							
Month	number of employees	Working hours per day	Total day works per month	Man hours	Number of LTA (Employees)	Number of Recordable (Employees)	Number of Frist aid (Employees)	Number of Near misses (Employees)	Lost time (Days)	Calculated working hours	Injury rate (Times / million hrs) IFR	Lost time Injury Severity rate (Days / million hours) ISR
Jan.	215	8	25	46450	0	0	0	0	0	1,000,000	0.00	0.00
Feb.	217	8	24	46920	0	0	0	0	0	1,000,000	0.00	0.00
Mar.	214	8	26	48439	0	0	1	0	0	1,000,000	0.00	0.00
Apr.	217	8	24	47625	0	0	1	0	0	1,000,000	0.00	0.00
May.	217	8	25	49007	0	0	0	0	0	1,000,000	0.00	0.00
Jun.	217	8	24	46538	0	0	0	0	0	1,000,000	0.00	0.00
Jul.	215	8	25	49792	0	0	0	0	0	1,000,000	0.00	0.00
Aug	215	8	26	49902	0	0	0	0	0	1,000,000	0.00	0.00
Sep.	216	8	25	48415	0	0	1	0	0	1,000,000	0.00	0.00
Oct.	216	8	25	50287	0	0	1	0	0	1,000,000	0.00	0.00
Nov.	218	8	26	58644	0	0	1	0	0	1,000,000	0.00	0.00
Dec.	220	8	23	48495	0	0	0	0	0	1,000,000	0.00	0.00
Summary	216	8	25	590,514	0	0	5	0	0	1,000,000	0.00	0.00

Month	Injury rate (Times / million hrs) IFR	Lost time Injury Severity rate (Days / million hours) ISR
Jan.	0.00	0.00
Feb.	0.00	0.00
Mar.	0.00	0.00
Apr.	0.00	0.00
May.	0.00	0.00
Jun.	0.00	0.00
Jul.	0.00	0.00
Aug	0.00	0.00
Sep.	0.00	0.00
Oct.	0.00	0.00
Nov.	0.00	0.00
Dec.	0.00	0.00

Chart of Injury rate and Lost time rate 2024

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https://www.goldenlime.co.th/Health_safety

Social operating results – **Safety, occupational health, and environment at work**
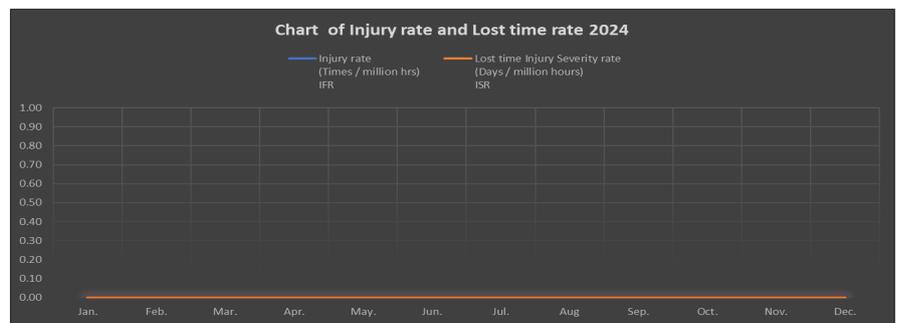
Safety Performance			
ISR		**IFR**	
Goal	**Result**	**Goal**	**Result**
Less than 2 days / 1 million man-hours worked	Approx. 0 days / 1 million man-hours worked. (behind target)	Less than 3 times / 1 million man-hours worked	0 times / 1 million man-hours worked (meet target)

Safety trainings

Safe forklift operations   **Safe crane operations**

Short-term / Long term goals	
2024	2025-2027
To achieve the Zero Accident by Lost-Time Injury Severity Rate: **ISR** to be less than 2 days/1,000,000 total hours worked and Injury Frequency Rate: **IFR** to be less than 3 times/1,000,000 Total hours worked	To achieve the Zero Accident by Lost-Time Injury Severity Rate: **ISR** to be less than 2 days/1,000,000 total hours worked and Injury Frequency Rate: **IFR** to be less than 3 times/1,000,000 Total hours worked

Plans of Y2024-2027

1. Dedicated to establishing a safe and healthy workplace to prevent workplace injuries and illnesses, ensuring compliance with safety objectives.
2. Safety management involves assessing the enforcement of safety regulations and preparing accident documentation.
3. Conducting safety inspections and identifying causes across all factory branches, which includes checking equipment and tools, performing annual inspections of electrical systems and equipment, evaluating the work environment, inspecting the factory building annually, and reviewing general work areas.
4. Initiatives to minimize accident severity and monitor safety include setting up a general medicine cabinet, conducting annual health check-ups, assessing employee health, providing personal protective equipment, and offering training to aim for zero accidents. This also encompasses chemical management, which involves listing chemicals and hazardous materials, calibrating tools and equipment to meet standards, renewing necessary licenses, and organizing safety training sessions, along with inspecting safety standards in operations and the safety control measures of business partners and contractors working on-site.
5. The long-term strategy focuses on enhancing standards to foster a culture of safety within the organization.

Customers Management

Customer management plan

Development plan	Plans for the year 2025-2027
- New market survey - Cost effective solution for customers - circular economy and GHG reduction initiatives - Participation in a strong sustainability network - Innovative workshops and activities - Personnel development planned according to the business goals - Monitoring feedback after product delivery to improve customer satisfaction	- Co-develop production process and product specifications with potential buyers to deliver products as per their requirements - Product improvement and development to meet the expectations of customers in all industries. - Implement CRM system (Customer Relation Management) assisting sales and marketing functions to identify each customer's needs in order to collect data and follow-up of customer satisfaction - New products development for the market's needs especially eco-friendly products - Emphasizing sustainability as well as Circular Economy in terms of sustainability or ESG - Launch CSR policy both internally and externally by cooperating with the government agencies (Subdistrict or District Agricultural Office) to donate lime products used for soil stabilization - Develop a new product and marketing plan to respond to the needs of the market with improved efficiency, especially Eco-Friendly Promotional Products. - Implement a policy that demonstrates social and environmental responsibility (CSR) both inside and outside the organization.

Customer management goals

Company's customer management plan, : Yes

Customer management plan implemented by the company over the past year : Responsible production and services for customers, Communication of product and service impacts to customers/consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection, Others: business ethics toward competitor, Anti-unfair competitiveness

Performance and outcomes of customer management

Customer management, Responsible product communication and Business Conduct to competitors

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

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https://www.goldenlime.co.th/Customer_Focus.asp?lang=E

Customer Management

Customer support and product management

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

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

Complaint from Customer
% Return of product/Revenues from sales

| 0.123% | 0.195% | 0.169% |
| 2022 | 2023 | 2024 |

CUSTOMER SATISFACTION SURVEY

Note: 1) 2023 Lime and Calcium carbonate customer satisfaction survey result presented in percentage.

