Golden Lime Public Company Limited

56-1 One Report 2023

CONTRIBUTES TO
A BETTER WORLD

PART 01 | 0301
Business Driving for Sustainability

56-1 One Report		Year 2023
GRI 2021	2-13 , 2-14, 2-22, 2-23	Page 116

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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.

3.1	Sustainable Management Policy and Goals	*(GRI: 2-23)*

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.

PART 01 | 0301
Business Driving for Sustainability

56-1 One Report	Year 2023
GRI 2021	2-13 , 2-14, 2-22, 2-23	Page 117

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

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

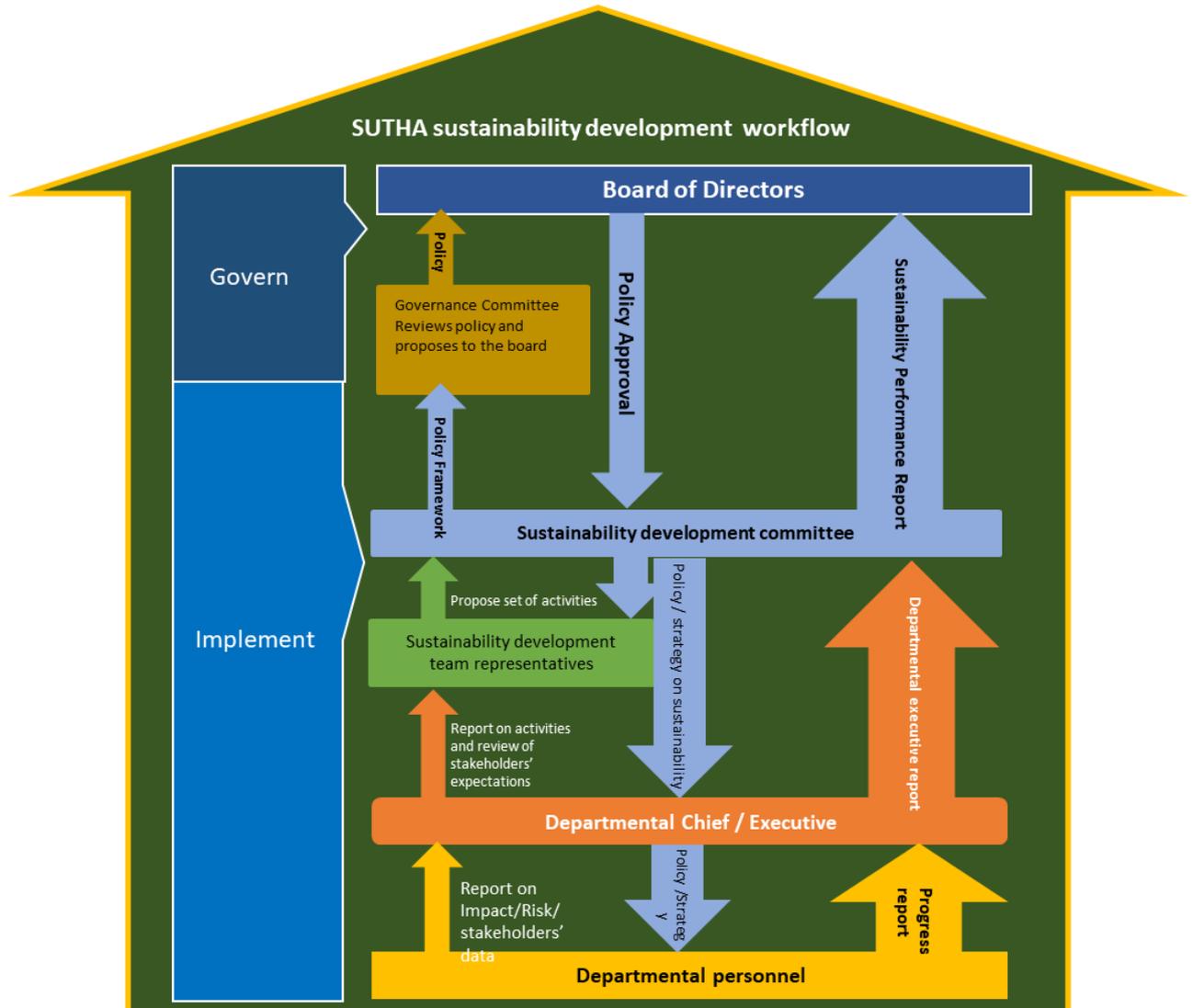| Sustainability development and Environment and Society responsibility	
Environmental:	**Social:**
E1. Environmental management	S1. Human rights and labor fair treatment
E2. Resources efficiency	S2. Employees Development
E3. Climate management	S3. Employee motivation and retention
E4. Product responsibility	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 and lean budget
G6. Product or service quality management and Responsible marketing communications	G12. Financial stability, operating result and growth
SUTHA	

(GRI: 2-23)

The above framework shapes and illustrates directions for all stakeholders to determine processes, goals, and activities to be consistent with the United Nations' Sustainability Goals (SDGs), thereby ensuring that they are implemented in line with the 2030 Sustainability Vision set by the Global Community.

SUTHA adopts the United Nations' SDG Goal to establish a governance structure for its business spearheaded towards sustainability incorporated with the environment, society, and governance sustainably.

PART 01 | 0301
Business Driving for Sustainability

56-1 One Report	Year 2023
GRI 2021	2-13 , 2-14, 2-22, 2-23	Page 118

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

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

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 the organizational sustainability development 3. The sustainability policy proposed by its team and approved by its committee guides the commitment and direction for sustainability from the Carmeuse Group and adopts the philosophy and principles in parallel with the sustainable development guided by the SET, CGR score, SET ESG Rating, and UN Sustainable Development Goals, Ecovadis, including future regulations by other government agencies. 4. Based on the SET link data platform in Y2021, SET, in Y2022, launches the ESG Data Platform, which gathers listed companies' data on the environment, social and governance (ESG). The sustainability committee of the Company has submitted the Company's 2022ESG

PART 01 | 0301
Business Driving for Sustainability

56-1 One Report	Year 2023
GRI 2021	2-13 , 2-14, 2-22, 2-23	Page 119

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

Level	Implementation
	performances, including stakeholders' survey on empirical impact, opportunities, and threats to take part in SET ESG rating (former THSI) and the Eco Vadis assigned by the Carmeuse group, a third-party sustainability assessment platform, that covers a wide range of non-financial management systems, including environmental impact, labor and human rights, ethics, and sustainable procurement. Based on such assessments and surveys, the Company established the Sustainability Development and Environment Social Responsibility Policy approved by the Board meeting No.6/2023 on November 10th 2023.
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 in consistent 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

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

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

PART 01 | 0302
The materiality Analysis

56-1 One Report	Year 2023
GRI 2021	3-1	Page 120

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Materiality Analysis

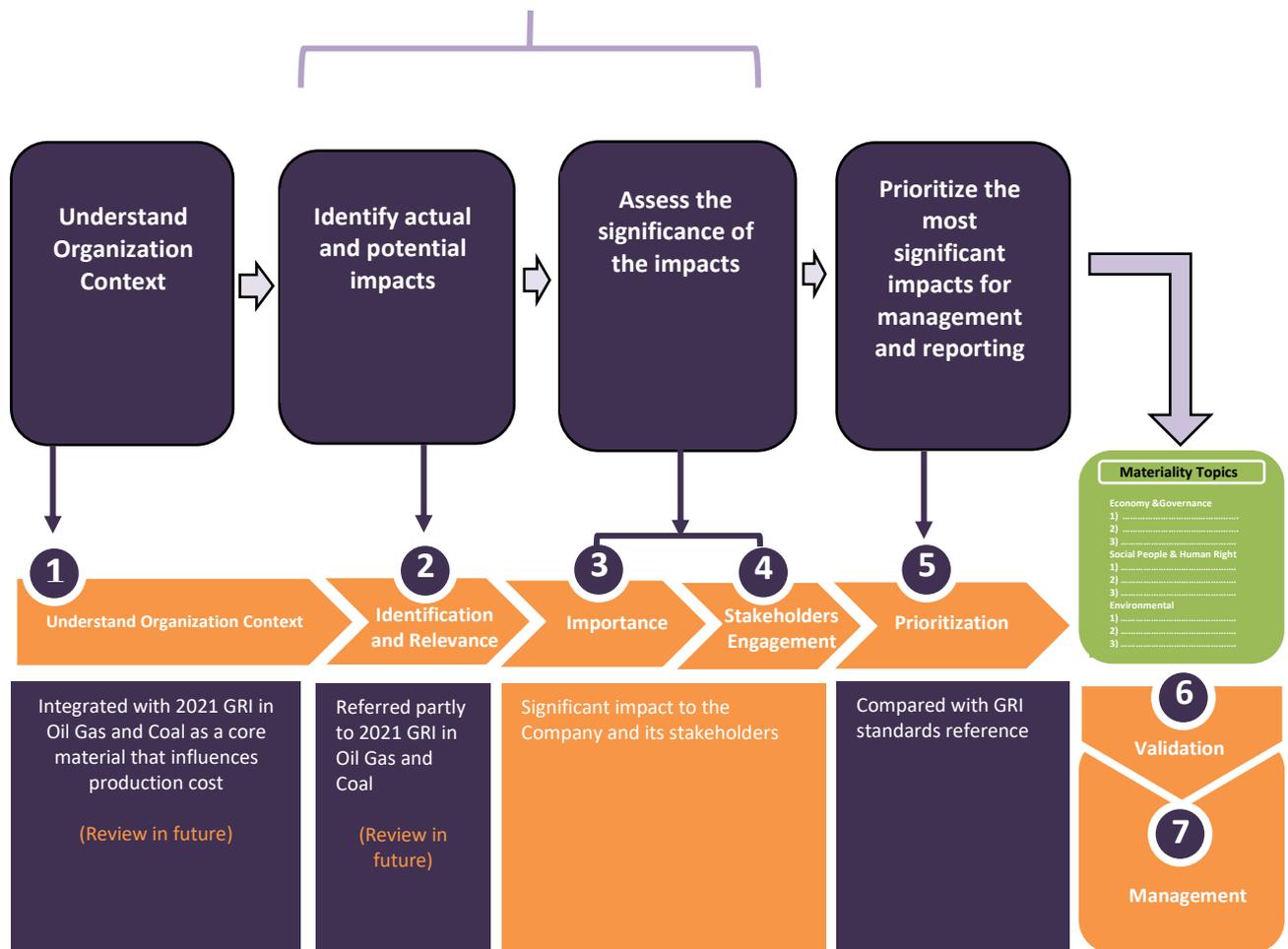### The Materiality of Business and Sustainability

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 to evaluate the material issues and to communicate the business strategies to respond to the Stakeholders expectations which is an important factor for maintaining competitiveness, creating long-term value for the organization and supporting sustainable business operations.
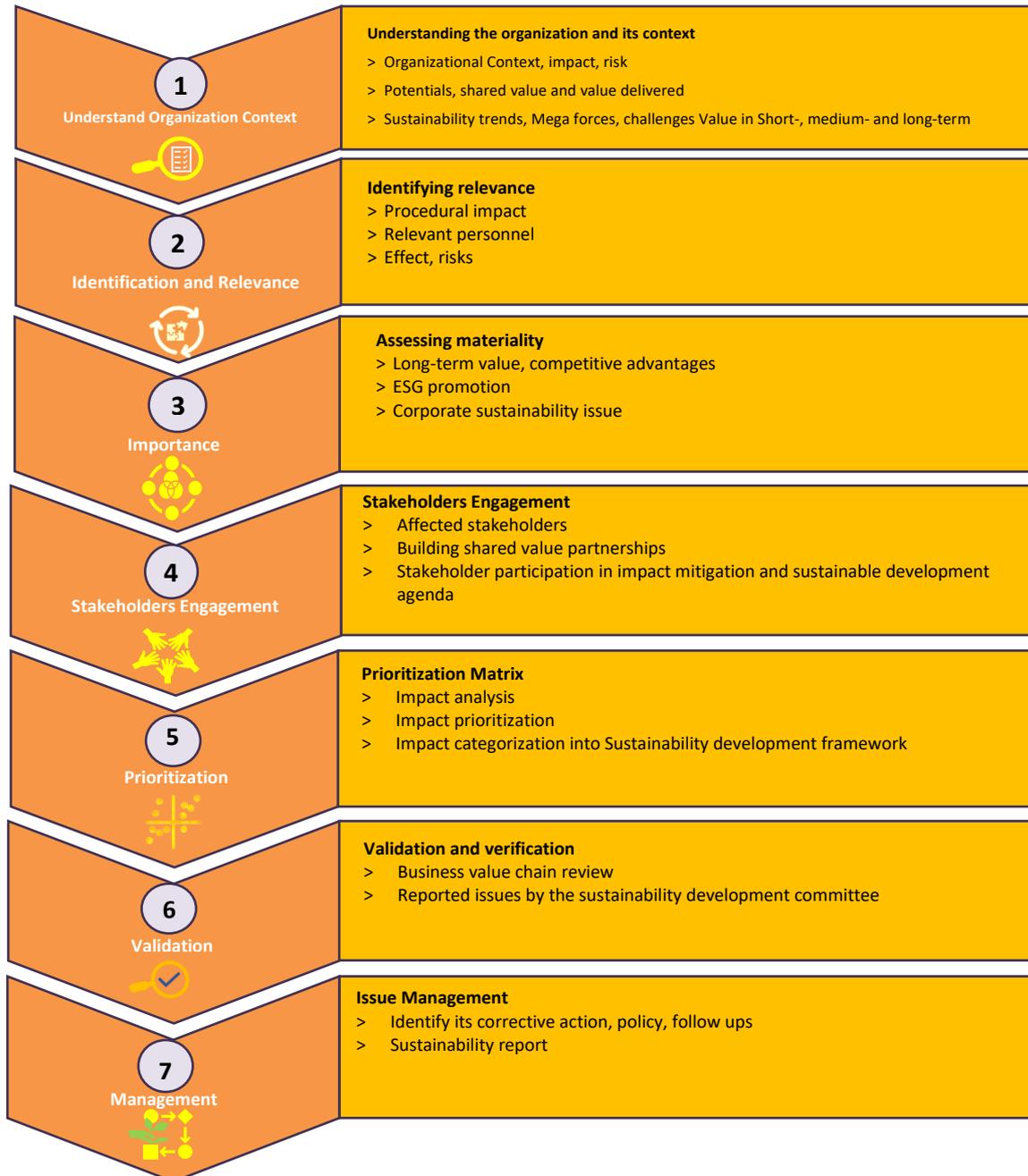
(GRI: 3-1)

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.

PART 01 | 0302
The materiality Analysis

56-1 One Report	Year 2023
GRI 2021	3-1	Page 121

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

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

1. **Understand Organization Context**

   Understanding the needs and expectations of interested parties by selecting significant issues regarding competitive advantages, long-term value and sustainability development activities in aspect of economic, environmental and social aspects as per the following;

   - **Internal context factors** from internal parties brainstorming, including ESG and ERP (ESG and Enterprise Risk Management following COSO ERP 2017) arising from procedural risks within the supply chain
   - **External context factors** are aspects outside the company that affect its operations, strategy, and success, such as sustainability framework guided by SET, SDGs, global trends, laws, regulations, and standards. These are grouped into a set of linked significant materiality issues.

PART 01 | 0302
The materiality Analysis

56-1 One Report	Year 2023
GRI 2021	3-1	Page 122

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

2. **Identification and Relevance**

Identify actual and potential impacts

Procedural relevance within business chain from raw material procurement, inbound logistics, quarry management, production and support activities, logistics, sales and marketing, etc.

Relevance in relation to below aspects
- **Finance**: sales revenue, rising cost, increase in returns, etc.
- **Operation**: production process
- **Strategy**: Market Competitiveness, market share, business strategies in the long/short/medium term
- **Reputation**: Branding, brand recognition, rights, quality, the causal effect of access to finance
- **Laws**: compliance in order to achieve the sustainability goal

3 **Importance**

Assessing issues affecting the business and prioritizing degree of impact of such issues by specifying criteria

 0 = not affected, 1 = very little, 2 = little, 3 = moderate, 4 = severe, 5 = very severe.

Stages of issues

- **Level 1**_ Latent Latent, a fact that has no scientific confirmation
- **Level 2**_ Emerging to be studied and researched but not yet been accepted as a conclusion.
- **Level 3**_ Consolidating clear evidence or customary practices (Institution) which do not require evidence

4. **Stakeholders Engagement**

Stakeholder engagement involves engaging with stakeholders on an ongoing basis in order to understand their interests, expectations and concerns to reduce potential impacts on operations and create opportunities for development.

- **Level 1**_ Interest   stakeholders' express interest in the said issue/express opinions about such issues at any given time
- **Level 2**_ Expectation stakeholders expect the Company to manage or handle some situations in the near future
- **Level 3**_ Concern   stakeholders are concerned about such issues, damage, risk,

5. **Prioritization**

Prioritizing issues

- **Horizontal axis:** Corporate issues regarding its impact, likability that requires short term, medium term and long-term actions
- **Vertical axis**: Stakeholders' issues that could impact to stakeholders in short, medium and long term

Assessing to prioritize issues that deliver value to maintain competitiveness, to create long-term value for the business, to support business operations in terms of economic, social, environmental, or sustainability issues that are core foundation of business strategies and activities including budget allocation then prioritizing in each dimension in order to categorizing materiality to portray sustainability materiality.

6. **Validation**

Validation is verifying the validity of the Materiality evaluation process and analysis results to confirm our Materiality that should be prioritized.

This identification process of Materiality is reviewed on a regular basis, and this review ensures the validity of the issue setting and the plans for them to determine business strategies/sustainability strategies or elevate to the organization's risk management or to indicate the future direction of the business including disclosure and communication measures to stakeholders through ESG annual reporting. (GRI:2-16)

7. **Management**

Issues Management is to set the sustainability operation framework for selective issues including its strategies, activities and indicators to set goals for sustainability in terms of economics, society, and the environment.

PART 01 | 0302
The materiality Analysis

56-1 One Report	Year 2023
GRI 2021	2-23, 3-2, 3-3	Page 123

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

The Materiality of Business and Sustainability

(GRI: 3-2)

	Materiality Topic	Topic Definition
	Economic	
01	**Opportunities in Competition**	
	Integration of sustainability into business operations	The expectation of various stakeholders on sustainability such as regulatory agencies, clients, financial institutions, and government authorities challenges the company's overall reputation and value.
	Delivering valuable products and services	Customers' expectations and customer acceptance gained from each and all target group.
	New Product Development	Increase sales, acquire new buyers, build and retain new customer base
	Market Diversity and New Business Opportunity	market expansion involves developing new products to introduce to the same or new markets to compensate for customer loss
	Production cost reduction for opportunities in competition	measures to mitigate the impact of the increase in the fuel/energy cost
	Supply security	Quantified and qualified Raw Materials supply and reliable supplier
02	**Risk Management and crisis management**	
	competition and a loss of market share	Market loss to competitors from competition-based pricing
	Increase in Interest Rate and Fuels Price	An increase in interest rates according to monetary policy rates increases financial costs and affects investment decisions.
	Cashflow liquidity, Working Capital Management, loan obligations	Financial liquidity, Cash flow management, the effect of a fuel price increase, higher working capital requirements for fuel procurement, Capital Expenditure, Loan repayment and higher interest payment from rising financial costs, and increase or decrease in sales.
	Asset integrity and Critical incident management in managing major incident risks impacting the value of assets and financial status	Identifying, assessing, and managing potential risks and integrity threats to prevent accidents, environmental incidents, and production disruptions to maintain reliable and safe operations.
	Safety Investment (Expansion /Technology & Innovation)	All investments in technology, process development, and business expansion can expect proper returns with an identifiable payback period
	asset integrity, risk management, risk on asset depreciation	Core business asset management for business operation and assets management in monitoring depreciation.
	Economic Situation & Government Policies	A wide range of diverse customers to mitigate business risk.
	Dividend Payment	Profit efficiency to pay dividends to shareholders according to the policy set forth.
	Reliability and stability of suppliers	Reliability and stability of supply of raw material and fuel imports with L/C can ensure punctuality and avoid fines.
	Supplier, Subcontractor, and supply chain risk management	Oversee business activities and their compliance with core values, applicable laws, and business ethics to prevent fraud and corruption.