2) The objective is to ensure stability in production and distribution by creating a tailored distribution plan for various customer groups. Each group has specific product needs, prompting the company to implement strategies to minimize control impacts and ensure timely delivery. This includes developing standards aligned with quality management practices. However, inconsistencies affecting customer needs remain unaddressed. In 2024, there were 12 additional complaints, including five about unburnt lime cores, six regarding moisture in crushed or hydrated lime, and one about calcium carbonate not meeting specifications.

3) 2024, the percentage of returned products compared to the products sold within the period was 0.169% (Y2023 was 0.195% and Y2022 was 0.123%) (GRI 301-3)

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

However, the Company still faces risks and challenges related to non-compliance with certain customer requirements, as well as issues stemming from the natural characteristics of the raw materials used in production.
- The primary raw materials are limestone and fuel. Limestone contains impurities, while fuel varies in heating properties and humidity levels. These factors pose risks that could potentially impact the quality of the products or services offered.

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

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

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

> Investment and development in essential lab equipment for quality control testing, highlighting tools necessary for accuracy and reliability.
> In 2023, the focus will be on enhancing the limestone raw material selection from the quarry and refining the quality inspection process during milling, grinding, and crushing.
> In 2024, efforts will shift to advancing the production process for hydrated products to align with customer requirements. This will involve a 5.5 million baht investment in the Replace Hydrated Lime Classifier project, aimed at achieving the desired size and fineness of the hydrated products.

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Customer Management

> Additionally, there will be a development of the lime production process tailored for the lightweight brick industry, supported by a 5.5 million baht investment in machinery and equipment to ensure the lime produced meets the specific needs of lightweight brick manufacturers.

Continuous investment in process improvement to meet customer satisfaction

Golden Lime Public Company Limited

Continuous improvement to enhance customer satisfaction
การปรับปรุงและพัฒนาอย่างต่อเนื่องเพื่อเพิ่มระดับความพึงพอใจเพื่อลูกค้าของเรา

Part	Article	Photo Number
01	3.4.2	010343_001 Customer

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

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

> Training activities focus on selecting courses to enhance efficiency management and equip personnel with essential skills. Trainees will practice through workshops and on-site demonstrations to improve personal and process development, maximizing customer satisfaction. The program incorporates the Kaizen concept to help staff adapt and improve work processes provided from 2023 to 2024, inviting more attendees from operations unit to obtain key ideas as per below ;

- Overall quality control and quality management system that requires all relevant personnel in planning, implementation, monitoring, inspection, and evaluation.
- Time management
- Maintenance plan, total productive maintenance
- Teamwork activities to enhance collaboration

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Customer Management

https://www.goldenlime.co.th/Customer_Focus.asp?lang=E

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

Kaizen Training courses and Workshop 09.05.2024

Golden Lime Public Company Limited

SUTHA's team is training to better assist our customers.
ทีมงานของ SUTHA ยังคงมีการอบรมอย่างสม่ำเสมอเพื่อพร้อมสนับสนุนลูกค้าของเรา
กิจกรรมและเวิร์กช็อปฝึกพัฒนากระบวนการความคิด จิต สติ การวางแผน และการทำงานร่วมกัน

Part	Article	Photo Number
01	3.4.2	010343_003 Customer

- **Responsible Product Communications and law compliance**

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

| **Notice of Personal Data Protection Policy of customers** | |

1. Disclose products and services information accurately and completely
2. Employees must understand, analyze and know key issues related to customer needs and get ready to provide product and service information, terms and conditions including notifying such agreed conditions and terms agreements to customers in writing as follows;
   2.1 Price of goods, services or related expenses excluded from product or service price detail and conditions
   2.2 Detailed specifications of products, service, packaging and transportation information, terms and conditions
   2.3 Other information regarding a mutual agreement of the Company and a customer that agreement, terms, policy or credit term shall be notified to customer
3. Once the Company changes the terms or condition related to customers, the notification shall be sent to customers in advance.
4. Employees must be ready to respond customer requirements in aspect of products, services, complaints, advice and follow up on the progress on various issues notified by customers on the basis of friendliness and goodwill and ready to work together to find solutions for customers who encounter problems from using the company's products. In addition, satisfaction surveys should be conducted to develop and retain good relationships with customers aiming to determine quantity-based goal to archive higher customers satisfaction and customer satisfaction evaluation for further use in product and service quality development.

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5. Sales, marketing and services related departments should prepare communication equipment to be ready for customers to contact easily and quickly.

6. Keep customers' secrecy information and trade information confidential including the designation of data controllers and data processor to be responsible for databases storage and protection according to the criteria the Personal Data Protection Act including notifying its rights and protection policy as per published through the Company's website.

7. Sustainability and Value Chain development implementation covering product development process raw material procurement, transportation and service providing to create value and benefits to both customers and the Company including taking human rights principles, legal labor practices and anti- corruption policy into implementation.

8. Developing safe products and services and communicate impact of products or services to customers with concern on the product safety for customers usages and communicating guidelines for customers on how to safely use the Company's products.

9. Sales promotion especially for eco-friendly products as a part of promoting the use of products to help reduce environmental impact.

▪ Providing information, clarifications of requirements, terms and conditions of products and services

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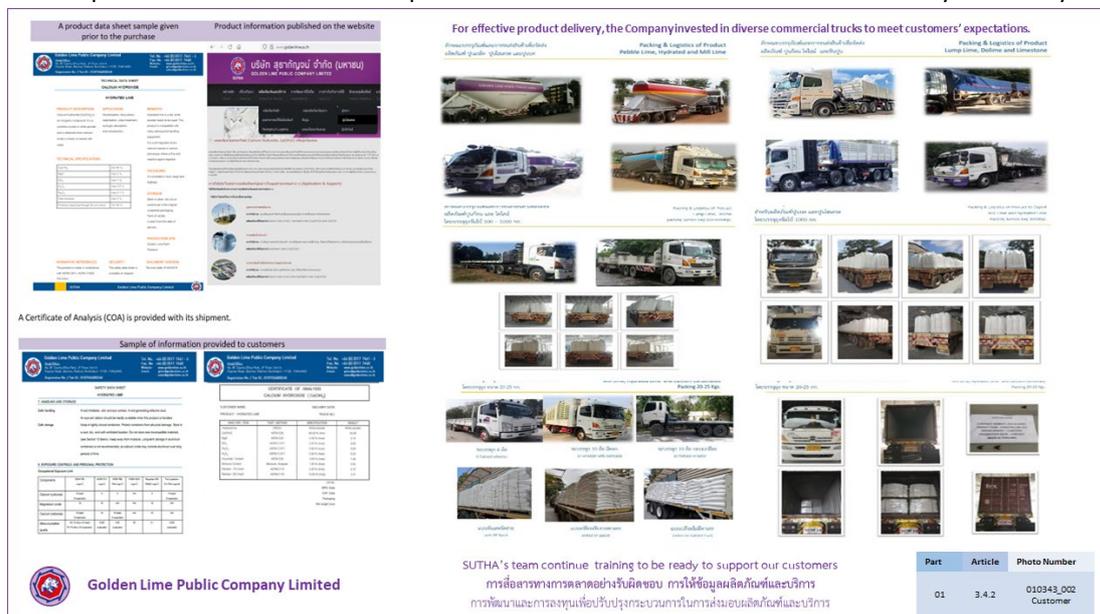
Treatment toward competitors and Anti-unfair competitiveness

(GRI : 206-1)

1. Business Competitors

From 2022 to 2024, the Company has experienced no conflicts or disputes with other players in the industry. In the primary product sector, there are approximately 7-8 key manufacturers or distributors. The Company holds the second position among these manufacturers and distributors, following the leading firms in the industry. The Company adheres to ethical standards when engaging with competitors.