PART 01 | 0302
The materiality Analysis

56-1 One Report	Year 2023
GRI 2021	2-23, 3-2, 3-3	Page 124

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

	Materiality Topic	**Topic Definition**
03	**Supply chain Management**	
	Supplier, Subcontractor and supply chain risk management	To monitor a milling supplier providing limestone custody service with their internal custodian process to prevent loss and incorrect record of such asset
	Supplier Tiering	To categorize to establish management, control, and loss and risk prevention measures to assure business continuity.
04	Law Compliance	To mitigate license risk /legal risks as good corporate governance to prevent disputes and liability for the management on behalf of a company.
05	Information and Communication Technologies Development and corporate IT support	Continual and sufficient technical support from the IT service provider or in-house tech team to implement and achieve a company's goals.
	Social People and Human Right	
06	Health & Safety	Safe and well-being of employees, stakeholders and communities
07	Product Responsibility	Safe product applications and maximizing the product benefits
	Customer Satisfaction to the Product and Services	Compliant and standardized product quality and service can affect sales revenue and product return rate
08	Human rights	To adhere to and promote continuous Human rights implementation throughout the business chain
09	Community Relations & Engagement	Keep close relationships and cooperation with the community for receiving complaints and prompt corrective action.
10	People Engagement	Managing internal and external issues requires the engagement of stakeholders to achieve the sustainability goal.
	Environmental	
11	Climate change & GHG (CO2) & Emission	Reduce Environmental Impact, Less negative impact on the community and the reduction of greenhouse gases emissions and the preparation of carbon tax or carbon credit offset
12	Resources Management	Energy Cost and efficiency and Resources Management with Circular Economy and Circular Water system to save costs and optimize resources.
13	Environment Awareness Dust	To control and minimize the negative Impact of Air Emission and dust according to environmental law requirements, including extra control measures implemented to the community nearby as per SUTHA sustainability development
14	Waste and Hazardous Waste Management	To manage all kinds of waste to achieve legal compliance as well as a product responsibility throughout the product life cycle for resource optimization, value delivered and zero Waste to Landfill

PART 01 | 0302
The materiality Analysis

56-1 One Report | **Year 2023**
GRI 2021 | 2-23, 3-2, 3-3 | Page 125

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

Identification of Relevance and Assessing Materiality

Main Materiality Topic	Sustainability Topic	Commitment	Business Direction	Strategy	Standards	Sum	Financial	Operation	Strategy	Reputation	Regulation	Sum	Latent	Emerging	Consolidating	Institution	Sum	Raw Material	Operation	Logistic (In-Out)	Sales & Marketing	Sum	Total
		Relevance (0=No impact,1=Low,2=Medium,3=High)				Score	**Nature of Impact** (0=No impact,1=Low,2=Medium,3=High)					Score	**Maturity of Topic** (0.5 / 1 / 2 / 3)				Score	**Area of Impact** (Impact=1, No impact=0)				Score	Total
Main Topic	**Economic & Governance**																						
Law and regulation compliance for business operation	Mitigating Risk for License to Operate	2	2	3	2	9	3	3	3	3	3	15			2		2	1	1	1	1	4	30
Risk Management and crisis management	Cashflow liquidity	2	3	3	2	10	3	3	3	3	1	13			2		2	1	1	1	1	4	29
Opportunities in Competition	Delivering valuable products and services	2	2	3	2	9	3	3	3	3	2	14		1			1	1	1	1	1	4	28
Opportunities in Competition	Supply security	2	2	3	2	9	3	3	3	3	2	14		1			1	1	1	1	1	4	28
Risk Management and crisis management	Safety Investment (Expansion /Technology & Inovation)	2	2	3	2	9	3	3	3	3	2	14		1			1	1	1	1	1	4	28
Risk Management and crisis management	Dividend Payment	3	3	1	1	8	3	3	3	3	2	14		1			1	1	1			2	25
Risk Management and crisis management	Economic Situation & Government Policies	2	3	3	1	9	3	3	3	2	2	13	0.50				1	1	1	1	1	4	27
Risk Management and crisis management	Increase of Interest Rate and Fuels Price	3	3	3	2	11	3	3	3	3	3	15			2		2	1	1	1	1	4	32
Opportunities in Competition	Integrating sustainability operations	3	3	3	3	12	3	3	3	3	2	14		1			1	1	1	1	1	4	31
Risk Management and crisis management	Realiable and stable supliers	3	1	2	2	8	3	3	2	3	2	13		1			1	1	1			2	24
Supply chain Management	Supplier, Subcontractor and supply chain risk management	3	3	3	3	12	3	3	3	3	3	15		1			1	1	1			2	30
Risk Management and crisis management	Asset integrity and Critical incident management	2	2	2	2	8	3	3	3	3	3	15		1			1	1	1	1		3	27
Opportunities in Competition	New Product Development	2	3	3	2	10	3	3	3	3	2	14		1			1	1	1	1	1	4	29
Opportunities in Competition	Market Diversity and new Business Opportunity	2	3	3	2	10	3	3	3	3	2	14		1			1	1	1	1	1	4	29
Information and Communication Technologies Development and corporate IT support	Information and Communication Technologies Development and corporate IT support	2	2	2	3	9	3	3	3	3	2	14		1			1	1	1	1	1	4	28
Risk Management and crisis management	competition and a loss of market share	3	3	3	2	11	3	3	3	3	2	14			2		2	1	1	1	1	4	31
Decrease of LTI, Machine readiness, operation down time	Repair, maintenance plan, operational continuity, sufficient supply in response to the demand	3	3	2	1	9	3	2	2	2	2	11				3	3	1	1	1	1	4	27
Production cost reduction for opportunities in competition	measures to mitigate impact of the increase of the fuel / energy cost	3	3	3	1	10	3	3	2	2	2	12			2		2	1	1	1	1	4	28
asset integrity , risk management ,risk on asset depreciation	Core business asset management for business operation and assets management in aspect of monitoring of depreciation	3	3	2	2	10	3	2	2	3	2	12				3	3	1	1	1	1	4	29
	Social People and Human Right																						
Product Responsibility	Product Responsibility	3	3	3	3	12	3	3	3	3	2	14				3	3	1	1	1	1	4	33
Occupational health & Safety	Occupational health & Safety	3	3	3	3	12	3	3	3	3	3	15			2		2	1	1	1	1	4	33
Employee development, treatment to labour,employee raintion	People Engagement & Development	3	3	3	3	12	3	3	3	3	3	15		1			1	1	1	1	1	4	32
Community Relation & Engagement	Community Relation & Engagement	3	3	3	3	12	3	3	3	3	2	14			2		2	1	1	1	1	4	32
Human Right	Human rights	3	3	3	3	12	3	3	3	3	3	15			2		2	1	1	1	1	4	33
Employee development, treatment to labour,employee raintion	Migration and lack of Labor or employees	3	3	3	2	11	2	3	2	3	2	12		1			1	1	1	1	1	4	28
Employee development, treatment to labour,employee raintion	Employee development, treatment to labour,employee retaintion	3	3	3	2	11	3	3	3	3	2	14		1			1	1	1	1	1	4	30
Community Relation & Engagement	Stakeholders Satification	2	2	2	2	8	2	2	3	3	2	12			2		2	1	1	1	1	4	26
Product Responsibility	Customer Satisfaction to the Product and Services	3	3	3	3	12	3	3	3	3	2	14			2		2	1	1	1	1	4	32
Man Topic	**Sub Topic**																						
Resources Management	Energy Cost &Efficiency	3	3	3	3	12	3	3	3	3	2	14				3	3	1	1	1	1	4	33
Climate change & GHG (CO2) & Emission	Reduce Environmental Impact	3	3	3	3	12	3	3	3	3	2	14				3	3	1	1	1	1	4	33
Climate change & GHG (CO2) & Emission	GHG Emision (CO2)	3	3	3	3	12	3	3	3	3	2	14			2		2	1	1	1	1	4	32
Climate change & GHG (CO2) & Emission	Environment Awareness _Dust and Air Emission	3	3	3	3	12	3	3	3	3	2	14			2		2	1	1	1	1	4	32
Waste and harazardous waste Management	Waste Management	3	3	3	2	11	3	3	3	3	2	14		1			1	1	1	1	1	4	30
Resources Management	Circular_Water	3	3	3	2	11	3	3	3	3	2	14		1			1	1	1	1	1	4	30
Resources Management	Resources Management	3	3	3	3	12	3	3	3	3	2	14			2		2	1	1	1	1	4	32

Assessing Affected Stakeholders

Influence on stakeholders [High ● (red) Medium ● (orange) Low ● (green)]

Main Topic	Sustainability Topic (EN)	Employees	Customers	Business partners/Sub-Contractor	Executives	Shareholders	Communities	Regulators
Main Topic	**Economic & Governance**							
Law and regulation compliance for business operation	Mitigating Risk for License to Operate	Red	Green	Red	Red	Red		Orange
Risk Management and crisis management	Cashflow liquidity	Red	Green	Red	Red	Red		Red
Opportunities in Competition	Delivering valuable products and services	Red	Green	Red	Red	Red	Orange	Orange
Opportunities in Competition	Supply Quality and requirement volume	Red	Orange	Red	Orange	Red		Green
Risk Management and crisis management	Safety Investment (Expansion /Technology & Innovation)	Red		Red	Red	Red		Orange
Risk Management and crisis management	Dividend Payment	Red	Green	Orange	Red	Red		Orange
Risk Management and crisis management	Economic Situation & Government Policies	Orange	Orange	Red	Red	Red		Green
Risk Management and crisis management	Increase of Interest Rate and Fuels Price	Red	Green	Red	Red	Red		Green
Opportunities in Competition	Integrating sustainability operations	Red	Red	Red	Red	Red	Red	Red
Risk Management and crisis management	Realiable and stable supliers	Red	Green	Red	Red	Red		Green
Supply chain Management	Supplier, Subcontractor and supply chain risk management	Red	Green	Red	Red	Red		Red
Risk Management and crisis management	Asset integrity and Critical incident management	Red	Orange	Red	Red	Red		Orange
Opportunities in Competition	New Product Development	Red	Red	Red	Red	Red		Green
Opportunities in Competition	Market Diversity and new Business Opportunity	Red	Red	Red	Red	Red		Green
Information and Communication Technologies Development and corporate IT support	Information and Communication Technologies Development and corporate IT support	Red	Green	Orange	Red	Red		Green
Risk Management and crisis management	competition and a loss of market share	Red	Red	Red	Red	Red		Green
Decrease of LTI, Machine readiness, operation down time	Repair, maintenance plan, operational continuity , sufficient supply in response to the demand	Red	Red	Red	Red	Red		Green
Production cost reduction for opportunities in competition	measures to mitigate impact of the increase of the fuel / energy cost	Red	Red	Red	Red	Red		Green
asset integrity , risk management ,risk on asset depreciation	Core business asset management for business operation and assets management in aspect of monitoring of depreciation.	Red			Red	Red		Red
	Social People and Human Right							
Product Responsibility	Product Responsibility	Red	Red	Red	Red	Red		Red
Occupational health & Safety	Health & Safety	Red	Red	Red	Red	Red	Red	Red
People Engagement & Development	People Engagement & Development	Red	Orange	Orange	Red	Orange		Orange
Community Relation & Engagement	Community Relation & Engagement	Red	Green	Red	Red	Red		Orange
Human rights	Human rights	Red	Red	Red	Orange	Red		Red
Migration and lack of Labor or employees	Migration and lack of Labor or employees	Red	Green	Green	Red	Green		Green
Employee development, treatment to labour,employee retaintion	Stakeholders orientation and inclusivity for business sustainability	Red	Green	Red	Red	Red		Orange
Stakeholders Satification	Stakeholders Satification	Red	Orange	Red	Orange	Red		Red
Customer Satisfaction to the Product and Services	Customer Satisfaction to the Product and Services	Red	Red	Red	Red	Red		Red
	Environmental							
Resources Management	Energy Cost & Efficiency & Reduce Impact	Red	Red	Red	Red	Red		Orange
Climate change & GHG (CO2) & Emission	Environmental Impact Management	Red	Orange	Red	Red	Red	Orange	Orange
Climate change & GHG (CO2) & Emission	GHG Emision (CO2)	Red	Green	Orange	Red	Red	Orange	Orange
Climate change & GHG (CO2) & Emission	Environment Awareness_Dust	Red	Green	Orange	Red	Red	Orange	Orange
Waste and harazardous waste Management	Waste Management	Orange	Green	Red	Red	Orange		
Resources Management	Circular_Water	Red	Green	Green	Red	Red		Orange
Resources Management	Resources Management	Red	Green	Red	Red	Red		Orange

PART 01 | 0302
The materiality Analysis

56-1 One Report	Year 2023
GRI 2021	2-23, 3-2, 3-3	Page 127

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

Impact Prioritization Analysis by Matrix

Significant to Stakeholders / Significant to the Company

- Human rights, 18
- Reduce Environmental Impact, 18
- Product Responsibility, 18
- Market Diversity and new Business Opportunity, 16
- Customer Satisfaction to the Product and Services, 18
- Environment Awareness_Dust, 16
- Delivering valuable products and services, 17
- Energy Cost &Efficiency, 17
- Repair, maintenance plan, operational continuity, sufficient supply in response to the demand, 16
- Supplier, Subcontractor and supply chain risk management, 16
- Asset integrity and Critical incident management, 16
- GHG Emision (CO2), 16
- Stakeholders Satification, 16
- Cashflow liquidity, 16
- competition and a loss of market share, 16
- measures to mitigate impact of the increase of the fuel / energy cost, 16
- New Product Development, 16
- Stakeholders orientation and inclusivity for business sustainability, 15
- Mitigating Risk for License to Operate, 15
- Community Relation & Engagement, 15
- Resources Management, 15
- Safety Investment (Expansion /Technology & Innovation), 14
- Increase of Interest Rate and Fuels Price, 14
- Supply security, 14
- People Engagement & Development, 14
- Circular_Water, 13
- Waste Management, 13
- Information and Communication Technologies Development and corporate IT support, 13
- Core business asset management for business operation and assets management in aspect of monitoring of depreciation, 12
- Migration and lack of Labor or employees, 10

Legend:
- • Topic
- ● Economic
- ● Social
- ● Environment

Impact reduction program /Actions

- Policies updated to be in line and comprehensive with the guidelines of sustainability management
- Strategic planning and operational process for the sequence of important issues
- Communicating and coordinating with all internal and external sectors as well as stakeholders for cooperation in driving development
- Process improvement to follow the Stakeholder's expectation
- Investment and Development or implementations to reduce the impacts and risks

Materiality Topic

	Economic & Governance
01	Opportunities in Competition
02	Risk Management and crisis management
03	Supply chain Management
04	Law and regulation compliance for business operation
05	Information and Communication Technologies Development and corporate IT support
	Social People and Human Right
06	Occupational health & Safety
07	Product Responsibility
08	Human Right
09	Employee development, treatment to labour, employee retention
10	Community Relation & Engagement
	Environmental
11	Climate change & GHG(CO2) & Emission
12	Resources Management (Energy Cost & Efficiency, Limestone, fuels, water)
13	Environment Awareness Dust
14	Waste Management

PART 01 | 0302
The materiality Analysis

56-1 One Report	Year 2023
GRI 2021 — 2-23, 3-2, 3-3	Page 128
www.goldenlime.co.th	
https://www.goldenlime.co.th/Materiality_T.asp?lang=E	

(GRI: 2-23)

" WE CONTRIBUTE TO A BETTER WORLD "

**Sustainability business development path
for the Company and its stakeholders**

Vision
Leading lime manufacturer in Southeast Asia in delivering high-value to shareholders and stakeholders

E S G

56-1 ONE REPORT Y2023

บริษัท สุธากัญจน์ จำกัด (มหาชน)

"The three paths to business sustainability of SUTHA", which the Sustainable Development Committee proposed to the Board of Directors for approval as a strategy for driving and developing sustainability, consisting of 3 aspects: environment (E), society (S) and economy and governance (G) that set goals in the short, medium and long term.

	Short Termed Goals, 1 – 2 yrs.	Indicators	Responding to SDG's (GRI: 3-3)
E Environmental	• Resources and Energy management using renewable energy • Resources optimization • Biomass fuel	o GHG Scope 1&2 control o Circular economy implementation o Biofuel project progression	13, 6, 7, 11
S Social People & Human Right	• Safety as a core value • Personnel development • Customer relationship enhancement for long-term • Good recognition for high-value delivery to stakeholders	o Zero LTI o Zero Human Rights complaint o Training hours of employee o Highest customer satisfaction o Employee satisfaction	3, 6, 4, 8, 16
G Economic & Governance	• financials liquidity • Prioritized capital allocation and safe investment • Efficient investment	o Free cash flow o Financial ratio o ROI	7, 9
	• Good corporate governance, Business ethics, anti-corruption, laws compliance and sustainability business development • Value chain management • Risk and Crisis Management	o Zero laws non-compliance o Recognized ESG Rating	12, 15, 16, 17

	Mid termed Goals 3 – 5 yrs.	Indicators	Responding to SDG's *(GRI: 2-23)*
E Environmental	• Reduce carbon emissions. • increase carbon offset. • Develop green products.	○ Reduced GHG Scope 1&2 ○ GHG Scope 3 in the supply chain ○ Carbon credit	
S Social People & Human Right	• Safe operations without accidents. • attainment of customer satisfaction • Employees knowledge, competence, cooperation development • Value chain's Stakeholders engagement	○ Zero LTI ○ Zero Human Rights complaint ○ Training hours of employee ○ Highest customer satisfaction ○ Employee satisfaction	
G Economic & Governance	• Develop technology for CO2 reduction. • More opportunities from CO2 technologies /Low Carbon Community	○ Increased renewable energy. ○ Increased market share	
	• Integrated GRC (**G**overnance **R**isk **C**ompliance)	○ Zero laws of noncompliance ○ Recognized ESG Rating	

	Long termed goals over 5 Yrs.	Indicators	Responding to SDG's *(GRI: 3-3)*
E Environmental	• Promote green products • Reduce CO2 emissions. • Increase carbon offset	○ Reduced GHG Scope 1&2 ○ GHG Scope 3 in supply chain ○ Carbon credit	
S Social People & Human Right	• Safe operations without accidents. • attainment of customer satisfaction • Employees knowledge, competence, cooperation development • Value chain's Stakeholders engagement	○ Zero LTI ○ Zero Human Rights complaint ○ Training hours of employee ○ Highest customer satisfaction ○ Employee satisfaction	
G Economic & Governance	• Low carbon technologies and systems • Liquidity and free cashflow • Opportunities from Digital, Technology, and Innovation	○ Increased renewable energy. ○ Increased market share	
	• Good corporate and sustainability governance under international standards	○ Zero laws noncompliance ○ Improved ESG rating recognition	

PART 01 | 0302
The materiality Analysis

| 56-1 One Report | Year 2023 |
| GRI 2021 | 2-23, 3-2, 3-3 | Page 130 |

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

Such 3 paths link to the SDG's goal of sustainability development.

All internal Stakeholders get involved to drive sustainability business development through routine business activities in response to the United Nations Sustainable Development Goals SDG's Goal.

SUTHA has also adopted and adjusted the Carmeuse strategic policy

incorporated with the corporate governance of listed companies to support SDG's Goal. *(GRI: 3-3)*

To end hunger, achieve food security, improve nutrition, and promote sustainable agriculture.

Lime and Calcium carbonate application in sugar production, animal feed, fishing, and agricultural industries, solutions to soil acidity and water treatment
> Educate to expand businesses to the agricultural sector.
> Promote the use of lime to improve soil condition.
> Develop business partners for product distribution across all regions

Ensure health and well-being for all
> **Give utmost importance to the well-being of our employees, their families and local communities around the business.**

The core strategy of the Company

> Achieve a zero-accident workplace and
> Promote better health of employees and their families.
> Engage with local authorities to develop the quality of life or health of the communities around the business.

Ensure equitable quality education and promote lifelong learning opportunities for all

We implement
> Personnel development
> Succession plan
> Knowledge improvement program for both personnel and customers to improve their potential
> Learning opportunities of new technologies and
> Partnering with targeted schools for future personnel and
> Exchange as a Learning Share method.

Ensure availability and sustainable management of
> Water and sanitation
> Sustainability of water management

"Clean water" is essential for life. SUTHA products play a vital role in the treatment of both drinking and wastewater to soften water, neutralize pH, and remove organic impurities and heavy metals.

The Company's strategy
> to develop water treatment solutions as new product development, acquisitions, and
> expanding operations in new regions, along with
> supporting wildlife conservation activities and promoting the usage of environmentally friendly products among business peers

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Ensure access to affordable, reliable, sustainable and modern energy for all

We are committed to
> Clean and renewable energy consumption and
> Energy optimization

Our products play a key role in the production of Solar Glass and the elements of windmills.

Additionally, with support from the Carmeuse group, we initiated in
> alternative fuels
> reducing energy consumption
> investing in renewable energy
> efficiency improvements of our customers and partnerships aiming at turning our unavoidable process CO_2 emissions into a resource for renewable energy.

Promote inclusive and sustainable economic growth
> **full employment**
> **productive employment and**
> **decent work for all.**

The core of our sustainability strategy is
> prosperity that means we establish priorities to sustain long-term profitable growth, which in turn
> provides jobs in our communities, many of which in rural areas, along with opportunities for employee development.
> To support this strategy, we continue to expand and diversify our business through acquisitions and work to develop innovative solutions for future challenges.

Build resilient infrastructure, promote sustainable industrialization and foster innovation.
Our primary business starts with lime and limestone, which have been used in infrastructure projects for thousands of years. Currently, our largest growth segment is in construction, thus making it a key part of our strategic focus.

Reduce social inequalities, promoting local employment with compensation at a rate that is not lower than the legal minimum rate.

PART 01 | 0302
The materiality Analysis

56-1 One Report		Year 2023
GRI 2021	2-23, 3-2, 3-3	Page 131
www.goldenlime.co.th		
https://www.goldenlime.co.th/Materiality_T.asp?lang=E		

Our strategy focuses in three areas:
> mergers & acquisitions,
> innovative solutions and expansion of offerings to broaden our portfolio, develop solutions to replace environmental impact of products and
> expand our footprint to support infrastructure projects.

Strategic goal
> Promote local employment
> Provide equal opportunities in employment without gender discrimination.
> Do not pay wages below the minimum legal wages

Making cities sustainable means creating career and business opportunities, safe and affordable housing, and building resilient societies and economies.
SUTHA delivering product value to reduce environmental impact and promoting safety in workplaces, communities, and a sustainable environment.

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

Strategic Goals:
> Promoting safety of the workplace, customers, communities.
and stakeholders
> Employees follow safety measures in both the company's workplace and those of customers, communities, society, and stakeholders.
> Arrange safe environment and protective equipment to ensure safety in every establishment and every process

Our strategy continues to focus on
> acquisitions, product development and
> operation improvements
> reuse, or
> minimize landfilled materials.

Take urgent action to combat climate change and its impacts.

Carmeuse Group overarching strategy for
> reaching CO2 neutral by 2050, provided that
> The global team in place focuses on the following five pillars:

Protect, restore and promote sustainable use of terrestrial ecosystems
> Planting more trees
> Sustainably manage forests and
> Halt biodiversity loss

1) Energy Efficiency,
2) Alternative Fuels,
3) Asset Base Transformation,
4) Circular Model and
5) CO_2 Neutral Footprint.

SUTHA also drives these five pillars in promoting other businesses to reduce its impact on climate change. Additionally, the Application teams are setup to work with our customers to improve processes and efficiencies which reduce CO_2 impacts.

Land is considered a factor of business then it is the responsibility of the business to
> Recover an ecosystem to reflect its intrinsic values
> Restore and enhance biodiversity throughout the life cycle in the quarry management process
> improving water quality
> Planting more trees
> Promote biodiversity through various cooperation to ensure that the ecosystems, communities, and land associated with the business are properly restored.

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

1) Implement good corporate governance throughout SUTHA business operations
2) Develop internal controls and risk management throughout SUTHA business operations
3) Develop corporate contingency, emergency plan
4) Develop a mitigation plan for business continuity
5) Involve international standards and practices into business operations

Strategic goals in 3 aspects;
1) Sustainable value chain management
2) Sustainability policy framework and sustainability goals engagement
3) Sustainability policy framework and sustainability goals stakeholder inclusion

PART 01 | 0302

Assessment and survey to analyze the significant stakeholder in the value chain

| **56-1 One Report** | **Year 2023** |
| GRI 2021 | 3-2,3-3, 413-1,2-22,2-23 | Page 132 |
| **www.goldenlime.co.th** |
| https://www.goldenlime.co.th/Supply_chain_management |

Value Chain and Stakeholder Analysis

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

	Shareholders, either direct or indirect ones		Government agencies and local authorities
	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.
	Customers who use products		Other businesses who offer the same or similar goods and services to customers.
	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.

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	Stakeholder Matrix
1	Customers	4	4	
2	Shareholders	4	3	
3	Employees	3	4	
4	Business partners/Sub-Contractor	3	3	
5	Communities	3	3	
6	Regulators	3	2	
7	Governance Agencies local bodies	4	1	
8	Competitor	2	2	

PART 01 | 0302
Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report		Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 133
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Supply_chain_management	

Assessment and survey to analyze the significant stakeholders in the value chain

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

Customers

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
▸ Meeting and paying a visit for feedback physically or through communication channels ▸ Satisfaction survey ▸ Opinion from Site Visit ▸ Modern communication channels utilizing technologies to contact customers and relevant parties ▸ Participate Suppliers' activities ▸ Sources of information that customers publish through the media or from survey sources, the government databases that are available for search or connect to	▸ 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 ▸ Requirements and demands based on basic terms and conditions; No rush, no urgent not too tight time and able to negotiate for any unfair conditions ▸ Fair and appropriate pricing according to the cost mechanism ▸ No insider information leakage to competitors for negotiation or unfair advantage ▸ Maintaining relationships for long term business ▸ Participation in environmental educating activities such as CO2 reduction, renewable energy, Biofuel	▸ 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 ▸ Focusing on customer relations process to follow-up and respond to customer's requirement in each group to obtain customer satisfaction at the desired level. ▸ Close monitoring to assure the punctual products delivery and services as well as to meet the customer's requirements ▸ Providing the product's intensive knowledge training for the employees or providing supportive activities for the customer relations management ▸ Providing a support team or technical application staff to introduce the product's application including pre-sales and after-sales services ▸ Product development and market expansion to the customers who are using the eco-friendly products ▸ The pricing strategy is based on the cost-based pricing and the market mechanism ▸ Strong and mutually-beneficial trade relationships ▸ Collaboration can create long term benefit for each other.

PART 01 | 0302
Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 134

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

Shareholders / Investors

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
▸ Opinions obtained in the Shareholder meetings ▸ Investor's relations meet up activities ▸ Suggestions and comments obtained from the Opportunity Day ▸ Investors communication channel through calling and email ▸ Communication via calling, email and website ▸ Meeting with direct and indirect shareholders ▸ Implementation of corporate policy established by the major shareholders ▸ Survey results from various external agencies and from interested parties in similar industries or other listed companies	▸ Increase return on investment (capital gain) ▸ Regular and reasonable dividend payment ▸ Profitable and cash flow management to ensure consistent dividend payment ▸ Liquidity of securities trading ▸ Good corporate governance, accurate disclosure with transparency ▸ Business stability and sustainable operating results ▸ Safe investment which promotes the business growth ▸ A factory visit activity for shareholders ▸ An annual report in the form of a hard copy sent to the shareholders upon request. ▸ A food box set for the shareholders in the meeting for shareholders to attend ▸ Convene a physical AGM instead of an E-AGM ▸ Shareholders are interested and make decision on long-term investment. ▸ Engagement to create beneficial sponsorship to businesses ▸ Having an understanding of the business operation, business situation, competition, rules, regulations and requirements that listed company shall act under corporate governance, laws and regulations. ▸ Transparent co-investing to create mutual benefit for all and a transparent business operation that can provide fair returns to all stakeholders	▸ Establishing the corporate governance policy and guideline, set out the standard for working system, risk management, internal audit control system, transparent management and up to date policies in accordance with the 2023 Corporate Governance Assessment program ▸ Risk management in crisis situations including assets management ▸ Providing the roadmap for business sustainability and stability and sustainability management policy to jointly develop and drive such policy ▸ Conducting shareholders meeting and activities with the investors and minor shareholders ▸ Continuously arranging meeting with main shareholders ▸ Establishing the dividend payment policy at an appropriate rate and with constant payment ▸ Growth investment through business acquisitions to strengthen and secure limestone raw material supply to be the national and global industrial and agricultural base ▸ Improve the business operations to generate returns pertaining to the goals. ▸ Operate the solar farm project to generate electricity and more initiatives for the economy, society, and environmental value in return ▸ Business Investors' Confidence for a long-standing and healthy investor relationship with knowledge support, understanding of business rules and regulations, cultures across countries ▸ Promote and contribute to the business by providing technical knowledge and business network to support such as directors and executives to supervise, manage that will lead to solution so that the business can grow with stability and sustainability.

PART 01 | 0302

Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 135
www.goldenlime.co.th	
https://www.goldenlime.co.th/Supply_chain_management	

Directors/Executives/Employees

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
▸ Board of Directors meetings and sub-committee meetings ▸ information from the Welfares Committee ▸ Joint meetings with internal departments and internal communications ▸ Inquiries from responsible persons, opinion survey, performance assessment of directors ▸ Employees Satisfaction survey ▸ Survey results from various external agencies and stakeholders in similar industries or other listed companies ▸ External factors such as crisis, social movements, government agencies policies and corporate governance agencies ▸ Relevant policies from the government, agencies and corporate governance ▸ Sustainability trends and issues surveyed by various agencies at the national or global level	**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 ▸ Focus on practical correction ▸ More prevention measures in place ▸ Participate relevant trainings ▸ Communicate for mutual understanding ▸ Manage/supervise, act responsibly to reach best interests of the company and business ▸ To take the stakeholders involved appropriately ▸ Perform duties with honesty, prudence, carefulness, transparency, co-manage or supervise for stable and sustainable growth to pass on the benefits and values to shareholders and stakeholders	▸ Arranging meetings, allocating time to support the duties of each committee adequately and appropriately ▸ Proper meeting time for oversea directors ▸ Reliable meeting notification ▸ Meeting facilitating ▸ Complete and precise pre reads ▸ Proper and convenient meeting technologies ▸ Construct and review a succession plan for directors, senior executives both at the corporate level and its subsidiaries ▸ Design an appropriate compensation structure in alignment with scope of responsibility ▸ Operate and control operations in accordance with laws, rules, regulations and procedures accurately, scrupulously and strictly. ▸ Disclose accurate and transparent information punctually as required by regulators ▸ Keep directors informed of any revision, modification of rules, regulations and practices ▸ Manage and prevent risks and mitigate impacts and control issues to prevent negative effects. ▸ Risk management ▸ Monitor to prevent disputes Complaints regarding society, human rights, environment, or possible risk of fraud and corruption ▸ Manage and control budget for business stability, good performance, growth and value for stakeholders ▸ Communicate any online training sessions (limited English sessions provided)
	Employees	

PART 01 | 0302

Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 136

www.goldenlime.co.th

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

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
	‣ 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 ‣ Perform duties responsibly, cautiously, honestly, and responsible for products, services, society and the environment with conciseness to prevent negative impacts toward the organization or other stakeholders ‣ 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.	‣ Provide Employee handbooks, safety manuals and protective equipment appropriate to the working area and conditions in each establishment. ‣ Sufficient information and tools to execute the job ‣ Establish communication means to reach mutual understanding ‣ Provide proper and safe working conditions ‣ Provide sufficient safety equipment to all operators and subcontractors ‣ Adjust the operational time for the best interest to both employees and the Company ‣ Announce holidays according to the Government's announcement and adding more as suitable to business and working conditions ‣ Arrange a new year party and leisure activities at convenient venue for employees ‣ Arrange the trainings, provide training to personnel on relevant safety, new relevant laws according to the sustainability framework ‣ Establish a manual of personal data protection policy and implementation of human rights principles ‣ Provide applicable operating system for teleconference to all departments. ‣ Effective workplace communication tools for personnel ‣ Opinion survey to collect employee opinions for further improvement ‣ Initiate and develop employee's engagement activities

PART 01 | 0302
Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 137
	www.goldenlime.co.th
	https://www.goldenlime.co.th/Supply_chain_management

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

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
▸ Meeting & Greeting campaign for 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 with full process of vendor selection	▸ 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 transaction 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 communication channels as necessary ▸ 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	▸ Operate in compliance with Quality standards (ISO9001), environmental standards (ISO 14001) and occupational safety and health standards (ISO 45001) and implementation of internal control, codes of conduct and corporate governance in related fields. ▸ 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 ▸ 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

PART 01 | 0302
Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 138

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

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
		debt repayments to financial institutions in full amount.
		▸ Deliver goods and services as per agreed guidelines
		▸ Collaboration to create mutual long-term benefit
		▸ Effective and fair supplier assessment and evaluation
		▸ Suppliers' handbook

Communities/Social (GRI 413-1)

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
▸ 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.	▸ 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 CO_2 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	▸ Operate in compliance with environmental standards (ISO 14001), occupational safety and health standards (ISO 45001) and internal control system ▸ Minimize impact from dust to communities ▸ 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 needful operating in manufacturing system, tool or processes to prevent problems that affect nearby communities ▸ 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

PART 01 | 0302

Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 139
www.goldenlime.co.th	
https://www.goldenlime.co.th/Supply_chain_management	

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
		▸ Attentive to recommendations and comments by continuously adjusting, reviewing and developing, systems or method as 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 ▸ Provide 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 in order to comply new regulations.

Corporate Governance Agencies

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
▸ 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	▸ Regulations compliance, policy and work practices established ▸ Sustainability implementations ▸ CO2 emission reduction ▸ Minimize impact to an environment ▸ Patriciate ESG rating assessment ▸ Complete and transparent information disclosure ▸ Equitable treatment to all shareholders ▸ Govern the business with honesty, integrity, transparency and responsibility with provable data	▸ 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

PART 01 | 0302
Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 140
www.goldenlime.co.th	
https://www.goldenlime.co.th/Supply_chain_management	

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

Government Agencies

Engagement methods	Stakeholders' Expectations / The Company's Expectations	To manage expectations
▸ 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	▸ 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 ▸ Quick response to the authorities' inquiries	▸ 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 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 ▸ Assign representative personnel to participate activities organized by regulatory or government agencies appropriately ▸ The government and regulatory agencies offer investment

PART 01 | 0302

Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report		**Year 2023**
GRI 2021	3-2,3-3, 413-1,2-22,2-23	Page 141
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Supply_chain_management	

Engagement methods	**Stakeholders' Expectations / The Company's Expectations**	**To manage expectations**
	▸ 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 ▸ Focal point for government affairs	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 in order to comply new regulations.

Competitors

Engagement methods	**Stakeholders' Expectations / The Company's Expectations**	**To Manage expectations**
▸ Business meets ups ▸ Information disclosed on website, news and marketing channel ▸ Survey results from various external departments from the competitor's expectation	▸ 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

Part 01 | 0302

Sustainability business Value Chain

	56-1 One Report	**Year 2023**
GRI 2021	2-6 , 3-2, 3-3	Page 142

www.goldenlime.co.th

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

3.2 Managing Impacts of Stakeholders in the Business Value Chain

Part 01 | 0302

Sustainability business Value Chain

	56-1 One Report	Year 2023
GRI 2021	2-6 , 3-2, 3-3	Page 143
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Supply_chain_management.asp?lang=E	
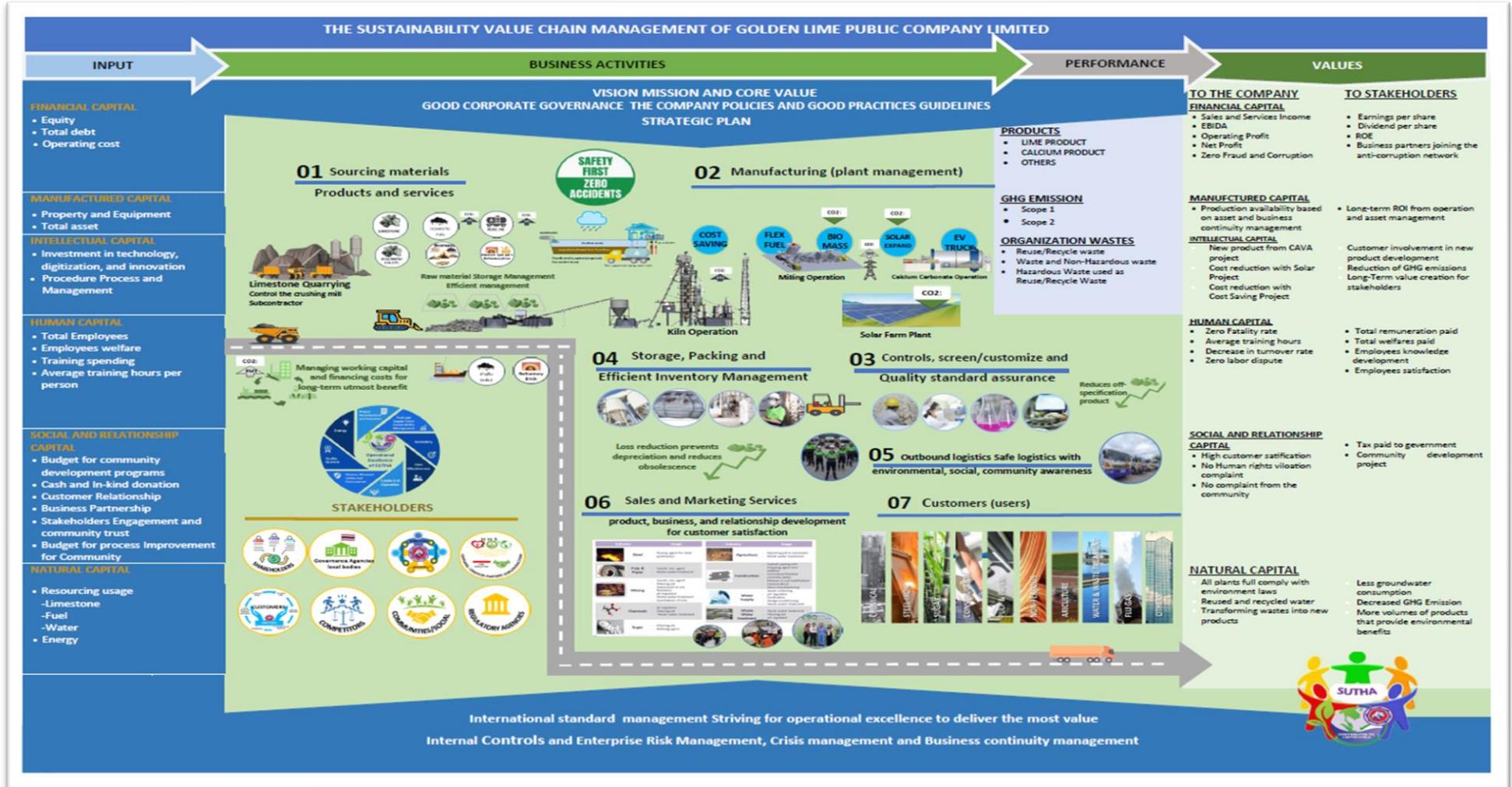
Value Chain of SUTHA

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

01		**Sourcing materials:** Procurement and management of raw materials, either limestones, minerals or fuel, to create finished products, including inbound / intra-transportation						
Process/Activity		**Issue**	**Corporate**	**Stakeholders**	**Implementation and foundation for developments**			
01.1	Quarry management and stone mills	- legal compliance - stable raw material management - Occupational health and safety - Human rights - Proper quality and quantity of raw materials and fuel - Biodiversity and Environment: Conservation - Qualified and reliable fuel suppliers - Impacts from the process -Supply chain management - Rising cost of fuel and financing -Working capital management - Pollution and environmental management - Responsibility to customers and Stakeholders - Asset Integrity and crisis management	Executives/employees Agency - Manage mines and operations - Procurement - Quality control - Logistics - Produce and support production - Financial accounts -HR and Administrative - Civil Defense Officer - Thai Marble Corp., Ltd.,subsidiary company - Sales and Marketing	-Government agencies and related regulatory units - Contractors - Suppliers - Stone mills - Survey - Consultant - Community - Traders -Loan provider -Insurance Company -Shareholders	**Activities**	**Economic**	**Environment**	**Society**
					Legal permission for business continuity	✓		✓
01.2	Domestic Sourcing and International Sourcing				Safe operation / operational risk management			✓
					Supply chain management: Sustainable supply chain management policy / Assessment of Supplier code of conduct / Supplier selection / Supplier code of conduct / Anti-corruption policy /Supplier segmentation/Supplier evaluation/ conflicts of interest	✓		
01.3	Inbound Logistics				Supply security	✓		
					Human Rights implementation/ community engagement			✓
01.4	Receiving Process, quality control, inventory management of raw material				Biodiversity implementation		✓	
					Corporate Governance, Internal Controls, Risk Management, crisis management, Asset Integrity	✓		
					Cost Controls for opportunities in competition /internal cost saving program	✓		✓
					Practices for Short-term, Medium-term, and Long-term Goals Contractor Agreement Review / Supplier tiering / risk assessment of suppliers and contractors / identification of Supplier for Site Visit and ESG site visit/ Suppliers' evaluation/ Partners development/Specification and characteristics of raw material/Delivery requirements/Prevention of depreciation and obsolete inventory /Sustainability Policy review / Risk and crisis management.			
01.5	Working capital and loan management							

Part 01 | 0302

Sustainability business Value Chain

56-1 One Report		**Year 2023**
GRI 2021	2-6 , 3-2, 3-3	Page 144
www.goldenlime.co.th		
https://www.goldenlime.co.th/Supply_chain_management.asp?lang=E		

02 | 03 | 04	**Operation:** Manufacturing (plant management), Quality Control and Assurance, Storage packing and Inventory Management						
Process/Activity	Issue	Corporate	Stakeholders	Implementation and foundation for developments			
02 Operation: Manufacturing (plant management),	- Legal Compliance - Occupational health and safety - Human rights - Resource Optimization - Sufficient capacity - qualified products	Executives/employees - Operations; - Quarrying - production - Procurement - maintenance - Quality control and assurance	Government agencies and related regulatory units - Contractors - suppliers	Activities (details in next pages)	Economic	Environment	Society
				Legal Compliance	✓		
				Operational Excellence	✓		
				ISO 9001	✓		
				ISO 14001	✓	✓	
				ISO 45001	✓		✓
				Green Industry (level 3 certified)	✓	✓	
03 Quality Control and Assurance,	- Pollution and environmental management - Responsibility to customers and Stakeholders - Asset Integrity and crisis management	- inventory - Finance / accounts - Admin - Safety Officer - Public relations - TMC - Sales and Marketing	- Stone mills - Survey - Consultant - Community - traders - Loan providers	Human rights implementation, equitable treatment, development program	✓		✓
				Community survey for community support and engagement	✓		✓
				Complaint management	✓		✓
				Biodiversity management		✓	
04 Storage packing and Inventory Management	- LTI - Cost saving -CO2 reduction -Resources and energy optimization - Investment for business continuity		-Insurance -shareholders	Innovation (EOD), New product development, bag house filter	✓	✓	✓
				Flex fuels	✓	✓	
				Biofuel investment	✓	✓	✓
				Practices for Short-term, Medium-term, and Long-term Goals - Process improvement for stable product quality - Product responsibility for customer satisfaction - Crisis management for business continuity			

Part 01 | 0302

Sustainability business Value Chain

	56-1 One Report	Year 2023
GRI 2021	2-6 , 3-2, 3-3	Page 145

www.goldenlime.co.th

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

05 | 06 | 07	Operation: Factory management, production processes, storage, packing, inventory management, quality control and assurance.