• Commitment to Fair Competition

• The Company does not pursue confidential information from competitors through dishonest or illegal means.

- The Company refrains from damaging competitors' reputations through false statements or unfair practices.
- The Company avoids making agreements with competitors or other businesses that would create monopolies or hinder market competition.
- The Company sets objectives to prevent any actions that could lead to disputes with competitors.

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

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

Community and society

Community and social management plan

Performance summary of Human Rights	2024 Target and performance	
	Target	Performance
Community complaint The number of pending complaints (All four periodic complaints concerning the process have been addressed. Specifically, there were three complaints from Chong Sarika area and one from Phra Phutthabat area. Each of these issues has been resolved and subsequently closed.)	Zero	4 complaints closed
		Zero pending complaint -Achieved-

S5. Community and society engagement

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

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

Community and Social Engagement Goals

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

1. Community and Social Engagement: Implementing surveys to identify societal issues stemming from the company's activities and formulating ongoing strategies to alleviate impacts on communities and society.

2. Emphasis on Sustainable Projects: Prioritizing initiatives that foster community development or address social challenges in a sustainable manner through business practices.

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https://www.goldenlime.co.th/communities_society.asp?lang=E

Social operating results – Community Engagement

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

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

   Objective:
   - Develop engagement between company personnel and community stakeholders.
   - Organize activities funded by the company's annual budget.
   - Participate in stakeholder-organized activities, with company personnel, executives, and employees attending and possibly providing financial support.
   - Align activities with the company's sustainability goals, particularly UN Sustainable Development Goal 15.

   Goals:

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

   Benefits and Promotion for Company Operations:

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

   Benefits to Community, Society, and Environment:

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

   KPI for Evaluating and Measuring Sustainability Progress:

   1. **Quantitative Indicators:**

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

   2. **Qualitative Indicators:**

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

In 2024, SUTHA collaborated with local organizations to drive development and participate in activities aligned with the objectives and goals as follows:

CSR budget	ESG values	
- Increased Green Space: 500 square meters - Number of Trees Planted: 280 trees through activities in 2024 Budget paid: 96,400.00 THB	Economic	-application to the tax administration field -The value derived from business operations and processes that have obtained a license to operate through collaboration with civil society includes non-monetary benefits that promote the creation of a sustainable community environment while mitigating the impacts of business processes.
	Society	-Positive corporate image in enhancing community's good relation, healthy ecosystem, and environment

	Environment	- mitigating dust impact, environment awareness
		- promoting environmental conservation activities resonating the corporate goal of CO2 neutrality
		  - 9-15 Hg. Per year of CO2 absorption rate
		  - provides oxygen to 2 people / year
		  - capture dust and air pollution 1.4 Kg. / Year
		  - Air purifier
		  - a temperature goes down 2 – 4 Celsius
		- Activities to promote environmental conservation and balance the ecosystem and biodiversity.

Activity: Reforestation Project "Save the World, Reduce Pollution,"

SUTHA has initiated a reforestation project aimed at revitalizing the neglected forest area of Golden Lime Public Company Limited, located in the Chong Sarika branch. Acknowledging the critical need for environmental stewardship, the Company seeks to mitigate dust pollution and address issues that may adversely affect nearby communities. The project, titled "Save the World, Reduce Pollution," is designed to encourage and mobilize the organization's staff to safeguard the green spaces, ensuring their vitality and sustainability. As part of this initiative, 200 pine trees and 50 pink trumpet trees were planted as a dust barrier along a 500-meter stretch. The reforestation effort saw participation from 63 individuals, including executives from Golden Lime Public Company Limited employee representatives, local villagers, village leaders, members of the Chong Sarika Subdistrict Administrative Organization, the Lopburi Provincial Industry Office, and the Erawan Wildlife Sanctuary Office. The financial allocation for the "Save the World, Reduce Pollution" project amounted to 67,400 baht.

โครงการปลูกป่า "รักษ์โลก ลดมลพิษ"

Golden Lime Public Company Limited

Activity: Reforestation Project
"Save the World, Reduce Pollution,"

Activity: "World Environment Day in Honor of His Majesty King Bhumibol Adulyadej the Great's Birthday, National Day, and Father's Day on December 5, 2024"

SUTHA participated in the World Environment Day activity in collaboration with the Chong Sarika Subdistrict Administrative Organization and private companies. The event involved planting pink trumpet trees along Public Road Soi 11, Line 4 (behind the Chong Sarika Subdistrict Administrative Organization) in Chong Sarika, Lopburi.

กิจกรรม วันสิ่งแวดล้อมโลก น้อมรำลึกเนื่องในวันคล้ายวันพระบรมราชสมภพของพระบาทสมเด็จพระบรมชนกาธิเบศร
มหาภูมิพลอดุลยเดชมหาราช บรมนาถบพิตร วันชาติ และวันพ่อแห่งชาติ วันที่ 5 ธันวาคม 2567

Golden Lime Public Company Limited

Activity: "World Environment Day in Honor of His Majesty King Bhumibol Adulyadej the Great's Birthday, National Day, and Father's Day on December 5, 2024"

2. Collaboration with Local Organizations to Address Community Issues

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

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

Benefits promoting the Company's Operations:

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

Benefits to Community, Society, and Environment:

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

KPI for Evaluating and Measuring Sustainability Progress:

Quantitative Indicators:

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

Qualitative Indicators:

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

SUTHA is collaborating with local organizations to enhance community development through the initiative **"Clean Drinking Water from SUTHA for Everyone's Hygiene."** This effort aligns with the objectives outlined in Section 2.2, which focuses on occupational health, safety, and the overall quality of life. The initiative aims to improve sanitation management by ensuring access to clean drinking water, thereby promoting the health of community members. **For the year 2024, the objective is to foster a better quality of life for individuals within the community as follows:**

Budget allocation	ESG values	
67,005 THB	Economic	Value that can be subtracted prior to tax calculations Non-monetary contributions that enhance business operations through collaborative efforts among community residents in addressing various issues.
	Social	Fostering a positive reputation and relationship with local organizations, **promoting hygiene, and encouraging safe driving that align with safe transportation project and community welfare,** contributing to the sustainability development of SUTHA.

o Focus group activity at public service points during the Songkran Festival, New Year's Festival, and community Kathin events in 2024, SUTHA provides Golden Lime branded drinking water at these service points to support road users during the festival, which is known for its significant traffic congestion. Furthermore, the company engages in a campaign aimed at promoting safe driving practices to reduce the incidence of accidents at five specific locations. These sites have been selected due to their closeness to the company's operational branches. The identified areas include:

1) Chong Sarika Subdistrict Administration, Lopburi, at Sai Si Intersection on the Saraburi-Lomsak New Road.
2) Phra Phutthabat District Office, Saraburi.
3) Huai Pa Wai Municipality, Saraburi.
4) Phukrang Municipality, Saraburi.
5) Huai Pa Wai Subdistrict Health Promotion Hospital, Saraburi.
6) Wat Chong Sarika.