	Process/Activity	Issue	Corporate	Stakeholders	Implementation and foundation for developments
05	Product delivery / transportation	- legal compliance - Occupational health and safety - Human rights - Product quality compliance - Standard Compliance - Inventory management /depreciation - responsibility to customers and stakeholders -customer satisfaction - responsible communication -Competition -Complaint management -Employee development -Lack of labor -Employee and stakeholder engagement -sustainability report	Executives/employees - Operations; - Quarrying - production - Procurement - maintenance - Quality control and assurance - inventory - Finance/accounts - Admin - Safety Officer - Public relations - TMC - Sales and Marketing	- Government agencies and related regulatory units - Contractors - suppliers - Stone mills - Survey / Inspector - Consultant - Community traders - Loan providers -Insurance -shareholders	(see activity table below)
06	Product responsibility and Product satisfaction				
07	Product Application				

Activities (details in 01 – 04)	Economic	Environment	Society
- Scrap Management	✓	✓	
-Waste Compliance Management and Zero Waste to Landfill		✓	
- Hazardous waste management		✓	
-Resource optimization	✓	✓	
-Water management for less use of ground water		✓	✓
-Production capacity to supply all industries demand			
-Product responsibility for customer satisfaction	✓		✓
-Product safe delivery (GPS tracking)	✓		✓
-Product storage for long term saving	✓	✓	✓
-Application consultancy service for less impact	✓		
-New product / Business development	✓	✓	✓

Practices for Short-term, Medium-term, and Long-term Goals
- product development to support better quality of life and sustainable environment
- sustainability development in response to stakeholders expectations identifying sustainability performance benchmark, reporting and disclosure as per international standards.

Customer management, Responsible product communication and Business Conduct to competitors

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

- **Customer support and product management**

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

Customer satisfaction Survey	
Target	**Result**
100%	87%
Pending product noncompliance	
Target	**Result**
0	0 (note /2)
Operational Downtime	
Target	**Result**
≤ 4 %	1.845
Product quality compliance	
Target	**Result**
> 95 %	97.233
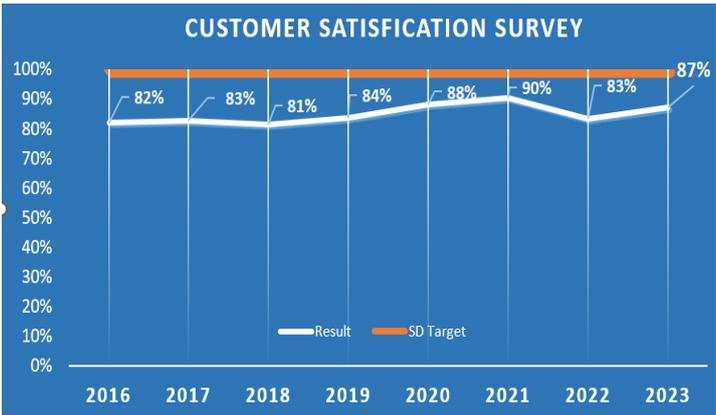
CUSTOMER SATISFACTION SURVEY

(82% 2016, 83% 2017, 81% 2018, 84% 2019, 88% 2020, 90% 2021, 83% 2022, 87% 2023) — Result / SD Target

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

2) There were 3 complaints in Y2023 which took an average of 1.33 days to resolve according to quality management and reoccurrence prevention.

3) 2023, the percentage of returned products compared to the products sold within the period was 0.195% (Y2022 was 0.123% and Y2021 was 0.264%) [GRI 301-3]

The 2023 lime and Calcium carbonate customer satisfaction survey result was satisfactorily improved. The survey issues range from sales and after-sales services to product compliance, sales documentation, product delivery, and packaging. Strong comments and areas for improvements are product reliability, delivery lead time, and failure to meet their expectation in the aspect of higher selling price all of which the Company takes into consideration to enhance our product and customer experience development.

PART 01 | 0302
Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report	Year 2023
GRI 2021	206-1,3-3, 301-3	Page 147

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

No.	Issue	measure	limitation
1	Product noncompliance found to certain customers	Create a customized production plan according to the needs of each customer group	overcapacity
		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	The exact differentiation of product characteristics is not rigid for storing in silos dedicated silos according to each industry's requirements.
		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 is not possible in certain 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.
		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.

> For operation and production excellence, Kaizen workshop was arranged to bring together all the people involved in making a process work correctly to improve an existing process as per the following.

- 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

> Process improvement of washing limestone, crushing screening, and from the milling and crushing limestone process.
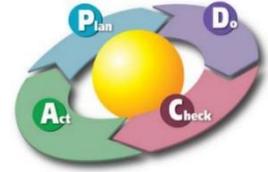
- **Responsible Product Communications and law compliance**

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.

PART 01 | 0302

Assessment and survey to analyze the significant stakeholder in the value chain

56-1 One Report		**Year 2023**
GRI 2021	206-1,3-3, 301-3	Page 149
www.goldenlime.co.th		
https://www.goldenlime.co.th/Customer_Focus.asp?lang=E		

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.

PART 01 | 0302
Assessment and survey to analyze the significant stakeholder in the value chain

| 56-1 One Report | Year 2023 |
| GRI 2021 | 206-1,3-3, 301-3 | Page 150 |

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

A product data sheet sample given prior to the purchase	Product information published on the website

A Certificate of Analysis (COA) is provided with its shipment.

Sample of information provided to customers

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

(GRI : 206-1)

- **Trade competitors**. In 2023, there were no issues or disputes with other operators in the same industry. There are, for main products, 8 major manufacturers or distributors in the industry in which the company is ranked 2nd to the one who is the core manufacturer.

The Company treats competitors under the framework of the code of conduct that has been set.

The Company formulates the following code of conduct to operate its businesses in competition with its competitors

- fair competition
- Do not search for a competitor's confidential information or secrets through any dishonest or illegal methods.

- Do not damage the competitor's reputation by means of defamation or releasing any untrue information or through unfair conduct.
- *Not entering into agreements with competitors or other business operators that monopolize or reduce competition in the market.*
- *avoiding or not taking any action that could lead to disputes with competitors*

Sustainable Development Policy	Short-term / Long term goals of Sustainability
The movements of the year 2024	**Plans of the year 2025-2027**
- New market survey - Cost effectiveness solution for customers - circular economy and GHG reduction initiatives - Participation in a strong sustainability network - Innovation 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's 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.

PART 01 | 0302

Supply chain sustainability management

56-1 One Report	Year 2023
GRI 2021 — 3-3, 204-1 , 205-2 308-2,414-1,414-2	Page 153
www.goldenlime.co.th	
https://www.goldenlime.co.th/Supply_chain_management	

Supply chain sustainability management

Core business operations rely on the efficiency of raw materials, machines, equipment, and trading partners in a supply chain that may have a powerful effect on business and corporate image impacted by their noncompliance with environmental issues, human rights principles, and safety regulations. The Sustainable supply chain takes into consideration environmental, social, and governance (ESG) aspects and how business operations generate impacts towards society, environment, and human rights throughout the value chain by harnessing the cost and efficient delivery to all stakeholders, by implementing established practices and guidelines to all suppliers and relevant business partners,

1. Manage supply chain effectively starting with categorizing critical suppliers as Critical Tier 1 and non-direct suppliers as Critical Non – Tier 1 according to clearly defined definitions.
2. Conduct Supply chain ESG risk assessment and implement corrective actions / risk treatment
3. Establish a Supplier Code of Conduct that includes environmental and social performance as a criterion to screen new vendors.
4. Periodical supplier evaluation especially ESG On-Site Audit for suppliers with a high potential for ESG-related risks
5. Cooperate with suppliers in determining fair payment terms and conditions for suppliers' liquidity.
6. Engage suppliers in developing sustainability business development plan to raise their awareness of sustainability practices and enhance them to conduct sustainability business.

Supply chain management

The Company develops Supply chain ESG to cover the environmental, social, and governance impact of an organization's day-to-day operations by establishing below guidelines.

1	2	3	4	5
Screen and select suppliers	Supplier Risk Assessment and Critical Identification	Supplier evaluation	Relationship building and development	Supplier Development Program
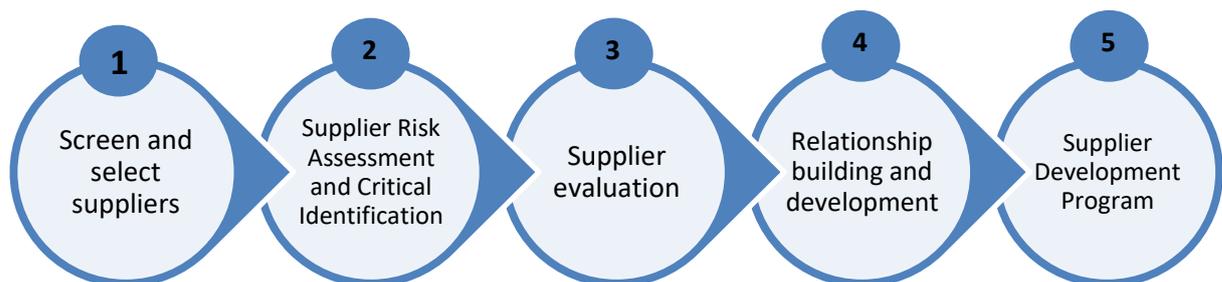
1. **Supplier screening**
   The Company assess and select suppliers with ESG criterion and its business continuity

2. **Supplier Risk Assessment and Critical Identification**

The Company has established criteria for assessing the critical suppliers and ESG risks, with the aim of categorizing suppliers based on their risks. These criteria consider the characteristics of products and services provided by suppliers, as well as the analysis of procurement costs for each group of goods and

PART 01 | 0302
Supply chain sustainability management

56-1 One Report		**Year 2023**
GRI 2021	3-3, 204-1 , 205-2 308-2,414-1,414-2	Page 154
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Supply_chain_management	

services. Additionally, suppliers' classification criteria was set to ensure appropriate management of suppliers. The criteria for suppliers can be divided into the following types:

2.1   Critical Tier 1 Suppliers

are critical suppliers who produce or directly provide services to the Company.

Critical non-Tier 1 Suppliers

are critical suppliers who produce or directly provide services to the critical Tier 1 Suppliers and should keep as raw material and fuel suppliers substitution

2.2   Tier 1 suppliers

are suppliers who produce or provide services directly to the Company.

Non-Tier 1 Suppliers

are suppliers who produce or provide services to the Tier 1 suppliers.

3. Supplier Site Visit Environmental, Social and Governance Audit (ESG Audit)

The Company will conduct Supplier Site Visit together with relevant departments such as engineering department or subsidiaries' engineers, safety officers, geologists, or external independent auditors, auditors or internal control system auditors, maintenance department or stakeholders and customer representatives within the value chain covering social, environmental, and governance issues.

4. Relationship Building and Supplier Development

After the ESG risk assessment, business partner with a high ESG risk, will be proactively audited to ascertain such risks to establish corrective and preventive action plan to follow up on planned corrective and preventive actions of suppliers as well as provide training, knowledge, and advice to develop their risk mitigation and treatment.

5.   Supplier Development Program

The Company prioritizes education, development, and upgrading suppliers' process and services to meet standards, as well as encouraging social responsibility, clarification, and oversight of suppliers' respect for human rights, fair treatment of their workers, and social and environmental responsibility. To carry out these implementations, the Company provides communication, contractor safety training, study visits, partner meetings, and an annual supplier assessment to provide advice, collaborate to solve problems, and improve the quality of raw materials for long-term sustainability business development.

The Company established a Supplier code of conduct and practices toward stakeholders including green procurement as detailed in 6.2 and the Supplier code of conduct is provided via the company website. The business ethics and the supplier code of conduct including green procurement are shared to all suppliers and its abstract are shared with targeted suppliers to sign acknowledgement.

PART 01 | 0302
Supply chain sustainability management

56-1 One Report	Year 2023
GRI 2021 — 3-3, 204-1 , 205-2 308-2,414-1,414-2	Page 155
www.goldenlime.co.th	
https://www.goldenlime.co.th/Supply_chain_management	

Performance		
Domestic procurement	THB	**759,320,205**
(% of invoicing)		**95 %**
International procurement	THB	**41,302,418**
(% of invoicing)		**5 %**
Total suppliers	Person/company	**383**

2023 Supply chain Safety statistics	
Target	Actual Performance
Zero incident	-None-

Suppliers duly signed acceptance of the supplier code of conduct (GRI:205-2)

Target	Actual Performance	Result
25% or higher than last year	**144 suppliers = 36 % of all suppliers**	**Target met**

Supplier ESG Self-assessment result	
2023	Number of suppliers
Total number of suppliers conducted ESG self-assessment with environmental, human rights and safety indicators	190
Number of suppliers assessed with substantial actual/potential negative impacts on	
- Environment	0
- Human rights, child labour, forced labour.	0
- Significant Governance issue	0
No risk issue	

Suppliers and value chain development	
2023 initiatives	**2022 Initiatives**
- Encourage suppliers to adopt ESG supplier code of conduct into their practices - Define suppliers classification - Engage suppliers into supplier development program e.g. safety training	- Participate in Cost Saving Program - Domestic fuel purchase

PART 01 | 0302
Supply chain sustainability management

56-1 One Report		Year 2023
GRI 2021	3-3, 204-1 , 205-2 308-2,414-1,414-2	Page 156
www.goldenlime.co.th		
https://www.goldenlime.co.th/Supply_chain_management		

Supply chain management policy

- **Suppliers/business partners engagement**

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

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

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

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

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

The Green Procurement principle are as follows:

1. Selection of eligible goods and services is considered from involvement of labor and human rights practices, no child labor or illegal labor, an environmentally friendly based product and service. By choosing to procure goods and services that have less impact than conventional goods and services for same usage and function considered throughout the product life cycle from the raw material

PART 01 | 0302
Supply chain sustainability management

56-1 One Report		Year 2023
GRI 2021	3-3, 204-1 , 205-2 308-2,414-1,414-2	Page 157
www.goldenlime.co.th		
https://www.goldenlime.co.th/Supply_chain_management		

sourcing to the end-of-life cycle management process instead of solving problems arising from the use of goods and services that affect the environment eventually.

2. Fair and equitable procurement. In the case of the non-specific products, there should be an opened opportunities for many trading partners who offer these products and services to enable the Company to select the best, most appropriate and beneficial suppliers.

3. The bidding should be open to short listed trading partners who are qualified in a particular bidding.

4. All suppliers or venders must be provided with the same written information and conditions. including same guidelines to follow the code of conduct and things business partners should know in procurement both verbally and in written. All verbal explanations shall be confirmed in written statement though.

5. Quality of products and services. Trading partners shall deliver the products and services in accordance with obligatory performance prescribed in agreements and any other requirements under the partners' supervisory.

6. Laws, rules, and regulations compliance. Trading partners are expected to follow and comply with the laws, rules, and regulations in business operation.

7. New rules, practices including amendments shall be notified to trading partners immediately.

8. Deliverables inspection and payment should be done quickly and concisely with fairness to trading partners. Deliberate delay practices are unethical.

9. Refrain from assisting partners/ creditors to avoid statutory taxes payment to the government.

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

1. The set out of the Supply chain sustainability declaration

   1.1 Determine the vision and goals of the Supply chain sustainability

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

     1) Guidelines for goods and service management

     2) Qualifications of trading partners and the selection criterion

     3) The code of conduct for the treatment of partners/ creditors of SUTHA

     4) Corporate Anti-corruption along with Fraud and corruption prevention and control

     5) Green Procurement

     6) Labor and human rights practices

     7) Safety and occupational health

     8) Environmental awareness

     9) Social development engagement

     10) Business and transaction practices

     11) Identify contact measures

     12) Affirmation on the suppliers' code of conduct for the sustainable value chain

2. Conduct risk assessment and identify risks in ESG throughout the supply chain, study business activities throughout the supply chain to assess and manage partners, for example, key suppliers, strategic suppliers, etc.

3. Identify goals, strategies and policies for sustainable supply chain management, set criteria to classify suppliers for example, trade value, types of traded products/ services, etc.

4. Implement strategies, policies, and plans

4.1. Determine roles and responsibilities in the supply chain management within the organization

from the company's directorial level to the related departments, such as purchasing department, production department, quality inspection department, warehouse, and delivery, etc.

4.2. Arrange process/ methods to identify economic risks (e.g., the risk of few partners, noncompliance products/services), social (e.g. human rights, employees and labor), environmental (e.g. environmental laws and regulations), arises from the partners.

4.3. Supplier engagement to communicate the Company's expectations and commitments towards sustainability development and corporate in better the competitive abilities and supply chain involvement.

5.   Performance evaluation and operation monitoring

5.1. Monitor compliance of the supplier's code of conduct such as the supplier's self-assessment or site visit, etc.

5.2. Provide initiatives to include partner's sustainable business operations into the Company's direction.

6.   Communicate and disclose strategies and procedures in working with the partners to develop towards the sustainable   supply chain management covering from suppliers' risk assessment, suppliers' management, partner's evaluation and development activities in both commercially and sustainably.

Products and services management guidelines;

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

1.   Determine the suppliers' qualifications and selection criteria to screen for capable and qualified suppliers who also agree to comply with the suppliers' code of conduct.

2.   The supplier's section criteria and risk assessment are established to ensure transparency and fairness and identify the suppliers' risks to set out preventive and corrective measurements

3.   Performance tracing for obligatory performance to ensure compliance and monitoring high-risk or critical partners the supplier's code of conduct compliance to guarantee the conformity to develop a sustainable development plan.

4.   Handling of complaints or non-compliance with the supplier's code of conduct

5.   Communicate and comprehend with those involved in business operations throughout the supply chain; subsidiaries, as well as business partners/ alliances.

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

Suppliers' qualifications

As a juristic person

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

As an ordinary person

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

    Classification and identification of critical suppliers

1.Critical Tier 1 Suppliers

are suppliers who produce or provide services directly to the Company.

*   Critical Component Suppliers
*   Non-Substantiable Suppliers

Critical Tier 1 Suppliers as per the above criterion are to be screened as per below conditions.

> High-volume spending: annual spend more than 20 mTHB
> Critical Component Suppliers
> Limited-Substitute Suppliers due to restrictions and requirements, equipment or services critical to core operations, particular sea freights station and ports for fuel imports
> Supplier performance record, ethical and unethical behavior by suppliers, implementing Supplier code of conduct, participating Suppliers development program for supply chain sustainability development

Critical non-Tier 1 Suppliers

To execute sustainable supply chain management and supplier development program, the following criteria are to identify critical non direct suppliers.

> are suppliers who produce or provide services to the Critical Tier 1 suppliers e.g. critical equipment manufacturer, service agent for critical suppliers providing critical raw materials or services

2. Tier 1 suppliers

are suppliers who periodically produce or provide services directly to the Company.

Non-Tier 1 Suppliers

PART 01 | 0302
Supply chain sustainability management

56-1 One Report	Year 2023
GRI 2021 — 3-3, 204-1 , 205-2 308-2,414-1,414-2	Page 160
www.goldenlime.co.th	
https://www.goldenlime.co.th/Supply_chain_management	

are suppliers who produce or provide services to the Tier 1 suppliers.

2022-2023 Supplier Visit

Safety visits and training for limestone contractors in extracting, grinding, milling, crushing process at its quarrying site

Limestone suppliers visit on October 11th 2023

Before   After

2023
- Provide engineers to develop improvement plan with Ready Mix contracted suppliers including the washing process of Ready Mix to rectify contamination issues by reducing from 3% contaminated to 1 % contaminated.
- Arrange independent internal controls system audit onsite of a contracted supplier for limestone crushing and grinding process to establish corporate procedural risks preventive action plan.

Arranged safety officers to supervise contracted suppliers in drilling and extracting limestone to jointly develop safe operation.

Arranged the geologists to survey and monitor limestone quarrying in drilling and extracting limestone to oversee process standards and safe operations

Suppliers' development program

Provided Safety training with a focus on driving-related and road safety rules and regulations as a knowledge improvement plan for drivers of the Company and its logistics suppliers according to Stakeholders' inclusion and supplier development programs.

Audiences: contracted suppliers' logistics drivers

Supply chain management goal 2024-2027	
- **Losses from supply chain disruptions** - **Zero -**	
Suppliers duly signed acceptance of the business ethics and supplier code of conduct	**2024-2027**
	100%

2024-2027	Number of suppliers
Risk issues	-zero-
No risk issues	Every supplier

Short- and long-term suppliers' development

> Arranged a supplier sustainability day to enhance supply chain collaboration and improve sustainability performance in order to engage with targeted suppliers on sustainability and build commitment to sustainable supply chain development to minimize operational negative impacts to the environment, community and follow Human rights principles for labour law compliance.

PART 01 | 0302
Supply chain sustainability management

56-1 One Report	Year 2023
GRI 2021	207	Page 162

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

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 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 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.

Technological Innovation in Achieving Social and Environmental Sustainability

Innovation is a process of creating and implementing new ideas, concepts, products, or services that result in a significant improvement or advancement in offering goods or services.

"Business innovation for society and/or the environment"

To adopt innovative approaches to tackle the inflexible challenges to create value towards environment and society, the Company sets the framework in

1. Creating social / environment innovation to solve social or environmental issues
2. The quantifiable value contribution to society and/or the environment both in terms of business value and social and/or environment values
3. Disclose such innovations to others to learn and put into practice.

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

Awarded the lime kilns model of the EOD Lime Kiln project in 2018, Golden Lime Engineering Co., Ltd., now achieved 4 commercial kiln construction for our own bran EOD Lime Kiln projects as the Company's innovative technology for capacity expansion.

By developing innovation, we also foster independence and build a team that runs itself as well as promote the processes development among customers, and suppliers in our value chain.

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

Dimension 1: Strategic Dimension

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

Dimension 2: Structures

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

Dimension 3: Support

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

Dimension 4: Climate

Focus on the process of managing and developing human resources in order to support the perspective and understanding of the connections of job characteristics in different departments in the organization by nurturing the development of models for assessing the potential of human resources and creating an atmosphere that is conducive to the development of creativity within the organization.

Dimension 5: Culture

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

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

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

Innovation promotion initiatives

COST SAVING AWARD PROGRAM Q3/2023: establishing effective rewards and recognition programs.

A total of 16 cost saving programs attentively submitted by employees can reduce operational cost of 2 million THB.

This quarterly cost saving award program offer numerous benefits into employee development

1. Engaging stakeholders effectively especially with personnel as a key stakeholder
2. Developing employee 's skills ; skills, project management, team management
3. Promoting core values and sustainability framework in Cost efficiency, assets optimization, resources optimization, resources efficiency, mitigating environmental impact reduction emissions, occupational health, and safety .
4. Encouraging collaboration among employees

Project model

Employees are organized into groups to work as teams, create projects and submit on a quarterly basis. The winning program is awarded financially to boost their morale and disseminated through internal communication platform to promote creativity and engagement.

Expanding its benefits
The company announces through internal communication platform as examples of ideas for personnel to encourage others to participate.

> **Smart application for chemical industry**

Lime injection in electric arc furnace (EAF) that reduces the power input for energy efficiency, reduces N2 pick-up, improves productivity, and chromium recovery in stainless steel melting is launched as Milk of Lime supported technologically by the Carmeuse group. The STT Mobile Slaker (by Carmeuse Canada) is introduced to the chemical industry to install MOL mobile machines at their premises with modest design and prudent delivery.

▪ **Milk of Lime** / sugar , chemical, nonferrous applications
  ▪ Acquisition of STT in 2018
  ▪ Wide product range
    1. MOL systems new installation
    2. Retrofit and replacement
    3. Parts and components
STT		

▪ **Lime Injection** / EAF steel application
  ▪ Phase #1 cooperation with injection technology suppliers
  ▪ Phase #2 lime injection in-house capability
    ▪ STT- Schenck cooperation
    ▪ STT markets the Schenck injection
schenck process		

| Lime injection provides an ideal solution to maintaining a good foamy slag. It is a controlled process based on the slag conditions and can maintain consistent basicity, fluidity and foaminess that helps to shield refractories from arc plasma, stabilizes the arc and helps to reduce N2 pick-up, improve productivity, and chromium recovery in stainless steel melting and - reduce erosion of the refractories, - less metal droplets loss to slag, - lower amount of slag generation helping to save on FeO loss in slag, - less melting power, reduced electrode consumption, - better efficiency of both oxygen and fuel gas being injected.	**Environmental value** : Milk of Lime with Lime injection can mitigate dust hence reduce or eliminate cost of dust control. **Social value** : for stakeholders' safety from less direct exposure to the lime. In addition, its beneficial solution can satisfy customers.

> **Kiln modification: Two Vertical Shaft Kiln 150TPD to serve AAC market**

Building and maintaining long-lasting, valuable relationships with customers is crucial for the success and growth of the business. SUTHA, responding to the goal of long-term presence, is committed to safe and valuable investment projects for both quality and quantity improvement for customers' utmost benefit.

The **"highly performance mill lime"** investment project contracted with the major shareholder, the Carmeuse group in which its secret know-how was protected on the basis of a mutual legal relation created by agreements (non-disclosure or confidentiality agreements/ clauses) to develop a production process for AAC market. This modification is considered as firsthand experience in Thailand to manufacture lime with the 150TPD two Vertical Shaft Lime Kiln to produce lime to serve AAC manufacturing instead of the traditional Single Shaft Kiln or Rotary Shaft Kiln or Vertical Shaft Kiln.

This modified 150 TPD 2 Vertical Shaft Kiln works as a Parallel Flow Regenerative kiln that has two vertical shafts with a connecting crossover-channel. Both shafts work together. One burns the product, the other preheats the kiln feed. The fuel is introduced to only one of the two shafts at a time, at the upper side of the burning zone where the material is still un-calcined and can absorb most of the heat released by the combustion. The combustion gases travel downwards, in parallel flow with the material and leave the burning shaft through the crossover channel, entering the nonburning shaft travelling upwards in counter flow with the stone.
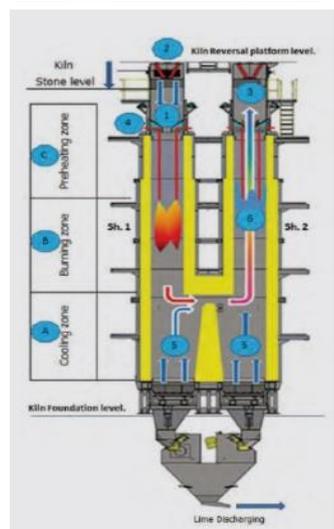
Advantages

Economical Value : The Carmeuse technology applied to the Vertical Shaft Kiln promotes resource optimization, better energy efficiency, and customer responsiveness in effectively responding to the needs of AAC customers all of which surely create economic value and gain an additional 15 -20 % AAC market share. AAC sales volume even can fulfill the failed volume in other less active segments.

Enviromental value : AAC customers can reduce energy consumption and save money in the long run.

Social Value : Downstream consumers using AAC for their buildings and houses, get a better quality of living as AAC helps make the room feel cooler and reduces the reliance on air conditioning, reduces noise pollution accelerates construction completion then lowers overall cost with international standardized quality.

Carbon neutrality with our quicklime in the upstream & downstream value chain

As our core product, lime, quicklime can drive sustainable business development along with Net Carbon neutrality in 2050, we focus the management of our emission reduction strategies to suit global trends. Based on our emission factors, the lime production process consists of decarbonizing limestone by heating it at temperatures above 900°C, there are two sources of direct CO_2 emissions as below;

Infograph showing the distinction between combustion and process CO_2 emissions
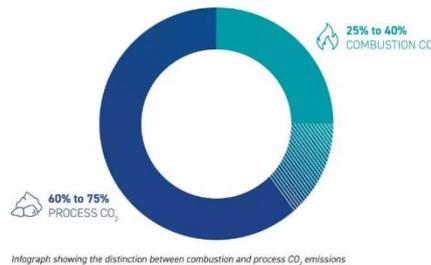
1. Combustion CO_2 emissions (25 – 40 %); type of fuel & Kiln technologies.
2. Process CO_2 emissions (60 – 75%); calcination, the decomposition of limestone by releasing the embedded CO2.

With "Net Carbon Neutral in 2050" , we categorize CO2 emissions into 3 sources ; fuel & combustion adaptation, increasing the rate of renewable electricity, and all other indirect emissions that occur in a company's value chain.

First 2 points are still carried on the reach the target till 2050. Meanwhile 3rd point with indirect emission that occur in a company value chain will be carried on with our value customers in our hands. We would ,hence,aim to mention our way of carbon neutrality with our unique quicklime in Autoclaved Aerated Concrete (AAC) segmentation.

AAC advantages for construction

		7.5 cm	10 cm	12.5 cm	15 cm	17.5 cm	20 cm	25 cm
lump / palette		200	150	120	100	80	70	60
sqm./palette		24	18	15	12	10	9	7
1 bag of lime (50 kg.)		33 sqm.	25 sqm.	20 sqm.	16 sqm.	14 sqm.	12.5 sqm.	10 sqm.
1 bag of plaster lime At its thickness at 5 mm.		5.6 sqm.	5.6 sqm.	5.6 sqm.	5.6 sqm.	5.6 sqm.	5.6 sqm.	5.6 sqm.

In order to carry on our milestone project of carbon neutrality with our lime in 2050, Autoclaved Aerated Concrete (AAC) segmentation that is part of construction industry is our mainly target business to fulfill our maximum value added with our unique mill lime product.

In addition, lime is AAC raw materials (typically raw materials for producing AAC product are sand, gypsum, cement, lime and water) to provide any indirect factor to minimize energy, man powers and other accessories etc.

AAC manufacturers always mention around 9 benefits as below to the public.

1. Energy saving; the building house is always in a cool interior in the summer and warm interior in winter. That means it can reduce significantly heating and cooling costs.
2. Easily worked; it's able to be sawn, drilled, nailed and routed using normal wood working tools. (No need to provide any special tool to work with)
3. Rapid Assembly; light weight and good workability means that is very quickly to install on site.
4. Noise Resistant; both reflects sound and absorb it, offering an excellent sound insulation solution with possibilities for enhancing living environments.
5. Fire Resistant; it's incombustible and suited for fire rated application. (minimize any damage in another side)
6. Nontoxic; the materials chemical and mineral composition has been stabilized to form a solid Tobermorite crystalline structure, which volcanic material found in nature.
7. Lightweight; saving in transportation and construction costs.
8. Accurate; dimensionally accurate making installation easier and raising the quality of the construction process and finished product.
9. Long life; it will not degrade under normal atmospheric condition easily. That means it's able to be used in many countries around the world for over 90 years that's proven its durability under many varying climatic and chemical conditions.

These above benefits can be in part of our CO_2 roadmap 2050 to reach "Net Carbon Neutral in 2050" points by includes all other indirect emissions that occur in a company's value chain.

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	**Year 2023**
GRI 2021	2-6, 3-3, 2-27	Page 170
www.goldenlime.co.th	
https://www.goldenlime.co.th/environment-management.asp?lang=E	

3.3   Sustainability Management in the Environmental Dimension

3.3.1   Environmental Policy and Practices

"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

   2.   designated persons to manage environmental issues
         2.1   Appointed the specific management representatives dedicated for ISO 14001 environmental control standards and processes

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	2-6, 3-3, 2-27	Page 171

www.goldenlime.co.th
https://www.goldenlime.co.th/environment-management.asp?lang=E

2.2   Appointed the ESG sustainability team consisted of department representatives to develop and promote activities regarding the sustainability development

3.   Targets, indicators, and controls are in place

No.	Goal	2023 Goal and performance	
		target	performance
1	Environmental law compliance	100%	99%
2	Meet legal indicators of environmental law	100%	99%
3	Environmental complaints	0	4 (rectified)

4.   Disclose quantitative outcome obtained from environmental treatment and products

No.	Strategic Goal	2023 Goal and Performance	
		Goal	Performance
1	Product application for environmental purposes : agriculture, air pollution treatment, wastewater management, environmental management, and other environmental issues - (Environment, Agriculture, Food and others)	Not less than 40% each compared to the whole sales volume	53%

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

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

1. Strictly adhere to official regulations relating to the environment and cooperate with different organizations to preserve the environment.
2. Be determined to use resources productively and efficiently to lessen the impact on the environment caused by both present and future operation by means of prevention, supervision and continual improvement.
3. Specify and review objectives and aims of the environmental management activities in order to get it systematically improved and corrected.

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	2-6, 3-3, 2-27	Page 172
www.goldenlime.co.th	
https://www.goldenlime.co.th/environment-management.asp?lang=E	

4. Be determined to use resources productively in order to reduce the amount of usage as well as recycle and reuse.
5. Follow up, examine and evaluate the operation of environmental management activities in line with the mentioned requirements.
6. Promote the use of appropriate working instruments in order to lessen the effect as well as organize activities and publicize the environmental management activities.
7. Promote the continual improvement of the environment.
8. Publicize all environment management activities to the organization and the general public.

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

Controlling the impact of the production process;

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

Controlling the impact of air quality;

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

1) **Setting chambers** mainly act to separate dust from the production process by dust weight to filter, sort out large dust.
2) **Cyclone-Centrifugal Separators** are primarily used to separate smaller dust to filter, sort out the dust larger than 10 microns.

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	2-6, 3-3, 2-27	Page 173

www.goldenlime.co.th
https://www.goldenlime.co.th/environment-management.asp?lang=E

3) **Wet Scrubbers** system is used to spray water droplets to impact on dust particles to trap exhaust gas.   The gas control method by Absorption is coupled with the control of the properties of lime products to help trap gas for exhaust gas sedimentation before emitting the smoke from the production process, released from Kiln Stack at a height of 39 meters into the atmosphere.

4) **Bag filters** for removing dust in general production areas, e.g., calcium hydroxide and calcium carbonate factory, etc.
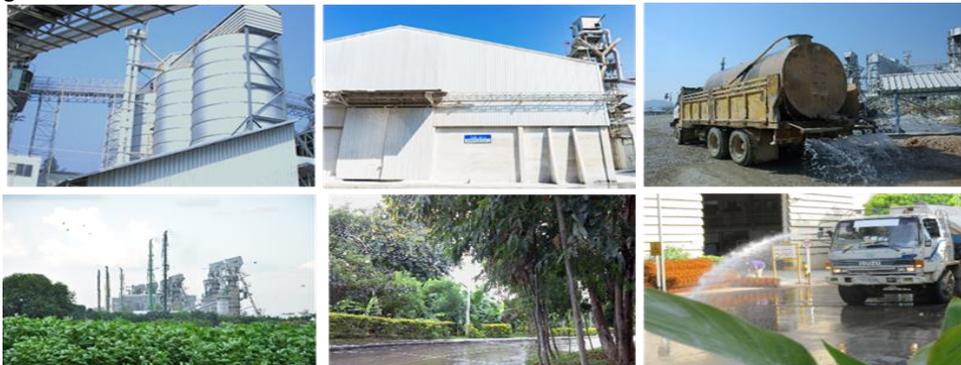

Additionally, the operation of the machines has been controlled by PLC and Visualization system that can set the parameters to control the operation of the machines with advanced technology for controlling the burning and Combustion process in the lime kiln process. This can be used to control the amount of oxygen and temperature sufficient for the burning process. The system will control and reduce the amount of carbon dioxide (CO_2) after burning limestone with the temperature higher than 900 degrees Celsius ($CaCO_3 + Heat = CaO + SO_2$).

Controlling the impact by the Factory Management

o Create the closed system under silo, at warehouse and goods lift to control dust, which may affect the environment.

o Plant fast-growing trees, which help dust control, avoid dust floating away from the production area. Lines of over a hundred thousand trees have been planted in order to protect the surrounding area.

o Control over pouring concrete in the area and beside the street for easy cleaning. Use water spray for cleaning instead of sweeping in order to avoid spreading dust.

o Clean machines and buildings to prevent dust buildup as well as check and maintain machines and equipment regularly.

o Solve transportation problems by using canvas to cover truck complete in order to prevent falls when transporting goods, and determine the weight of the load is not excess of the standard legal limit.

o Tree planting around the factory area and production area.

o The other process to control the impact, the closing warehouses, and water spray to reduce the dust on the ground in the inside and external area.

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	2-6, 3-3, 2-27	Page 174

www.goldenlime.co.th
https://www.goldenlime.co.th/environment-management.asp?lang=E

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 (Nox)	Sulfur Dioxide (SO₂)
		Standard	320	690	400	700
		2566-2023	109	269	135	5
		2565-2022	131	368	105	38
		2564-2021	120	452	108	47

Location	Parameter	Standard	2023 (27/11/2023)	2022 (23/11/2022)	2021 (21/6/2021)
1. Maintenance Area	Benzene	10 ppm	0.01	0.87	<0.03
	Iron Oxide Fume	10 mg/m^3	0.007	0.004	<0.003
2. Calcium Plant	Respirable Dust	5 mg/m^3	5	0.417	0.583
3. Hydrate Plant	Respirable Dust	5 mg/m^3	1.583	2.703	3.458
5. Kiln Area	Total Dust	15 mg/m^3	1.759	0.090	7.750
6. Lab	Hydrochloric acid	7 mg/m^3	0.01	0.03	<0.02
7. Grinding Plant	Total Dust	15 mg/m^3	10	1.716	14.208
8. Hydrate3-4	Respirable Dust	5 mg/m3	3.5	0.490	2.583

Measurement of Air Quality in the work area

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

Measurement Area	1/2023 (20/6/2023, 18/12/2023)		1/2022 (13/06/2022)		1/2021(21/06/2021)	
	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	83.5	99.7	86.3	106.4	82.3	101.4
Lime handling Kiln 2						
Lime handling Kiln 3	84.6	102.0	87.5	106.5	83.8	100.2
Lime handling Kiln 4						
Lime handling Kiln 5	85.0	103.0	86.4	103.2	84.9	104.8

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	2-6, 3-3, 2-27	Page 175

www.goldenlime.co.th
https://www.goldenlime.co.th/environment-management.asp?lang=E

Measurement Area	1/2023 (20/6/2023, 18/12/2023)		1/2022 (13/06/2022)		1/2021(21/06/2021)	
	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 6	84.5	104.7	73.8	105.7	78.1	91.8
Packing Area Hyd Plant 1	81.1	96.7	81.8	98.2	90.6	100.5
Packing Area CaCO3 plant	75.0	86.6	82.9	99.1	75.8	93.8
Packing Area Grinding Plant RM-3						
Packing Area Grinding Plant RM-4						
Control room Grinding Plant	82.2	101.1	87.8	107.5		
Average	**82.3**	**99.1**	**83.8**	**103.8**	**82.6**	**98.8**

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	1/2023 (20/6/2023)	1/2022(13/06/2022)	1/2021 (21/6/2021)
	Standard (34°C)	Standard (34°C)	Standard (34°C)
1. Conveyor K2		27.7	28.9
2. Conveyor K5	29.0	30.3	29.1
3. Maintenance Shop	29.4	30.2	29.5
4. Conveyor K6	29.1		
Average	**29.2**	**29.4**	**29.2**

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	**Year 2023**
GRI 2021	3-3, 301-1, 302-1, 302-3, 302-4, 302-5	Page 176

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

Effective utilization of resources

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 i m p a c t s o n t h e community.