In total, 1,163 packs of drinking water will be provided, with an overall value of 40,705 baht.

SUTHA ร่วมพัฒนาชุมชมและท้องถิ่นผ่านกิจกรรม "น้ำดื่มสะอาดจาก SUTHA เพื่อสุขอนามัยของทุกคน"
ตั้งเป้าหมายเพื่อชีวิตความเป็นอยู่ที่ดีของผู้คนในชุมชน

น้ำดื่ม ตราสุธากัญจน์ เพื่อบริการประชาชนกับผู้ใช้รถใช้ถนนในช่วงเทศกาลที่มีการจราจรที่หนาแน่น และร่วมรณรงค์การขับขี่ปลอดภัย ลดอุบัติเหตุจำนวน 5 จุด

1) อบต.ช่องสาริกา ลพบุรี เพื่อใช้ในจุดบริการประชาชนสี่แยกสายสี่ ถนนสระบุรี หล่มสักสายใหม่   2) ที่ว่าการอำเภอพระพุทธบาท สระบุรี
3) เทศบาลห้วยป่าหวาย สระบุรี 4) เทศบาลพุกร่าง สระบุรี 5) โรงพยาบาลส่งเสริมสุขภาพส่วนตำบลห้วยป่าหวาย สระบุรี 6) วัดช่องสาริกา

SUTHA is collaborating with local organizations to enhance community development through the initiative "Clean Drinking Water from SUTHA for Everyone's Hygiene." The objective is to foster a better quality of life for individuals within the community

Golden Lime Public Company Limited

o On the occasion of Songkran Day 2024, SUTHA in partnership with the Tambon Administration of Chong Sarika and the village headman paid a to visit the elderly residents of Village No. 12 in Tambon Chong Sarika, Amphoe Phatthana Nikhom, Lopburi Province to provide vegetable oil, essential consumer goods, and household items to 100 households, with a total value of 26,300 baht.

SUTHA ร่วมกับองค์กรส่วนท้องถิ่นในการรับฟังความเห็นเพื่อนำไปสู่การแก้ไขปัญหาให้กับคนภายในชุมชนผ่านกิจกรรม
เยี่ยมเยือนผู้ที่อาศัยในชุมชนที่อาจได้รับความเดือดร้อนจากปัญหาสังคม หรือปัญหาด้านสุขภาพ

สามารถร่วมมือกับหน่วยงานท้องถิ่นต่าง ๆ ผ่านการทำแผนงานประจำปีโดยวางเป้าหมายการขับเคลื่อนให้สอดคล้องกับ SDGs Goal ใน
เป้าหมายที่ 3 เพื่อสนับสนุนและส่งเสริมเพื่อเป้าหมายด้านคุณภาพชีวิตและความเป็นอยู่ที่ดีขึ้นแก่ชุมชน

SUTHA collaborates with local organizations to gather feedback and address community issues through activities that visit residents who may be affected by social, health, or living condition problems. This leads to the development of activities with Local Agencies: to align with SDG Goal 3, supporting and promoting better quality of life and well-being for the community.

Golden Lime Public Company Limited

3. Youth development promotion

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

3.1. Promotion of Education
3.2 Promotion of Sports and Recreation
3.3. Development of Vocational Skills
3.4. Mitigating Inequality through Educational Opportunities for Underprivileged Youth

Objectives:
- Funded by the Carmeuse Foundation as a shareholder.
- Organized by the company in collaboration with government bodies.
- Supported by the annual budget allocation.
- Involves participation from company personnel and executives and financial contributions
Goals:
Enhancement and promotion of the company's operations
   by aligning with strategic plans based on community feedback, focusing on societal support and youth education. This initiative fosters collaboration with local organizations through an annual plan that targets Sustainable Development Goal 4, ensuring inclusive and equitable quality education.

Community, Society, and Environmental Benefits
- Engages local civil society organizations, benefiting community members.
- Organized by the company or in partnership with government agencies, prioritizing community benefits.

- Allocates annual budgets to support initiatives, aiding the social sector.
- Involves company personnel and executives, potentially contributing additional financial resources to support the community.

Youth Knowledge Development Project

Activity 1: Young Speaking Project is a program aimed at improving speaking skills for students aged 14-18 who are preparing for their future careers. This initiative gathered feedback from the civil society sector and worked alongside key stakeholders and educational institutions in the community. The event took place from November 30, 2024, to January 8, 2025. Mr. Keetawit Malanon, Deputy Managing Director of Golden Lime public Company Limited ("SUTHA"), delivered the opening remarks for the Young Speaking Project at Saraburi Vocational College. This course is designed to boost students' confidence in public speaking, focusing on clear and effective communication through engaging activities that promote speaking and idea expression. Participants will learn to structure their content, utilize tone and body language, manage speaking anxiety, and receive constructive feedback for personal growth applicable in everyday life, public settings, and the workplace.

Golden Lime public Company Limited has received financial support from the Carmeuse group, the major shareholders group in partnership with the JA Thailand Foundation, which specializes in educational support and curriculum development for youth globally. This collaboration includes training for teachers, enabling them to implement effective teaching methods and resources for current and future students in educational institutions.

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

Youth Knowledge Development Project

Activity 1: Young Speaking Project is a program aimed at improving speaking skills for students aged 14-18 who are preparing for their future careers. This initiative gathered feedback from the civil society sector and worked alongside key stakeholders and educational institutions in the community. The event took place from November 30, 2024, to January 8, 2025.

Activity 2 Play Facto focuses on a mathematical game (Math Concept) designed to introduce mathematical thinking, provide practice(Practice), and engage students in educational games (Education Game) using Play Facto equipment covering key mathematical concepts such as shapes, measurements, distances, and time to promote a hands-on approach to learning, highlighting essential skills like creativity, problem-solving, and analytical thinking. Students and young learners will enhance their interest in mathematics while enjoying the learning process. Teachers can utilize this teaching media to enhance mathematical subjects and skills among youth. **The event took place on November 14, 2024, at Phra Phutthabat Phalanukul School for secondary** students aged 14-18. Mr. Keetawit Malanon, the Deputy Managing Director of Golden Lime public Company Limited (Public) ("SUTHA"), delivered the opening speech and presented Play Facto activity boxes to the school, with company employees joining in the mathematical game activities alongside the students.