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

1. The Company manages energy and resources appropriately by adopting conservation as one of business operations and assigns the conservation as one responsibility of executives at all levels and all personnel.
2. The company implements the energy and resources conservation appropriately with nature. and the amount of energy used by each unit

3. The Company is committed to complying with laws related to energy resource management and conservation.
4. The company will continue to improve and promote energy efficiency practices.

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

Adhering to the sustainability development, the Company enforces below practices:

1. Policies established regarding resource efficiency and energy 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

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 301-1, 302-1, 302-3, 302-4, 302-5	Page 177

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

Power management Index

	Item	Unit	Scope	Before Solar Farm installation	Y2021	Y2022	Y2023
				Base year			
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		24,596,021	23,512,253	20,444,515
	% Decreased electricity compared to the base consumption	%	All branch	**100%**	96%	91%	80%
	Electricity consumption against the base year	KWh	All branch		- 1,108,709	- 2,192,477	- 5,260,215
	Actual consumption lower than 3% against the forecasted consumption				-4%	-9%	-20%
	Result: achieve /not achieve		All branch	decreased	**achieve**	**achieve**	**achieve**
	% Compared base year	%	All branch		93%	89%	77%
	Volume of purchased electricity against base year	KWh	All branch		- 1,903,701.00	- 2,987,469.00	- 6,055,207.00
	% Compare base year				-7%	-11%	-23%
Cost of purchased electricity	Cost of purchased electricity	THB	All branch	**87,034,613.89**	80,355,047.03	86,311,518.05	88,275,124.00
	% Change from previous year	%	All branch		108%	107%	102%
	Electricity rate per unit	THB/KWh	All branch	**3.284**	3.267	3.671	4.318
	Cost of purchased electricity decreased compared to the base year/[1]	THB	All branch		- 6,219,379.28	- 10,966,749.32	- 26,145,112.70
	% Compared to base year	THB	All branch		-7%	-13%	-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	Y2021	Y2022	Y2023
January – April	-0.1160	-0.1532	0.0139	1.5492
May - August	-0.1160	-0.1532	0.2477	0.9119
September - December	-0.1160	-0.1532	0.9343	0.2048
Average	**-0.1160**	**-0.1532**	**0.3986**	0.8886

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021 — 3-3, 301-1, 302-1, 302-3, 302-4, 302-5	Page 178

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

o **Electricity management**

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

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

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

• **Management of renewable / clean energy**

Renewable Energy Index

Item	Unit	Scope	Base year Y2019	Y2021	Y2022	Y2023
Overall volume of purchased electricity	kWh	Golden Lime (Not including subsidiaries)	26,499,722	24,596,021	23,512,253	20,444,515
Volume of Use electricity generated from Solar Farm	kWh	Chong Sarika	18,545,960 **Base Year**	17,364,720	16,118,760	13,282,440
Reduce the amount of purchased electricity by not less than 5% compared to the base year.	kWh	GL	**Base Year**	6% **Achieve**	13% **Achieve**	28% **Achieve**
Volume of solar energy generated	kWh	Power consumption at Chong Sarika	No Power generation with solar energy	3,057,662.91	3,384,229.21	3,434,079.10
	Cost saving	Solar energy generated at Chong Sarika	No Power generation with solar energy	**10,921,210.43**	**13,045,602.38**	**14,902,348.34**

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.

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report		Year 2023
GRI 2021	3-3, 301-1, 302-1, 302-3, 302-4, 302-5	Page 179
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Energy_Management_and_effective	

The Company started to invest in developing renewable energy sources.

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

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

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

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

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

o **Diesel and Fuel Management**

Fuel Consumption	Unit	Business activities	Y2021	Y2022	Y2023
Diesel	Liter	Production and transportation	1,072,010	1,125,685	1,080,172
		Sales and administration	9,026	28,989	16,500
		Total	**1,081,036**	**1,154,674**	**1,096,672**
Benzine	Liter	**Production and transportation**	**-**	**32,001**	0
		Sales and administration	15,301	19,491	17,041
		Total	**15,301**	**51,492**	**17,041**
NGV	Kg.	Production and transportation	299,276	255,589	161,260
		Sales and administration	6,079	7,645	7,805
		Total	**305,355**	**263,234**	**169,065**
Flex fuels	Tons	**Flex Fuels**	**49,095**	**55,755**	**47,496**
		(Excluding fuel evaporative losses, losses occurring during transport, loss during storage.)			

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021 — 3-3, 301-1, 302-1, 302-3, 302-4, 302-5	Page 180
www.goldenlime.co.th	
https://www.goldenlime.co.th/Energy_Management_and_effective	

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

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

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

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

This Biomass technical knowledge is supported by the Carmeuse Group, a major indirect shareholder, so the Company's representatives are allowed to study the feasibility to adapt local biomass fuels namely the Biomass Project which is still in the study and trial phase. The Company expects to use environmentally friendly fuel sources to help reduce greenhouse gas emissions according to the CO_2 reduction target set in the CO_2 Roadmap.

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	2021	2022	2023
Energy (Khw)	Electricity	Kilowatt-hour	All branches	24,596	23,512	20,445
	Oil	Kilowatt-hour	All branches	15,128	15,598	13,406
	Fuel	Kilowatt-hour	All branches	370,580	421,636	309,086
	Total energy	Kilowatt-hour	All branches	**410,304**	**460,746**	**342,936**
	Energy Per tons product	Khw /Kgs product	All branches	**0.00118**	**0.00130**	**0.00115**
Energy expenditure	**Total energy expenditure**	**THB**	**All branches**	**168,521,514**	**332,608,244**	**292,028,492**

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021 · 303-1,303-2, 303-3, 303-4, 303-5	Page 181
www.goldenlime.co.th	
https://www.goldenlime.co.th/Water_resources_management	

Water resources management

Water Management performance								
Year	Consumption forecast (cubic meter)		Actual Consumption / year (cubic meter)			Cost (THB)	Performance against target		
							Volume	Cost	%
							Consumption reduction target 3% ++		
2021	311,000	100%	266,840	86%	2.63	701,647.63	-44,160	-116,117.37	-14%
2022	310,980[/2]	100%	298,502	96%	2.63	783,996.50	-12,478	-32,772.67	-4%
2023	310,980[/2]	100%	278,268	89%	2.63	730,737.88	-32,712	-85,902.43	-11%

Note: 1) Year 2020 - 2023, increased volume of water consumption from solar cell cleaning activities.

2) target set in line with 2023 forecast

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

The 4 core strategies are listing below;

1) **Governance**

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

2) **Water Stewardship**

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

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

- Networking with government agencies, private sectors, industrial sectors, and the agricultural industry can achieve water resource management or collectively contribute to the development of sustainable water sources in the conservation and development of water resources, wastewater treatment, clean water production or clean water for consumption, Natural water retention for use, etc.
- Risk assessment of the Company's operations towards the water stress for production and consumption

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021 — 303-1,303-2, 303-3, 303-4, 303-5	Page 182

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

- 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.

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	303-1,303-2, 303-3, 303-4, 303-5	Page 183

www.goldenlime.co.th

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

- **Access to water resources**:

   Main water resources are;

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

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

- **Guidelines in managing groundwater sources are as follows:**
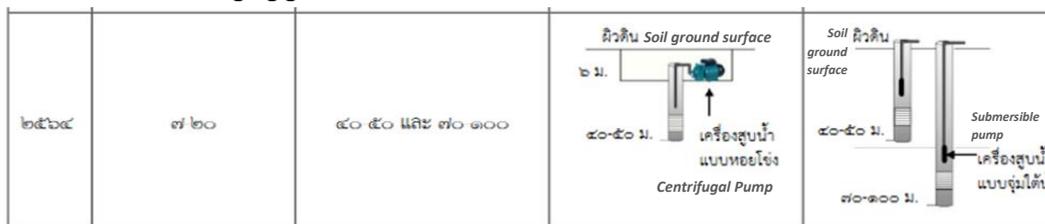
Note: Picture show the groundwater system

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

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

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	**Year 2023**
GRI 2021	303-1,303-2, 303-3, 303-4, 303-5	Page 184
www.goldenlime.co.th	
https://www.goldenlime.co.th/Water_resources_management	

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

Local water resources

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

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	๓,๓๕๐	๒๑,๘๗๔	๑๕,๒๙๕,๗๑๙	๖,๓๒๘,๓๑๙	๔๐๒,๓๒๐	๔๘,๙๖๑
โคกเจริญ	๖๕	๒๒,๗๕๙	๑๖,๐๒๑	๔,๓๗๑๕	๒,๑๐๐	๑,๔๘๔
โคกสำโรง	๔๐๐	๒๕๕,๑๒๔	๑๗๕,๕๗๗	๘๘,๓๐๘	๔,๓๔๒	๑๐,๔๔๒
ชัยบาดาล	๓๗๐	๒๖๑,๘๒๐	๑๕๐,๑๑๗	๘,๕๒๐	๑๑,๔๔๐	๗,๒๕๖
ท่าวุ้ง	-	-	-	-	-	-
ท่าหลวง	-	-	-	-	-	-
บ้านหมี่	๔๐๐	๒๐๐,๒๐๖	๑๒๔,๙๗๐	๖๖,๔๖๐	๗,๗๑๖	๗,๔๖๕
พัฒนานิคม	-	-	-	-	-	-
ลำสนธิ	๓๐๐	๒๙,๑๔๕	๒๐,๕๗๗	๔,๕๗๗	๒,๑๐๐	๔,๓๙๑
สระโบสถ์	๒๑	๕,๘๗๘	๓,๐๓๐	๗๗๖	๑,๘๒๐	๑๗๑
หนองม่วง	๑๕๐	๓๐,๑๒๐	๒๐,๕๒๘	๙,๐๙๒	๑,๒๐๕	๑,๔๐๑
รวม	**๕,๔๕๖**	**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.

Water Stress Assessment

Groundwater Resource

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

The average water consumption is 134,323 cubic meters/day or 49.028 million cubic meters/year, which SUTHA's water consumption is compared to the total water consumption of the entire area of Lop Buri Province is at 0.39 percent.
SUTHA uses water in the proportion of less than 1 percent of the total water consumption from provincial groundwater sources when compared to the water situation in the area apart from Phatthana Nikhom District and the other 2

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	**Year 2023**
GRI 2021	303-1,303-2, 303-3, 303-4, 303-5	Page 185
www.goldenlime.co.th	
https://www.goldenlime.co.th/Water_resources_management	

districts that have no tap water supply. Other areas with tap water supply were found much less consumption compared to the volume of water produced. The situation of water then still has a low risk of water scarcity. However, to secure water supply as a mean to develop business sustainability needs to find more water resources including reducing water consumption to reduce water demand exceeding the sustainable supply capacity.

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

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

Assessment based on information report from data resource as in Note(2)	benchmarking	Y2019	Y2019
	Unit	SUTHA	Lopburi
Source : the Office of Natural Resources and Environment, Lopburi Province as of December 31, 2019	cubic metre /Day		134,323
Groundwater consumption	**cubic metre**	**189,082**	**49,027,895** (134,323x365 days)

Note : 1) The information of the water source is obtained from the report on the Lopburi Provincial Development Plan Report,Year 2018-2022
http://www.oic.go.th/FILEWEB/CABINFOCENTER2/DRAWER059/GENERAL/DATA0000/00000158.PDF

Impact and prevention of flooding

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

- 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.

PART 01 | 0303
**Sustainability Management in
the Environmental Dimension**

56-1 One Report	Year 2023
GRI 2021	303-1,303-2, 303-3, 303-4, 303-5	Page 186

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

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

- **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.

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021 / 303-1,303-2, 303-3, 303-4, 303-5	Page 187
www.goldenlime.co.th	
https://www.goldenlime.co.th/Water_resources_management	

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	2566 (17/11/2566)	2022 (23/11/2565)	2021 (24/12/2521)
pH*	pH Meter	5.5-9	12.8	11.6	12.000
Suspended Solids	Dried at 103-105 °C	50 mg/l	4,670$^{/2}$	62	14.000
Total Dissolved Solids	Dried at 103-105 °C	3000 mg/l	1,950	530	780.000
BOD5	Azide Modification	20 mg/l	<2	<2	<2
COD	Closed Reflux	120 mg/l	<5	28	24.000
Oil & Grease	Partition & Gravimetric	5 mg/l	<5	<5	<5
TKN	Macro-Kjeldahl	100 Mg/l	<1	-	-

(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.

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

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	303-1,303-2, 303-3, 303-4, 303-5	Page 188

www.goldenlime.co.th
https://www.goldenlime.co.th/Water_resources_management
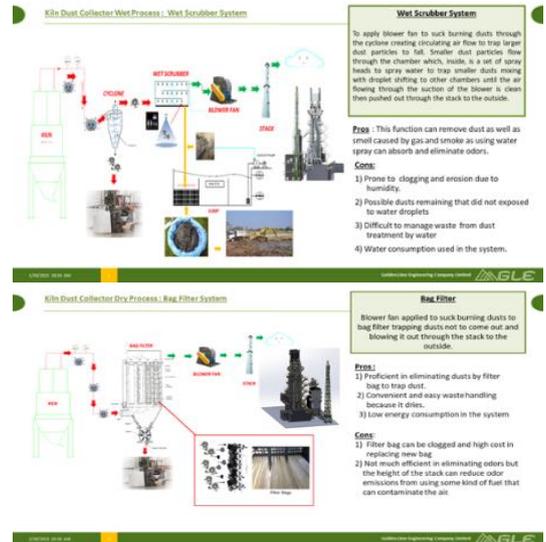
- **Water Resources Development**

  - **Water development**

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

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

The 2023 water management consumption decreased from Y 2022 by 20,234 cubic meters, a reduced cost of 53,134.93-baht, 7% reduction in water use.

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	306-2, 306 - 4	Page 189
www.goldenlime.co.th	
https://www.goldenlime.co.th/Waste_and_sewage_disposal_management.asp?lang=E	
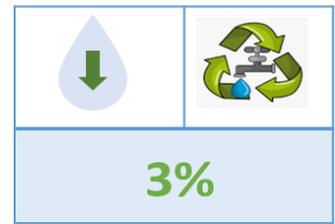
Garbage and waste management

Reuse/Recyclable Waste (Kgs)		
Year	Target	Amount of an organizational waste
2022		49.72
2023	84.53	238.34
%	100%	182%

Weight of seperated Waste (Kgs)
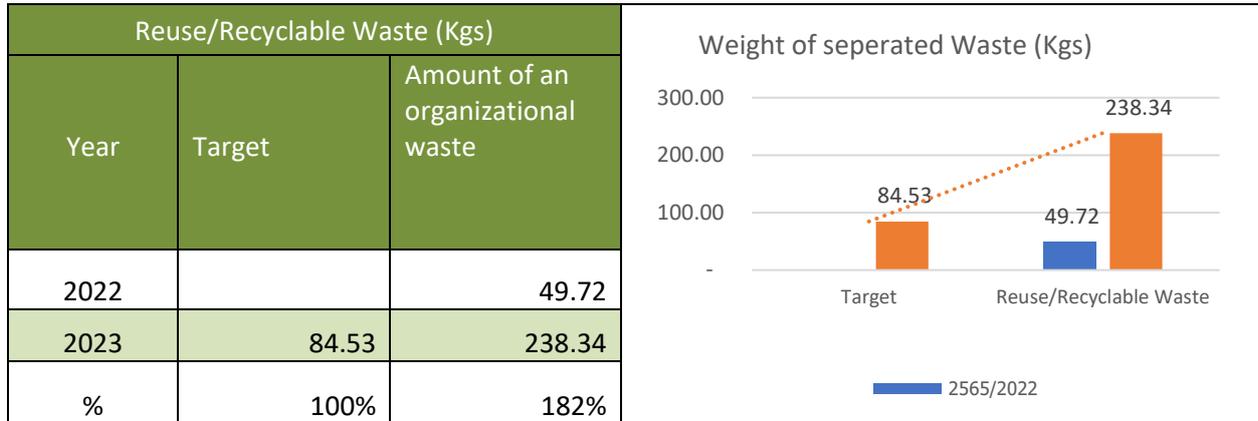
The waste separation at the head office since October 2022 with Y2023 goal to attain not less than 70% (84.53 kg) of waste separation for further use following circular economy. The separated will be delivered to a recycling point nearby the establishment to
- deliver aluminum materials to the International Association of the Physically Disabled to produce prosthetic legs
- old calendars sent to the Foundation for the Blind of Thailand under the Royal Patronage in producing Braille media for the visually impaired.

The waste separation project promotes employee participation, discipline, and social responsibility and enhance human rights operations for people with disabilities.
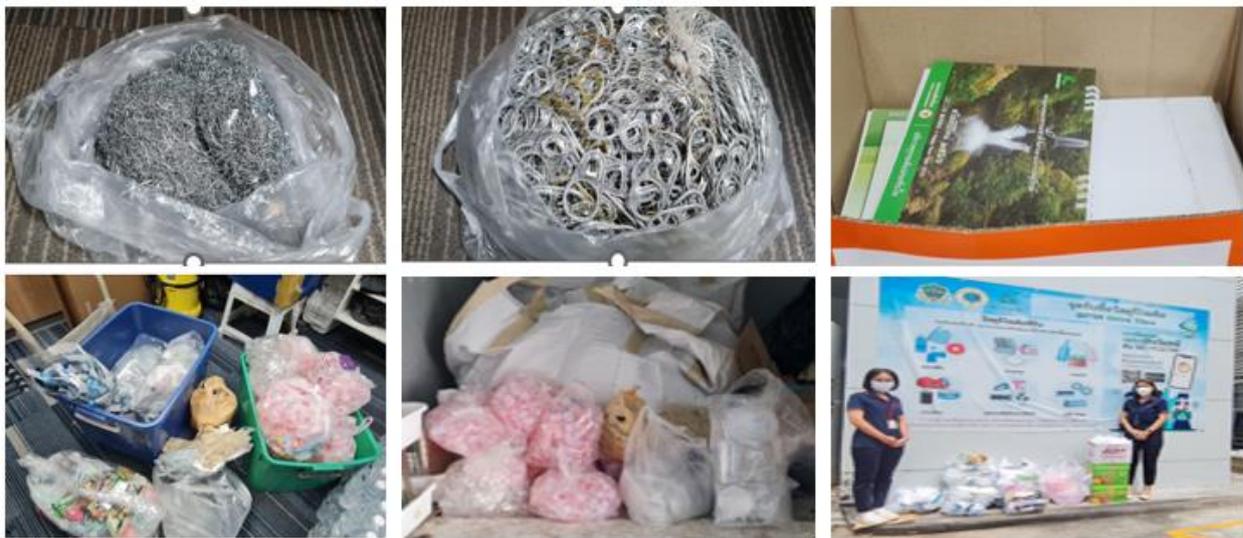
Positive impact

Corporate Governance

- Make personnel aware of how everyone can do their part to help combat the climate crisis.
- Promote national scheme of Circular economy

Society

- stakeholders' engagement with the capital market by networking with Thai Listed Companies Association according to the "Waste Separation Project"
- Raise awareness and educate personnel to participate in environmental conservation

Environment

- GHG Emission initiatives by reducing the amount of waste

Waste and sewage disposal management

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

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

1. Sorting of waste or unused materials

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

2. Identifying and labeling all waste containers

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

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

- Management of sewage or controlled hazardous waste adhering to the legislations and law requirements are as below;

  > Application for permission/renewal of permission for the transferring of industrial waste out of the plants by the management representatives or authorized persons to contact/employ authorized permitted contractors to transport or disposal of waste or unused materials

  > The assigned management or personnel submits Form SoKo.2 for requesting a permit for off-site waste management.

  > Collection of sewage or unused materials according to the containers specified.

  > The assigned person examines the disposal of sewage or unused materials to specified containers at least once a month throughout the plants

  > The occupiers of facilities may store the hazardous and other wastes for a period not exceeding ninety days and shall submit the form prescribed by the government agency (So Ko. 1) for an extension of storage period of hazardous waste beyond 90 days

  > Transferring sewage and unused materials out of the plants, the management representative or assigned personnel contact the contractor to pick up at the designated area and time.

  > The management representative or assigned personnel has to report to the authorities every time the details of industrial waste that is transferred for disposal outside.

  > The management representative or assigned personnel has to submit by March 1 of the following year the Waste Summary Report (So Ko 3)

Amount of an organizational waste

Item	Unit	Y2021	Y2022	Y2023
Target				
Waste and Non-Hazardous Waste	Kg.	-	-	Increased amount of separated waste by 10%
Hazardous Waste	Kg.	-	-	
Reuse/Recyclable Waste	Kg.	-	49.72	238.34 Improved from 2022 182%
Hazardous Waste used as Reuse/Recyclable Waste	Kg.	4,020 * used lubricating oil recycled to produce fuel blending (042)	5,580 * used lubricating oil recycled to produce fuel blending (042)	1,840 * used lubricating oil recycled to produce fuel blending (042)

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.

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	305-1, 305-2, 305-4, 305-5	Page 193
www.goldenlime.co.th	
https://www.goldenlime.co.th/Climate_management.asp?lang=E	
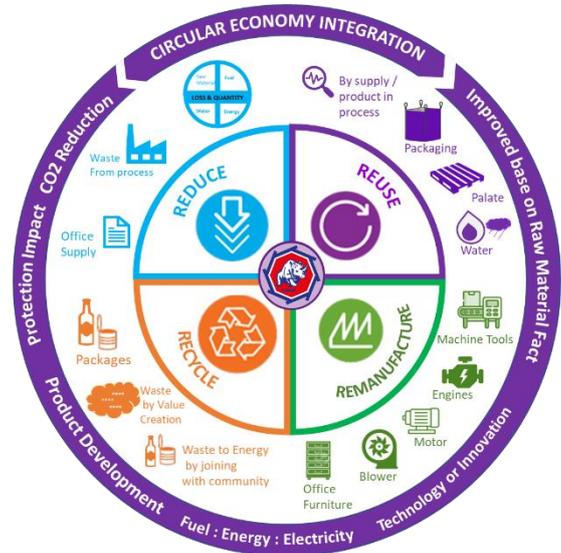
GHG emission reduction

GHG reduction target	2023	
Based on the major shareholder, the Carmeuse goal: carbon neutrality by 2050	**Scope 2** **GHG emission reduction**	
	Target	**Result**
> 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	15 % Beyond the base year [2019]	GHG scope 2 decreased 28% From the base year(last year) 16.80% (Chong Sarika only)
	Base year purchased electricity x Conversion factor 0.4999 tCO2-eq/MWh X 15 %	Target Met

During Y2020 - 2023, 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 emissions;

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021 — 305-1, 305-2, 305-4, 305-5	Page 194
www.goldenlime.co.th	
https://www.goldenlime.co.th/Climate_management.asp?lang=E	
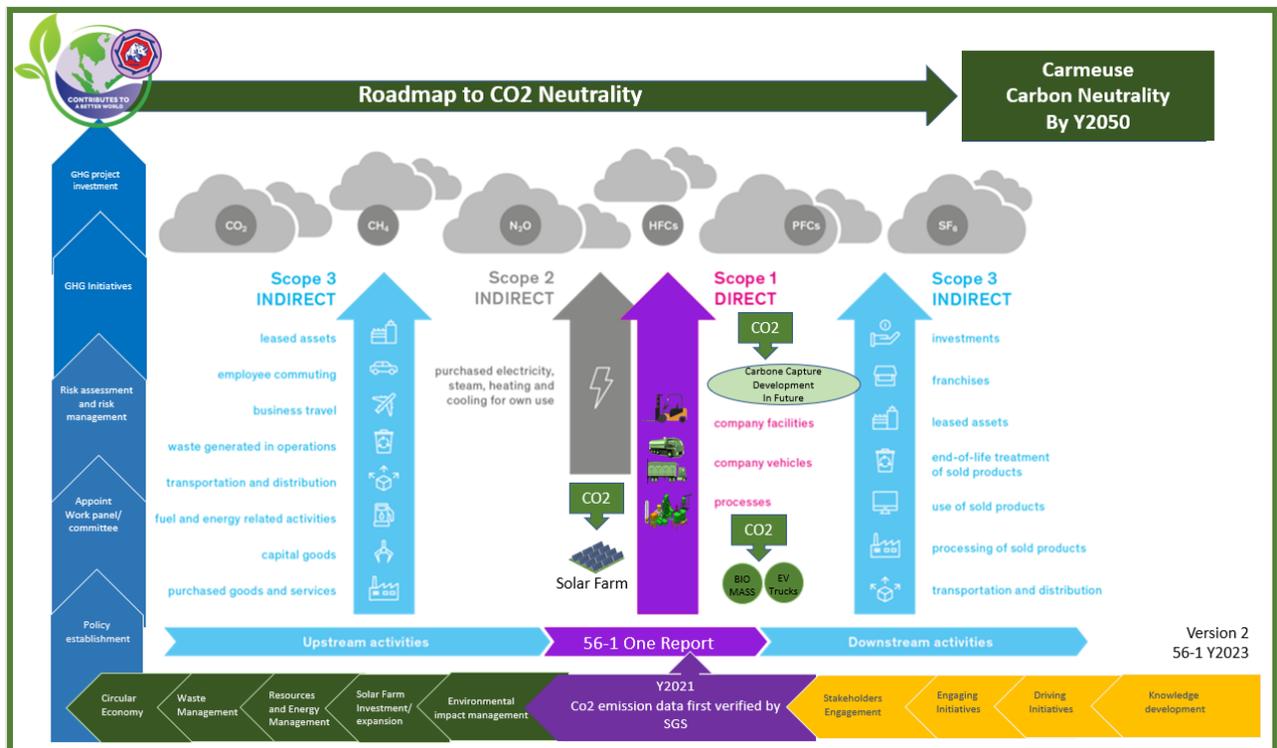
Year	Unit: Tons CO2e /(1)						Unit: Tons CO2e / (2022- 2021)					% Dif
	Scope 1	Scope 2	Scope 3	Other	Total	Per kgs Product	Scope 1	Scope 2	Scope 3	Other	Total	
GRI	305-1	305-2	305-3			305-4						
2021	421,695(V)	12,295(V)	-	124.0	433,990	0.0012						
2022	422,924(V)	11,754(V)	-	81	434,678	0.0012	1,229 -	541	- -	43	688	0.16%
2023	340,369(V)	10,221(V)	-	59	347,261	0.0011	-82,555	-1,533	-	-22	-84,088	-19.34%

Note: GHG emissions data has been verified by SGS Thailand Limited. / Report verified Y2023 no.TH/IE-24-500000936-001 in Appendix 04-1107

GHG emission intensity	Unit	2021	2022	2023
Carbon Footprint for Organization verified by Thailand GHG Management Organization (Scope 1+Scope2)	Tons CO2e	433,990	434,678	350,590
GHG emission intensity ratio for the organization (GRI 305-4)	Tons CO2e /Kgs. Product	0.00125	0.00122	0.00117

Carbon Credit from Solar Farm (GRI 305-5)

Year	Unit: (MWh) Solar generated					Unit: Tons CO2e / (2565- 2564)					% Credit
	Scope1	Scope 2	Scope 3	Other	Total	Scope1	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%

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.

Golden Lime Public Company core service is to manufacture and distribute Lime as an essential raw material for iron and steel production, in construction and agriculture, in civil engineering, in environmental protection, and in manifold chemical manufacturing processes. Lime is produced by process of crushing, screening and calcination of natural limestone. Carbon dioxide from the calcination process is the primary source of carbon emissions within this industry

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report	**Year 2023**
GRI 2021	305-1, 305-2, 305-4, 305-5	Page 195

www.goldenlime.co.th

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

When a calcium limestone that comprises mainly of calcium carbonate ($CaCO_3$), is heated in a kiln at high temperatures above 900°C in industrial kilns that operate continuously and retain the maximum of heat within the kiln, called calcination into quicklime also known as 'burnt lime' and chemically is mainly calcium oxide (CaO), and the calcination process releases a gas from the rock which is carbon dioxide (CO_2).

The Lime Cycle

The quicklimes, after cooling down, are used in various differing applications as it is removed from the kiln or further processed by crushing and grinding, and, by the controlled addition of water to form hydrated lime products, which can be made with a range of designed characteristics. When water (H_2O) is added very carefully to quicklime/burnt lime/calcium oxide (CaO), a further chemical process called hydration (also called slaking) takes place and the resulting material is called hydrated lime or slaked lime and is mainly calcium hydroxide [$Ca(OH)_2$]

Over the lifetime of lime products, wherever it is possible for the lime product to achieve the hydrated lime stage of the lime cycle, there is the potential for carbon dioxide to be gradually re-absorbed by hydrated lime from the air or any source of carbon dioxide, which is carbonation or can be known as decarbonation. Chemically, this begins to turn the hydrated lime back into calcium carbonate.

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 CO_2 from the atmosphere and helps mitigate climate change by reducing greenhouse gas emissions.

- 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 CO_2 / GHG emission reduction and roadmap
- Innovate and develop lime products that offer environmental benefits for customers
- Engaging personnel and stakeholders in environmental activities such as waste sorting, waste management , creating eco-friendly materials, or equipment, etc.

- Educate more personnel in GHG reduction and data collection
- Participate stakeholders' activities in promoting GHG emission reduction
- Registering Solar Farm project to Voluntary Offset Programs - Carbon Offset

PART 01 | 0303
Sustainability Management in the Environmental Dimension

56-1 One Report	Year 2023
GRI 2021	305-1, 305-2, 305-4, 305-5	Page 196
www.goldenlime.co.th	
https://www.goldenlime.co.th/Climate_management.asp?lang=E	

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

CO2 emissions

CO2 emissions reduction

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

"Carbon neutrality"

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

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)

Y2022-Y2023 | Biofuel project (conducting a feasibility study) (- GHG Scope 1)

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)

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.

Enhancing engineering and design businesses and their personnel to provide environmentally friendly products, services, and solutions.

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report		Year 2023
GRI 2021	304-3	Page 197
www.goldenlime.co.th		
https://www.goldenlime.co.th/Managing_biodiversity.asp?lang=E		

The Biodiversity Conservation and Product Responsibility

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

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

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

- A careful land use that does not directly or indirectly affect the community or increasing threats caused by encroachment of forest areas or causing the destruction of culture, art and local cultural heritage.

- Construction of buildings are permitted correctly in compliance with the local regulations of each location

- No building activities that interfere with groundwater flows or increasing the impermeable area or blocking a flow path

- Any land use or buildings activities follows the relevant rules and regulations in preparation for major disaster, disaster risk reduction, disaster mitigation strategies

Process responsibility

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

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

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

PART 01 | 0303

Sustainability Management in the Environmental Dimension

56-1 One Report		Year 2023
GRI 2021	304-3	Page 198

www.goldenlime.co.th

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

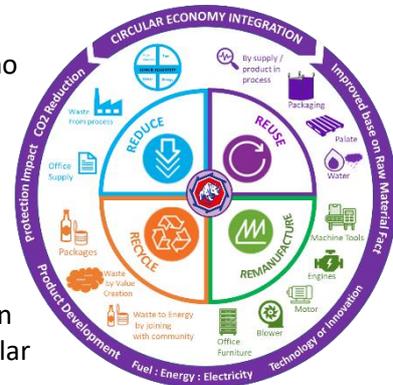**SUTHA managing unused materials in converting unused land into functional areas.**

Starting with a grouping of unused materials to manage them properly, stringent transportation and storage regulations compliance, no outbound logistics without legal permission for legally controlled materials according to the law, nonhazardous and unused materials with the characteristics as a landfill material, will be used in line with warehouse management as landfills for piling limestone, raw materials storage areas.

Product responsibility by means of resources optimization

Reusable resources and materials are managed properly in recycling and conversion as a solution to overproduction and natural resource depletion.

- Wastewater from the process to sedimentation with no effluent discharge to be reused in washing limestone, or mitigating dust in all areas and raw material piles.
- Keep all reusable items well maintained such as pallets , choosing packaging materials that are designed to be used multiple times
- Machines and equipment maintenance
- Waste separation for positive society-wide benefits in achieving sustainable waste management and circular economy

The development of unused materials

Apart from landfilling our areas, the Company also develops in converting unused materials to agricultural limestone that contains natural nutrients to promote healthy plant growth in agriculture and farming for various purposes.

The lime manufacturing process already offers calcium which is a key nutrient that helps protect crops against many diseases for cooperation with agriculture sector to develop organic fertilizers formula with a mixture of chicken manure, chicken blood, soil, etc. to offer the best agricultural advantages.
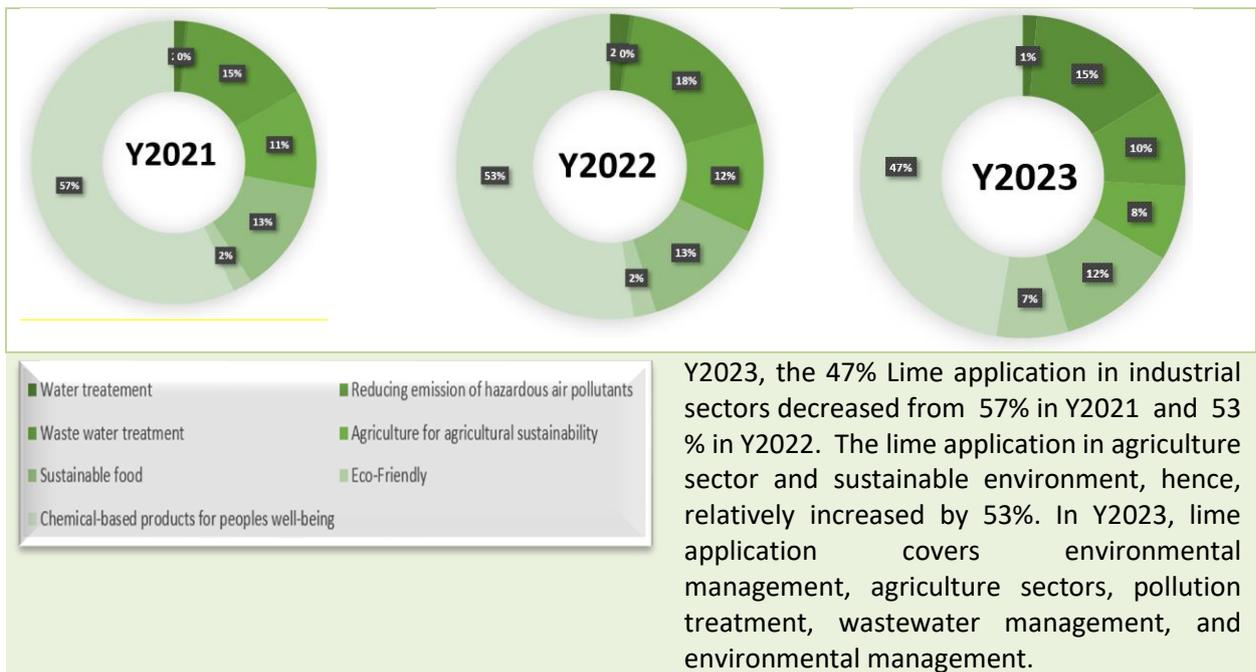
Product application for social and environmental responsibility

Lime is the versatile mineral. Various forms of lime are used in environmental, metallurgical, construction, chemical/industrial applications, sugar, pulp and paper manufacturing, fuel gas desulfurization, water and wastewater treatment, construction, agriculture, glass, energy exploration, and recreational appliances. The production is under control for precise produce quality, waste disposal to ensure long-term business relationships with customers that many of them apply lime in environmental applications, where lime is used to comply with air, drinking water, wastewater, soil stabilization, and solid waste regulations.
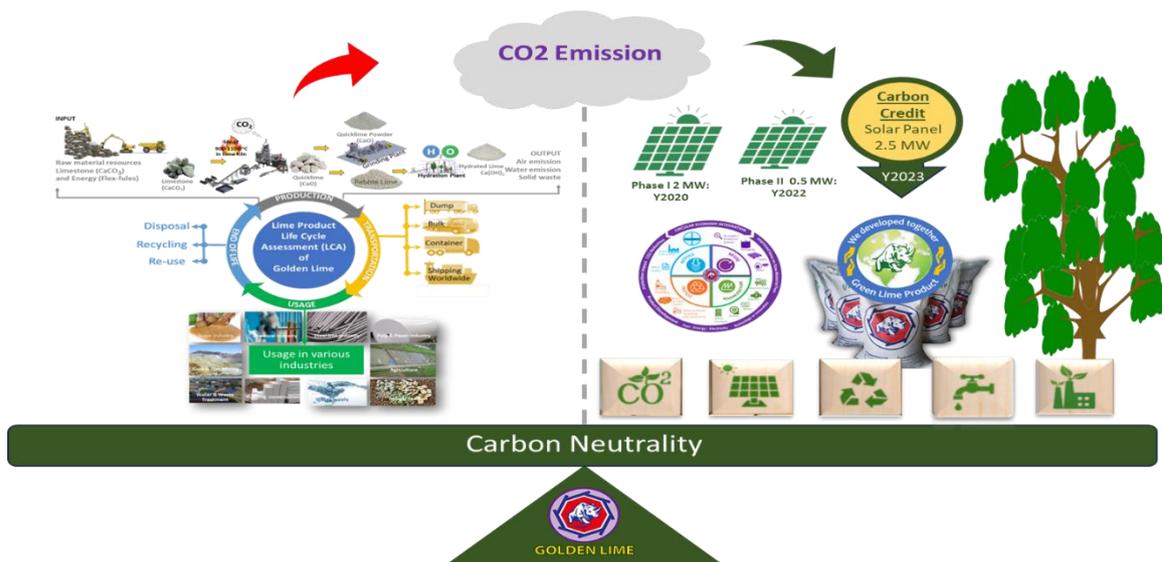
- o AIR- pollution treatment, flue gas treatment from boilers, steam generators, process furnaces, and incinerators.
  - o WATER – wastewater purification of disposal from industrial process
  - o SOIL- Stabilization treatment of contaminated soils from agricultural activities

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

The history of lime application for mitigating environmental impact , promoting environmental conservation, and improving people's quality of lives as per environmental and social dimensions are as per the following

Legend	
■ Water treatement	■ Reducing emission of hazardous air pollutants
■ Waste water treatment	■ Agriculture for agricultural sustainability
■ Sustainable food	■ Eco-Friendly
■ Chemical-based products for peoples well-being	

Y2023, the 47% Lime application in industrial sectors decreased from 57% in Y2021 and 53 % in Y2022. The lime application in agriculture sector and sustainable environment, hence, relatively increased by 53%. In Y2023, lime application covers environmental management, agriculture sectors, pollution treatment, wastewater management, and environmental management.

Product responsibility in mitigating environmental impact

PART 01 | 0303

Sustainability Management in the Environmental Dimension

	56-1 One Report	Year 2023
GRI 2021	304-3	Page 200

www.goldenlime.co.th

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

Short-term / Long term goals of Sustainability principles	
Implementations in year 2024	**Energy management operations 2025-2027**
- The additional 1MW capacity to Solar farm at Chong Sarika plant to generate the clean and eco-friendly energy is expected to complete. - Using eco-friendly equipment and tools - Implement practical value chain management cooperatively with both internal and external stakeholders in aspects of society and environment towards sustainability goal. - Establish the risk mitigation from Climate Change and Natural Disasters by mean of greenhouse gas emissions data collection to be further analyzed for greenhouse gases emissions reduction plan.	- Observe greenhouse gas emissions throughout the business process to develop the organizational greenhouse gas emissions reduction - Using eco-friendly equipment and tools - Finding alternative sources of fuel or renewable fuel - Promote the development of Eco-design engineering that can reduce pollution including greenhouse gas emissions and environmental impact - Find the solution in reducing the greenhouse gas emissions and waste including promoting renewable resources - Promote optimal use of resources, reduce fuel consumption or use the alternative energy to reduce the environmental impacts - Collect greenhouse gas emissions data correctly in accordance with the criteria by the regulators to be used for finding guidelines for emissions reduction plan. - Continuously innovate and develop lime products for customers who use lime products in order to reduce the environmental impact in various ways, thus promoting and reducing the impact on the environment - Promote and participate in reducing environmental impacts such as waste sorting, waste management, encourage all to use the eco-friendly materials or equipment, etc.

3.4.2 Performance for Sustainable Development and Corporate Responsibility

S1. Human rights and Fair Labor Practices

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 guidelines in alignment with the sustainability management.

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.

2023 Human Rights Complaints (GRI: 411-1, 418-1)

Human Rights Performance	2023	
	Target	Result
1. Human rights violation issues		
1.1 Public Whistleblowing channel	0	0 Meet the target
1.2 Operational touchpoint		
2.1 Labour complaints and disputes	0	0 Meet the target
2.2 Business partners	0	0 Meet the target
2.3 Customer satisfaction survey	100%	87% On the way to Meet the target
2.4 Community complaints **Pending complaints** (4 complaints of PB plant were rectified)	0	0 Meet the target
2. ZERO LTI	0	1 Behind the target

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:

PART 01 | 0304

Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 202

www.goldenlime.co.th

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

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 conduct human rights risk assessment of operations throughout supply chain

Scope Stakeholders in supply chain	Stakeholders Assessments of human rights risk and impact	
	- Employee /Contractors - the work environment	Communities and environment
	- Working Conditions - Safe and Healthy - Discrimination - Freedom of Association - Personal Protection Data - Safe and hygienic working conditions - Forced labor or child 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 - Biodiversity Conservation
	Suppliers, business partners and contractors	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 (Child labor, foreign labor)	- 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.