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

Youth Knowledge Development Project

Activity 2 Play Facto focuses on a mathematical game (Math Concept) designed to introduce mathematical thinking, provide practice(Practice), and engage students in educational games (Education Game) using Play Facto equipment covering key mathematical concepts such as shapes, measurements, distances, and time to promote a hands-on approach to learning, highlighting essential skills like creativity, problem-solving, and analytical thinking. Students and young learners will enhance their interest in mathematics while enjoying the learning process. Teachers can utilize this teaching media to enhance mathematical subjects and skills among youth. The event took place on November 14, 2024, at Phra Phutthabat Phalanukul School for secondary students aged 14-18.

The mentioned activities not only aim to promote and support the civil society sector but also involve collaboration with the community to foster social initiatives that enhance relationship values. This effort seeks to raise awareness of Golden Lime public Company Limited among local educational institutions and youth, the primary target group. By doing so, it ensures that local personnel are familiar with the business organization, thereby building trust. The overarching goal is to indirectly mitigate the effects of labor migration and encourage future local employment opportunities.

Budget Allocation	ESG values	
The Carmeuse Group has provided support through JA Worldwide and its branch in Thailand.	Economic	Enhancing the organization's reputation to focus on fostering local employment and mitigating future labor shortages. Encouraging non-monetary benefits and strengthening the human resource foundation to support the future economy.
	Social	- Building a positive image and strong connections with local community organizations. - contributes responsibly to society and serves as a role model for youth, inspiring them to actively participate in community development.

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

4.1 Religion and culture

4.2 Employment and vocational skills development

4.3 Sports and recreation

4.4 Programs that promote Sustainable Development Goal 11, which emphasizes the importance of sustainable urban and community development within inclusive, safe, resilient, and sustainable human settlements.

4.5 Programs that contribute to Goal 16, to cultivate peaceful and inclusive societies for sustainable development, guaranteeing access to justice for everyone and the creation of effective, accountable, and inclusive institutions across all levels.

- Benefits for the company's operations include:

    - to meet the expectations of stakeholders within the community, society, government agencies, and local organizations
    - to cultivate relationships and garner cooperation and support, facilitating the ongoing success of the business
    - to receive timely information, mitigate impacts, and reduce the likelihood of negative relationships that could adversely affect the company's operations
    - The benefits of these activities go beyond just financial gains via tax deductions; they play a crucial role in building positive relationships, improving communication, and meeting the License to Operate goal. With solid connections to the community, any concerns from local residents are expected to be quickly relayed to the company, allowing for swift and effective action.

- Benefits to the community, society, and the environment include:

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

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Social operating results – Community Engagement

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Budget Allocation	ESG Values	
108,350 THB	Economy	- Monetary value subtracted prior to tax calculations - value in promoting and helping to relieve the burden of stakeholders who are affected and benefit by the company's business operations. - Non-monetary value in fostering a culture of community, collaboration, and public service
	Social	- demonstrating accountability and capability to support or ease the challenges faced by civil society - Encouraging responsible behavior among staff and training volunteers for community service - Enhancing the company's reputation and fostering relationships with local community organizations

5. Community service at Wat Chong Sarika in Lopburi

SUTHA organized a community service event to clean the grounds of Wat Chong Sarika in Lopburi. Employee volunteers joined residents from Village 12, Tambon Chong Sarika, to prepare the temple for the upcoming Kathin Samakhi ceremony.

- **In 2024, SUTHA participated in the Kathin Samakhi merit-making event**, supporting the temple, a vital religious site for the community. Employees were encouraged to take part in the merit-making process and contributed food for a charity kitchen, fostering unity and strengthening ties with local villagers. The contributions included:

  1) A donation of 58,000 baht to Wat Chong Sarika, along with 50 packs of clean drinking water (valued at 1,750 baht) and a food booth for villagers and participants.
  2) A donation of 5,000 baht to Wat Sri Chom Thong.
  3) A donation of 4,000 baht to Wat Kok Sala.
  4) A donation of 5,000 baht to Wat Kanyanabapp.
  5) A donation of 5,000 baht to the Royal Kathin, in partnership with the Lopburi Provincial Industry Office.

  The total amount donated for the Kathin event reached 78,750 baht.

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

  Programs that promote Sustainable Development Goal 11, which emphasizes the importance of sustainable urban and community development within inclusive, safe, resilient, and sustainable human settlements.

  Programs that contribute to Goal 16, to cultivate peaceful and inclusive societies for sustainable development, guaranteeing access to justice for everyone and the creation of effective, accountable, and inclusive institutions across all levels.

SUTHA organized a community service event to clean the grounds of Wat Chong Sarika in Lopburi. Employee volunteers joined residents from Village 12, Tambon Chong Sarika, to prepare the temple for the upcoming Kathin Samakhi ceremony.

In 2024, SUTHA participated in the Kathin Samakhi merit-making event

Golden Lime Public Company Limited

o **The Tak Bat Devo event at Wat Chong Sarika** involved collaboration among government agencies, private companies, and local community members.

As part of the Ok Phansa Day celebrations, SUTHA took part in the Tak Bat Devo activity by providing dry food alms. This initiative included executives, employee representatives, and government officials, serving a total of 60 monks. The total budget for this event was 9,600 baht.

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

Programs that promote Sustainable Development Goal 11, which emphasizes the importance of sustainable urban and community development within inclusive, safe, resilient, and sustainable human settlements.

Programs that contribute to Goal 16, to cultivate peaceful and inclusive societies for sustainable development, guaranteeing access to justice for everyone and the creation of effective, accountable, and inclusive institutions across all levels.

The Tak Bat Devo event at Wat Chong Sarika involved collaboration among government agencies, private companies, and local community members.

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Traditional events support : Loy Krathong, Year 2024
SUTHA allocates funds to support activities that promote local culture during the annual Loy Krathong celebration. A budget of 20,000 baht is provided to the Chong Sarika Subdistrict Administrative Organization to assist in organizing this cultural event.

6.Engaging collaboratively with local organizations, government bodies, and local development initiatives as needed.

1) National Children's Day , which includes providing prizes for the activities, such as:
- Bicycles and awards for the Children's Day activities at Wat Chong Sarika School, in collaboration with the Chong Sarika Subdistrict Administration, Huai Pa Wai Municipality, and Phukrang Municipality, totaling 29,000 baht.
- A scholarship for Chong Sarika School in the amount of 10,000 baht.
- A scholarship for Sri Chom Thong School in the amount of 2,000 baht.
Total 41,000 baht.

Engaging collaboratively with local organizations, government bodies, and local development initiatives as National Children's Day

Golden Lime Public Company Limited

1) Allocate a budget of 5,000 baht for the "Saraburi Golden Voice" singing competition during the Saraburi Good Things and Charity Fair at the Phra Phutthabat District Office in Saraburi Province.

2) Charity walk-run activity, "PINK Flower Running 2024", Tambon Chong Sarika, at Wat Tham Bo Thong SUTHA Organizing a charity walk-run activity, "PINK Flower Running 2024" to jointly develop the quality of life, encourage people and employees to exercise for good health, and build unity in the community. This is an activity that the company has collaborated and signed with government agencies and private companies in the area.
Total 42,600 baht

Charity walk-run activity, "PINK Flower Running 2024", Tambon Chong Sarika, at Wat Tham Bo Thong SUTHA Organizing a charity walk-run activity, "PINK Flower Running 2024" to jointly develop the quality of life, encourage people and employees to exercise for good health, and build unity in the community. This is an activity that the company has collaborated and signed with government agencies and private companies in the area.

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Budget Allocation	ESGValues	
Engagement with local organizations, government bodies, and providing financial support for community as needed 88,600 THB	Economic	- Monetary value subtracted prior to tax calculations - funds used as capital in organizing committees within local and civil society sectors.
	Social	- Shared accountability for coordinating activities and foster cultural and cooperative efforts within the civil society sector. - Enhancing the reputation and relationships with local organizations / Supporting the health and well-being of community members.

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Social operating results - Stakeholders Engagement

Social management

Stakeholder engagement

Golden Lime Public Company Limited "SUTHA"

Principles

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

Guidelines

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

Stakeholders' identification

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

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

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Social operating results - Stakeholders Engagement

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

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

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

1	2	3	4	5	6	7	8

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

Stakeholder Prioritization

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

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

Score	Y-axis (Influence)		X-axis (Interest)	
1	Low	Low power or influence in determining company outcomes.	Low	Low interest or place little importance on determining company outcomes
2	Moderate	Moderate power or influence in determining company outcomes.	Moderate	Moderate interest or placing of importance on determining company outcomes.
3	High	High power or influence in determining company outcomes.	High	High interest or placing of importance on determining company outcomes.
4	Very high	Great power or influence in determining company outcomes and can halt company operations.	Very high	Very high interest and placing of importance on determining company outcomes and are able to halt company operations.

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Social operating results - Stakeholders Engagement

Context setters **(Maintain satisfaction levels)**	**Key players** **(Close management)**
Crowd **(Requires minimal effort to manage)**	**Subjects** **(Continuously collect data)**

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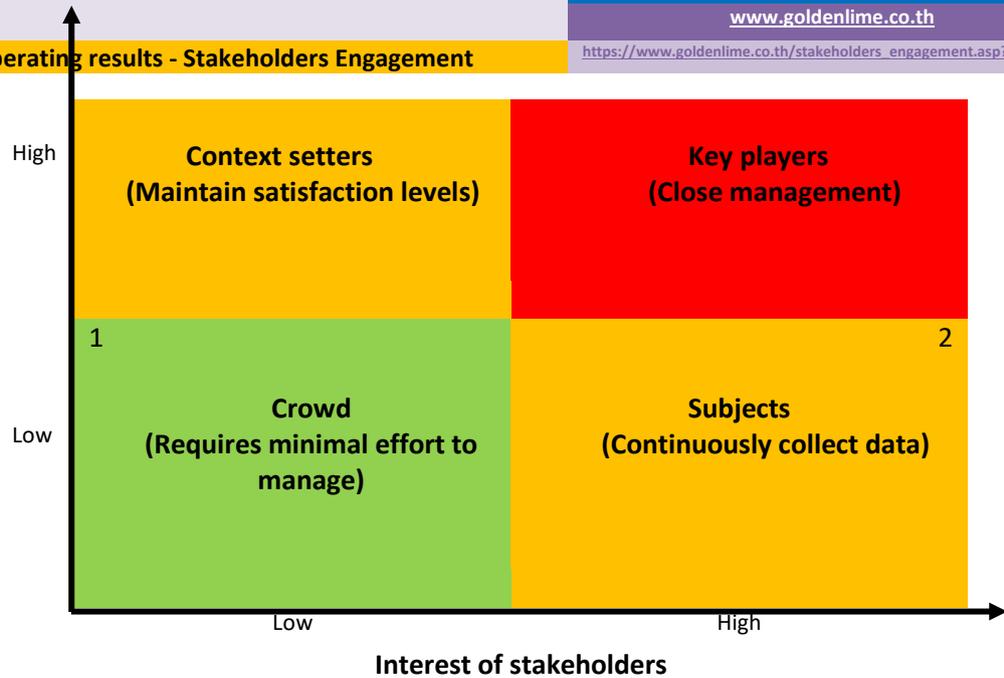
1) Players are the high-power, high-interest individuals with whom the Company considers collaborating and keep fully engaged.
2) Subjects are the low-power, high-interest stakeholders who can offer great insights and ideas for the Company and its business operations, but the Company can selectively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

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

Item	Stakeholders Prioization	Influence	Interest
1	Customers	4	4
2	Shareholders	4	3
3	Employees	3	4
4	Business partners/Sub-Contractor	3	3
5	Communities	3	3
6	Regulators	3	2
7	Governance Agencies local bodies	4	1
8	Competitor	2	2

To establish the stakeholder engagement

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

Minimize environmental impact and advocate for environmental development.

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

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

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

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

Framework for stakeholder engagement

Roles and Responsibilities

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

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

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

1. Inform: Provide stakeholders with balanced and objective information to assist them in understanding the ongoing operations, problem, alternatives, threats,opportunities and/or solutions informed in a transparent, correct, reliable manner (There is no opportunity for stakeholder input or decision-making.) via accessible channel.
2. Consult: Gather feedback on the information given. Consultation involves information exchanges among the stakeholders ; government, the implementing authorities, project executing suppliers, in which level of input can range from minimal interaction (online surveys, etc) to extensive either formal or informal to provide opportunities to give feedback to be considered in the decision-making process
3. Involve: Work directly with stakeholders during the process to ensure that their concerns and desired outcomes are fully understood and taken into account at each stage. Final decisions are still made by the company, but with well-considered input from stakeholders such as environmental management initiatives taken in the operational establishment areas.
4. Collaborate: Partner with stakeholders at each stage of the decision-making, including developing alternative solution ideas and choosing the preferred solution together. Goal is to achieve consensus regarding decisions. For examples, to partner with customers in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
5. Empower: Place final decision-making power in the hands of stakeholders. Voting ballots and referenda are common examples conducted via a general meeting of shareholders and agenda meeting with major shareholders.

Engagement tools applied.

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

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Social operating results - Stakeholders Engagement

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

Stakeholder Engagement: Customers

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

Customer Survey Results		
KPI	Target	Result
2022	100%	83%
2023	100%	87%
2024	100%	94%
* Presented in avg. percentage		

Open Space Meeting: Customer Visit

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

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

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

Corporate Benefit:
- Gain valuable insights into customer needs and expectations.

Stakeholders benefit:
- Obtain information guidance on how to meet those expectations.

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

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

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

Corporate Benefit:

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Social operating results - Stakeholders Engagement

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

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

Shareholders Engagement:

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

Annual general meeting of shareholders IR and management team participate Opportunities Day arranged by SET	The shareholders' meeting, which minority shareholders attend annually, is expected to be an open meeting at the designated venue. The Company has arranged the meeting to meet these expectations. **SET Opportunity Day** The Company presents its annual and quarterly operating results at least twice a year, depending on available opportunities and scheduling procedures. These events can be scheduled through the Stock Exchange of Thailand system for 2024. The following three sessions are planned to report operating results: 1) Annual operating results for 2023 on March 15, 2024 2) Quarterly results for Q1 2024 on May 17, 2024 3) Quarterly results for Q2 2024 on September 4, 2024.	**Objectives:** - Adhering to legal requirements in disclosing performance and key information for minority shareholders. - Working together to enhance business operations and generate new opportunities **Corporate benefit** - Report operating performance and obtain expectations / opinions **Stakeholders benefit** -To acknowledge operating results and practices to respond expectations **Objectives:** - Ensure compliance to verify that the Company's internal control system is sufficient and suitable. - Foster collaboration among shareholders, the Board of Directors, the Audit Committee, and management to collectively oversee and follow up on the effectiveness of the internal control process, making necessary

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- Engaging ECOVADIS sustainability assessment in collaboration with the Carmeuse , the shareholders group, during which Thailand has achieved the milestones of "Silver Y2023 and Gold Y2024."

- The Annual audit of the internal control system was conducted by the auditor team from the indirect shareholder group ,the Carmeuse, which had been approved by the Audit Committee for the 2024 audit. This team evaluated the internal control system, production processes, and operational systems, including support functions and office activities. The audit took place in April 2024, followed by a review of responses and corrective actions based on their recommendations. The findings were compiled into a report and presented to the Audit Committee in November 2024, with participation from the Company's senior management, seniors from the operation , and finance executives.

improvements and corrections annually to maintain an adequate and appropriate internal control system.

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

Stakeholders benefit:
- confidence regarding the adequate and proper internal control system, assured by regularly monitoring and reporting to the Audit Committee each year, along with transparent disclosure and complete report for stakeholders.

| Personnel, directors, and executives' engagement |

Customer Visit : The Carmeuse group's Directors and Executives	**Objective :**
August 2 0 2 4 ,the Managing Director, along with Sales, Marketing, Logistics, and Product Development Executives, led by Executive Director Mr. Ben Harrath Faouzi, visited important customers to gather insights on their needs. This information will be analyzed to enhance	The newly appointed directors visited the customer's operations to familiarize themselves with how the company's products are utilized. Their goal was to collaboratively identify the best solutions for maximizing the benefits of these products. **Corporate benefit** To foster trust and demonstrates the commitment of the Company's directors and executives. It highlights the significance of engaging with customers regularly to support product development strategies and to

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product usage in the customers' processes for optimal benefits.

find tailored solutions that enable customers to fully leverage the products for optimal results.

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

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

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

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

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

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In 2024, the survey conducted for SUTHA employees, including those in subsidiaries, revealed that 97% of the total workforce participated. Among these respondents, 84% expressed a strong commitment to the organization. The survey gathered employee opinions across various aspects such as Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance.

The top three survey findings, each averaging over 90%, indicated that employees felt their skills and abilities were being utilized effectively, they experienced a sense of belonging to the organization's success, and they valued being part of a team that contributes to achieving organizational goals.

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

Internal stakeholders' engagement: 2024 Cost Saving Program

Objective: To encourage personnel to create product innovation

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To create a culture of engagement either with stakeholders or among colleagues via Walk Rally and Team Building to build trust, encourage better communication, reduce conflict, increase productive collaboration, foster creativity and learning for innovation brainstorming via below practical steps.

1) Strategy - defining consistent paths and goals.

2) Culture - encouraging employees to create new ideas and innovate.

3) Process – processes that can measure, reproduce, and result in success.

4) Tool & Techniques - tools and techniques used to stimulate innovation.

5) Matrices – key performance indicators to assess the performance with traceable capacity.

Corporate Benefit : To obtain cost saving ideas and initiatives for practical use within establishments

Stakeholder Benefit : To participate in creating , sharing, developing initiatives and innovation based on their work routines

Human Resources as an ESG Strategic Resource: "4 Behaviors in the SPOTLIGHT"

Kicked off : the second half of the year 2024.Behavior is the visible actions that reflect our beliefs and guide us towards our goals. They are essential for ensuring our decisions benefit our business, communities, environment, and future generations.

- **Honest Feedback**: Regular, respectful, and constructive feedback helps us learn and grow.
- **Collaboration**: Working together, valuing different opinions, and building trust to achieve common goals.
- **Ownership**: Taking responsibility for our work, being proactive, and adding value to the company.
- **Passion**: Approaching our work with enthusiasm and dedication, even when faced with challenges.

These behaviors support our vision, **"WE CONTRIBUTE TO A BETTER WORLD,"** and help us achieve our corporate sustainability goals, surpassing Specifically, "E" emphasizes business practices related to resource utilization and climate change mitigation, "S" focuses on interactions with stakeholders and social impacts, and "G" emphasizes sound governance structures and management practices aligned with the company's best interests.

Honest Feedback

✓ Improved Communication: Honest feedback fosters open communication, which is essential for identifying and addressing issues promptly. This leads to better decision-making and problem-solving.
✓ Enhanced Employee Engagement: Regular, constructive feedback helps employees feel valued and heard, boosting their engagement and satisfaction.
✓ Continuous Improvement: Feedback encourages a culture of continuous learning and development, which can lead to better performance and innovation.

Collaboration

✓ Increased Capacity and Resources: Collaboration allows organizations to pool resources and expertise, leading to more efficient and effective solutions.
✓ Accelerated Innovation: Working together with diverse teams and external partners can drive innovation and the development of new technologies.
✓ Enhanced Corporate Reputation: Collaborative efforts in ESG initiatives can improve a company's reputation and build trust with stakeholders.

Ownership

✓ Higher Productivity: When employees take ownership of their work, they are more motivated and productive, leading to better overall performance.
✓ Better ESG Outcomes: Employee-owned companies often show greater commitment to environmental and social standards, resulting in improved ESG performance.
✓ Increased Employee Retention: Ownership fosters a sense of responsibility and loyalty, which can reduce turnover and attract talent.

Passion

✓ Higher Employee Motivation: Passionate employees are more motivated and dedicated, which can lead to better performance and a positive work environment.

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✓ Stronger ESG Programs: Passion drives the successful implementation of ESG strategies, ensuring they are more than just a checkbox exercise.

These behaviors not only support ESG goals but also contribute to a more sustainable and successful business.

To achieve this, both physical and digital materials are created and distributed. For physical media, posters, flyers, and banners are placed in busy areas across all work locations. On the digital front, content announcements and key messages are shared through emails, BeeKeeper, LINE posts, and other platforms. To boost employee engagement, incentives and challenges are implemented collaboratively both online and onsite. Additionally, we will gather and highlight positive feedback from employees who exemplify the desired behaviors as testimonials. Then the participation rate is tracked, which reflects the percentage of employees taking part in these activities.

Executive engagement with a major shareholder

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

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

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

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2024CMEA Mid-Year Meeting is dedicated to team development, emphasizing the creation of a cohesive and dynamic team culture within a complex environment. It is designed for CMEA middle to senior executives and CEMEA HR leaders, focusing on identifying weaknesses, enhancing strengths, and cultivating essential skills. Furthermore, this training will facilitate the establishment of networks and relationships among participants, promoting collaboration for collective success.

Year-end activities and events for employees' relations

Objective :
Organize a joyful gathering post-Covid, featuring prizes to boost morale for the upcoming year.

Corporate Benefit:
Enhances employee morale and enthusiasm in preparation for the upcoming year.

Stakeholder Benefit:
Creates a relaxed atmosphere for employees to unwind and celebrate their hard work over the past year.

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Suppliers' engagement : Suppliers' Day

The procurement department works with factory management to strengthen relationships with key business partners by organizing a meeting focused on exploring and identifying strategies for a sustainable supply chain.

Objective:
Collaboratively establish processes within the value chain and mitigate impacts throughout the process collectively.

Corporate Benefit:
- Obtain insights regarding requirements and control standards.
- Acquire knowledge and strategies for implementation aimed at identifying methods to decrease greenhouse gas emissions.

Stakeholders benefit:
- Cultivate partnerships for product and services development.

Suppliers' engagement :   Supplier Site Visit

May 2024
SUTHA welcomed key business partners regarding investment fund to explore key business processes in the mining concession in Saraburi.

Objective:
Analyze the value chain and origins of key raw materials.

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

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

Community , local agencies engagement

Reforestation Project to Save the World and Reduce Pollution
June 26, 2024

SUTHA Executives and staff collaborated with community leaders, residents, and local government representatives to plant 250 trees over a 500-meter area. This effort is intended to create a resting space and serve as a barrier against dust for the factory.

Objective:
To jointly develop a sustainable environment, reduce the impact of the process, promote biodiversity, and drive engagement with key stakeholders.

Corporate Benefit:
-Reduce environmental impacts
- Prevent dust pollution from disturbing the community
- Promote implementation of biodiversity policy
- Promote engagement with communities, local agencies, and personnel at all levels.

Stakeholder Benefit:
-Reduce the impact of dust pollution
-Promote sustainable environments and community environments
- Promote relationships with the business sector

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Community Collaboration
May 17, 2024
SUTHA, along with local SAO executives, visited Chong Sarika Subdistrict to support the elderly, individuals with disabilities, women, children, and other disadvantaged groups to identify local issues while providing initial aid, including vegetable oil, rice, eggs, and milk to promote equity and address challenges faced by these groups.

Objective:

Collaborate with local agencies to assess community issues in the business areas, aligning with government support to alleviate issues, reduce inequality, and assist individuals with disabilities or those in disadvantaged circumstances.

Corporate Benefit :
- Foster partnerships with government and local organizations to promote sustainable community development.
- Gain insights into community challenges to better allocate resources and enhance the quality of life for socially disadvantaged individuals.

Stakeholders Benefit :
- The government gains improved collaboration with the private sector to address local issues.
- Communities can voice their challenges, enabling businesses and government agencies to provide targeted support.

To address and mitigate the effects of dust management on the community.

The dust issue stemming from production is likely the primary concern that the company has been closely monitoring and prioritizing in its risk management efforts. Nevertheless, there are still uncontrollable risks that can impact the community, leading to complaints that necessitate action and monitoring of impact management strategies to enhance efficiency and minimize the likelihood of recurrence.

Fostering collaboration and coordination with relevant government agencies is essential to ensure that the improvement process adheres to control standards and gains acceptance through evaluations by individuals or external organizations that can validate actions taken to resolve complaints related to the impacts experienced.

Lopburi Provincial Industry Office oversees the resolution of dust complaints. On August 15, 2024, the office reviewed the progress made in addressing these issues. Golden Lime Public Company Limited, Chong Sarika Branch, has modified its processes to mitigate dust problems and their potential effects on agriculture. The complaints have been resolved following the established complaint handling procedures.

Objective:
Engaging with each provincial industrial office that oversees dust complaints is a key management action to address issues related to dust generated by factories and industrial activities. The Department of Industrial Works will undertake the following steps:
1. Receive complaints
2. Conduct investigations
3. Collaborate with relevant agencies
4. Initiate legal action if the complaint involves wrongdoing or has severe consequences, potentially leading to a legal matter and an order to halt operations to mitigate serious or widespread impacts.
5. Monitor outcomes: Assess whether the corrective actions taken have resolved the complaints to an acceptable standard.

Corporate Benefits
- A third party is involved in the inspection, evaluation, and reporting of the company's corrective actions, ensuring they meet acceptable standards.
- To enable the complaint resolution process more systematic and transparent.

Stakeholders Benefits
- Communities and government entities can work together with the business sector to collaboratively address issues and foster smooth cooperation.
- All parties are updated on the information, details, and results of corrective actions taken to manage and reduce impacts, ensuring that the outcomes meet the requirements for resolving and closing complaints within the agreed system.

Tax operations

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

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

Tax Risk Management
The Company is responsible for taxes and duties and has implemented Tax Risk Management and transparent internal control systems. Additional guidelines and practices can be found at
https://www.goldenlime.co.th/Tax_action.asp?lang=E.

Income Tax

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

In 2024, the company made a profit of 75.936 million baht before income tax. The income tax expenses for the year were 16.48 million baht, resulting in an effective tax rate of 21%. However, the effective tax rate was higher than the corporate income tax rate of 22% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

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

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

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

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

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Information on legal or social and human rights violations

https://www.goldenlime.co.th/Social_Respect.asp?lang=E

Information on Legal or social and human rights violations.

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

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents leading to significant labor disputes (cases)	-0-Case	-0-Case	-0-Case
Total number of incidents or complaints related to business partner's rights violations (cases)	-0-Case	-0-Case	-0-Case
The total number of cases or complaints related to partner rights violations (Cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents leading to disputes with the community/society (cases)	-0-Case Note	-0-Case Note	-0-Case Note
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents related to workplace safety and occupational health (cases)	-0-Case	-0-Case	-0-Case

Note: Environmental Complaints

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

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

	2022	2023	2024
Number of cases or incidents that violated the law or created a significant negative impact on the environment (cases)	6 Rectified and closed	4 Rectified and closed	4 Rectified and closed

SUTHA

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