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)	**Almost Never (≥ 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.

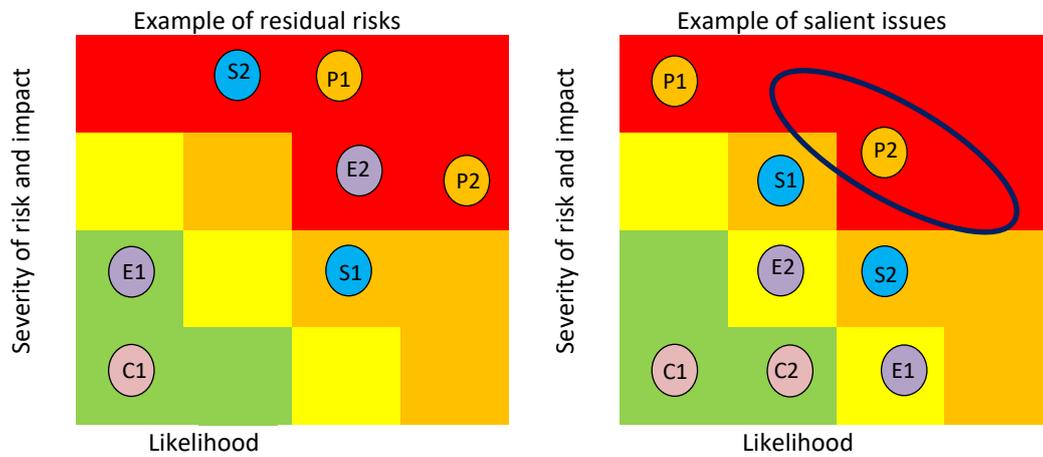**The process to assess impact of registered Human Rights Risks is as follows.**

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

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021 — 2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 205
www.goldenlime.co.th	
https://www.goldenlime.co.th/Business_Driving.asp?lang=E	

Table ₃

Example of residual risks

Example of salient issues

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.

1. Human rights policy

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

▪ **SUTHA practices to implement Human Rights principles**

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

1. **Scope of action plan on human rights** The Company action plan on human rights covers stakeholders, executives, employees, shareholders, business partners, customers, competitors, society, environment and communities who are relevant to the Company's business in order for stipulating guidelines to strictly adhere to human rights guidelines.

2. **Respect for human rights** by requiring concern on the rights of employees and stakeholders without discrimination against any person on perspective, race, skin color, religion, disability, national origin, genetic information, gender, pregnant woman, age, sexual orientation, gender identity, gender expression, marital status, nationality or any other status under human rights principles. The Company practice is to ensure fair human rights that are reasonable and suitable with the Company's business conditions and operations to focus on eliminating injustice discrimination, intimidation and

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 206

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

all kinds of violations of rights by laying out a clear framework of guidelines to enable all group of stakeholders to understand and be able to follow the below guidelines.

2.1 Employees at all levels understand the laws related to their duties and their responsibilities in order to perform their duties with prudence and caution. If there is any unclear situation threatening or violating laws or human rights principles, consult supervisors or executives in the department.

2.2 Executives and employees should cooperatively prepare a collection of laws, rules, regulations related to their responsibilities by categorizing relevant information for their own study and understanding. If any necessary training courses is needed, the head of department shall be informed to arrange such proper courses to staff to ensure thorough understanding before performing their duties without affecting the business processes affecting either internal or external stakeholders.

2.3 The Company promotes compliance with international human rights principles by providing information to employees and related parties to understand the basic human rights principles that are essentials to know to prevent human rights violations.

2.4 When employees are required to perform their duties in a foreign country or abroad, they should study beforehand the laws, customs, traditions and culture of that locality to ensure not taking any prohibited object, not to do anything illegal or contrary to tradition and local culture.

2.5 The Company has established guidelines for the implementation of human rights as a code of conduct for employees, executives, business partners and all group of stakeholders including agents and contractor workers who work under contracts with the company, both temporary and contract) the supplier of all products or services, consulting services, wholesalers, raw material suppliers or all types of service providers to comply with human rights policies and guidelines.

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

3. Compliance with human rights policy

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

4. Human Rights Policy in the establishment

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

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

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

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

4.5 **Equality of treatment, there** shall be honesty, equity and fair treatment in the workplace to ensure all employees are treated with respect and dignity regardless of where they work. All employees are

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 207

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

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. The Company also establishes the specific guideline in order to support the Government's policy in hiring people with disabilities, however, if the Company cannot meet the government regulations, the Company willingly contributes to the State Fund for Rehabilitation of Disabled Persons Fund.

  <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>. Instead, upon corporation with educational institutes, the Company provides career support through career development internships or on-the-job training programs that comply with regulations and laws on students' consent and voluntary basis to attend training. Students are welcome to participate in the training for academic curriculum assessment, which shall be proposed with a confirmation letter from their schools. The students will be advised to work according to the training guidelines without enforcement and overtime. Interns do not have wages, just allowances or travel expenses, food welfare or other welfare according to the criteria of each training establishment
  <u>The compensation for employees</u> is based on fairness and appropriateness with their duties and responsibilities in consistent with wage management according to the ability of an individual employee and legal wage rates including the determination of fair and appropriate benefits and welfare.

- **Anti-Slavery and Human Trafficking** All relevant business activities shall not involve slavery, human trafficking but insist on helping ending slavery and human trafficking including forced labor, child labor, and illegal labor.

- **Non-discrimination and no torture** by treating stakeholders with respect and dignity, building and maintaining positive relationships, unity but prohibiting harassing, destructive behavior, torture, mental, physical, sexual or verbal abuse including threatening, or intimidating.
- **Respecting employee Privacy Rights** Including complying with the law on the protection and protection of personal information of customers, business partners, employees and other relevant stakeholders.
- **Providing safety supervision** for both personnel and workplace in order to operate and perform safely including having an appropriate working environment.

4.6 **Working hours and holidays** in compliance with all applicable laws including labor regulations for normal working hours, overtime hours, regular breaks, rest breaks, holidays, leave days, etc.
4.7 **Wages and Benefits** To pay wages and benefits to employees at least at the rates required by law or labour standards including carrying out any joint agreements between employers and employees on various matters which have been mutually agreed upon.
To prevent any other form of action that imposes penalties with unlawful deductions of wages and do not discriminate against any form of employment and compensation that is unlawful.
4.8 Safety and health There is a systematic process, safety equipment and management to ensure safe workplace and safe operation to all employees, partners, stakeholders to prevent injury and illness from work.
4.9 Working environment Organizing the working environment to meet the standards required by law in a way to support a safe and positive working environment that does not affect the health of employees such as drinking water, sufficient lighting, proper temperature and proper ventilation. To promote good health and a healthy workplace, proper safety equipment is provided and maintained in accordance with the standards required by law.

4.10 Emergency preparedness to get prepared for emergency situations, such as alerts and evacuation procedure, emergency training, contingency practice, sufficient and practical first aid equipment, fire protection plan, firefighting equipment, adequate emergency exit, emergency response plan and procedure including medical treatment in case of emergency.

4.11 Product quality and safety All products and services delivered either from partners or the Company shall meet the quality and safety requirements. All products and services are to be delivered on time with sufficient product-related information to ensure safe use of the product and prevent any impact to the safety and the environment. By this, all partners must not violate any labor laws and human rights.

4.12 Social and Environmental Sustainability Conforming to environmental laws, regulations, and standards including other actions to prevent the operating process from negatively affecting society and the environment by careful management and focusing on operating with social and environmental responsibility.

4.13 Anti-corruption in cooperation with business partners, customers and all stakeholders to comply with the code of business conduct through recognizing that corruption is a major obstacle for the ongoing sustainable development. All group of stakeholders shall not either directly or indirectly offer or promise any personal benefit or improper benefit to maintain business operations or receive other benefits from outsiders whether government or private sectors, business partners; not pay or accept bribes or all types of corruption.

2. Preventive measures and impact mitigation

Human Rights Risk Management

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

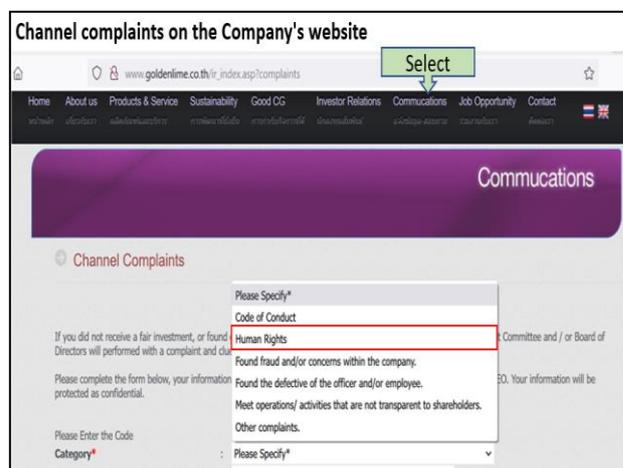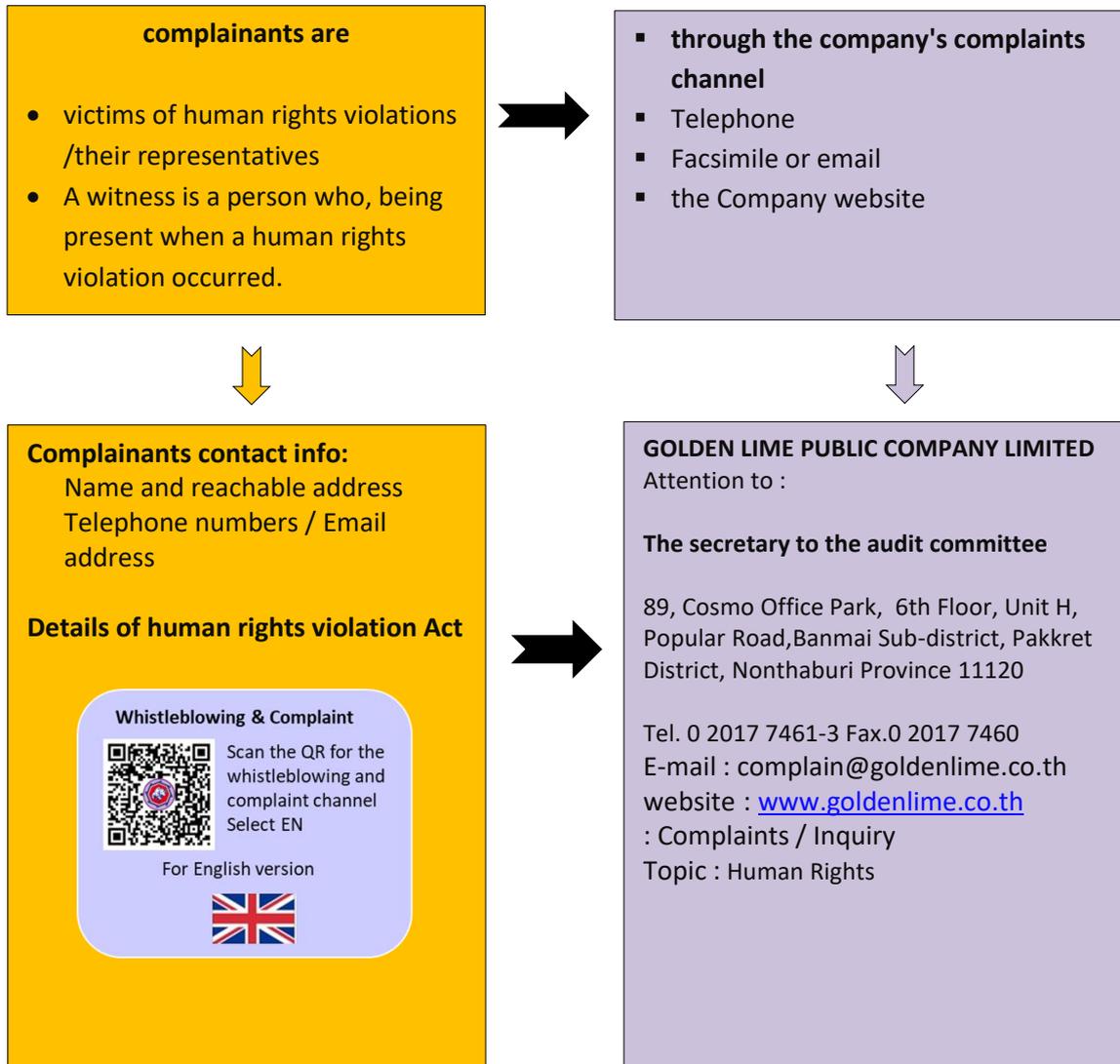| Level of Risks		Execution
	LOW	Take action to control and mitigate the impact and to monitor the situation regularly to reduce the likelihood of an issue or a trend towards high risk.
	MEDIUM	Management attention should be given to establish measurements to mitigate the risks and to regularly and continuously 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)

PART 01 | 0304

Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021 — 2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 209

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

4. Monitoring and providing channels of appeal for complaints mechanisms (GRI: 2-25 , 2-26)

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 : complain@goldenlime.co.th
website : www.goldenlime.co.th
: Complaints / Inquiry
Topic : Human Rights

Channel complaints on the Company's website

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021 — 2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 210

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

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.

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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 211
www.goldenlime.co.th		
https://www.goldenlime.co.th/Business_Driving.asp?lang=E		

5. Remediation 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.

Employees and Society Dimension

2023 HUMAN RIGHTS SALIENT ISSUES

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

1. 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.

2. Health and Safety   - Occupational Health and Safety
- 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.

3. 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.

4. 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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 212
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Business_Driving.asp?lang=E	

▪ **Employee Fair Treatment**

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

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

Human Resources Policy and practices towards employees

Personal Data Protection Policy

Personal Data Protection Notification for Stakeholders

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021 — 2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 213

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

Employment (GRI : 202-1,405-1)

Yearly data	Unit	Year 2023		
		SUTHA	Subsidiaries	Total
Total number of employees	Person	290	198	488
> number of male employees	Person	194	147	341
> number of female employees	Person	96	51	147
Number of Employees by Age				
> Number of male employees classified by age	Person	194	147	341
> Male employees under 30 years old	Person	58	19	77
> Male employees aged 30 - 50 years old	Person	104	65	169
> Male employees over 50 years old	Person	32	63	95
Number of female employees classified by age	Person	96	51	147
> Female employees under 30 years old	Person	23	11	34
> Female employees aged 30 – 50 years old	Person	49	27	76
> Female employees over 50 years old	Person	24	13	37
Number of male employees classified by position	Person	194	147	341
> Male employees, operational level	Person	179	144	323
> Male employees, management level	Person	12	2	14
> Male employees, senior executives	Person	3	1	4
Number of female employees classified by position	Person	96	51	147
> Female employees, operational level	Person	89	49	138
> Female employees, management level	Person	7	2	9
> Female employees, high-level executives	Person	-	-	-

Equal Employment opportunity without discrimination regardless of age and disability (GRI : 406-1)

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

Yearly data	Unit	Year 2023		
		SUTHA	Subsidiaries	Total
Employment of Disabled Persons				
> Number of Disabled Persons employed	Person	3	3	6
The ratio of employees to employees with a disability (100 : 1)	(100 : 1)			

Employment termination

Yearly data	Unit	Year 2023		
		SUTHA	Subsidiaries	Total
Number of employees terminated				
> By resignation / terminated	Person	40	69	109
> Male employees terminated	Person	35	43	78
> Female employees terminated	Person	5	26	31

Employee Compensation (GRI : 405-2)

Yearly data	Unit	Year 2023		
		SUTHA	Subsidiaries	Total
Short term Compensation of Employees	**Baht**			
Number of All Level Employees (Included In-Out)	Persons	290	264	554
Total amount of compensation		112,893,759	56,180,567	169,074,326
> Number of Male employees	Persons	194	188	382
> Number of Female employees	Persons	96	76	172
Total amount of compensation	Baht	112,893,759	56,180,567	169,074,326
Average Compensation per Employee	Person	389,289	212,805	305,188
> Compensation for Male employees	Baht	81,410,335	42,167,186	123,577,521
> Compensation for Female employees	Baht	31,483,424	14,013,382	45,496,806
> Average compensation for Male employees	Baht	419,641	224,294	323,501

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	**Year 2023**
GRI 2021	2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 214

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

Employee Compensation (GRI : 405-2)

Yearly data	Unit	Year 2023		
		SUTHA	Subsidiaries	Total
> Average compensation for Female employees	Baht	327,952	184,387	264,516
Welfare arrangements for employees	Baht			10,447,829
The voluntary provident fund				
> Number of voluntary members of the provident fund	Person	194	188	382
> Employer's contribution	Baht	96	76	172
Long-term or post-retirement compensation			Year	**Y2023**
Employee's benefit based on the age of employees and the period of employment			Baht	**4,228,656**

Training and development (GRI:404-1,404-3)

Yearly data	Unit	(Not include Subsidiaries)		
		Y2021	Y2022	Y2023
The total number of employees attending training	Person	348	479	611
> Average Knowledge training hours of employees	hrs./person/year	7	12	13.5
> Expenses for Knowledge training and staff development	Baht	46,700	585,710	277,600

Caring for employees to improve their quality of life and good working environment

Safety, Occupational Health, and Working Environment of Employees (GRI 403-9,403-10)

Yearly data	Unit	(Not include Subsidiaries)		
		Y2021	Y2022	Y2023
Total working hours of all employees (GRI: 402-1)	Hour	43,800	46,963	48,382
Accidents and injuries statistics				
> Lost time injury and Lost time incident	Time	5	6	1
> Injured worker with more than a day away from work	Person	3	5	1
> Fatality	Person	-None-	-None-	-None-
Accidents and injuries statistics of Sub-contractors				
> Lost time injury and Lost time incident	Time	-	-	-
> Injured worker with more than a day away from work	Person	-	-	-
> Fatality	Person	-None-	-None-	-None-

Voluntary, engagement and inclusivity

Yearly data	Unit	(Not include Subsidiaries)		
		Y2021	Y2022	Y2023
Number of employees who voluntarily resigned	Person	44	42	40
Employees' voluntary resignations		44	42	40
> male voluntary resignations	Person	-	33	35
> female voluntary resignations	Person	-	9	5

Collective bargaining for labor disputes resolution or for expectations (GRI: 407-1)

Yearly data	Unit	SUTHA	Subsidiaries	Total
> **Major labor disputes**	Have/None	-None-	-None-	-None-

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	2-25,2-26, 3-3,202-1 401-1,401-2, 402-1, 403	Page 215
www.goldenlime.co.th		
https://www.goldenlime.co.th/Business_Driving.asp?lang=E		

Sustainable Development Policy Actions throughout 2023	Short-term / Long term Sustainability Goals	
	2024 Action plan	**2025-2027 Action plan**
Treating labor fairly and respect to the human rights 1. Throughout Y2023, 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. Based on the key stakeholder's assessment, there was none of human rights violation, illegal labor, child labor or forced labor 3. 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 4. None of loss and damage compensation given to those who have suffered as no damage and impact arises 5. Promoting creativity and inclusivity via encouraging constructive comments/suggestions and engagement via employee satisfaction survey and other means for personnel development 6. Encourage employees to take part in social and environmental responsibility via suppliers events, suppliers development programs, product responsibility program, process development for customer satisfaction 7. Arranging and maintaining safe, clean, and hygienic workplace and providing safe practices workshop and instructions 8. Fair employment management based on work performance, capability, and economic conditions. 9. Follow Personal Data Protection policy in compliance with the Personal Data Protection Act towards employees and stakeholders as disclosed in the Company website. 10. Conduct the Human Rights Policy review	**No labor disputes, violations and complaint on human rights ESG framework** **Average Training Hours** **15 hrs. / person**	
	2024 Action plan	**2025-2027 Action plan**
	1. Data collection according to Sustainability development indicator 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 practices to minimize work illness and incident for zero LTI 6. Developing cooperation in the implementation of human rights practices of key stakeholders in the business value chain. 7. Training for internal parties to assess risks and human rights impacts 8. Provide considerably online training courses that are proper and helpful for employees to attend.	1. Data collection according to Sustainability framework 2. Suggestions of the employees are continually processed. 3. None of Complaint of employees and stakeholders 4. Employees are volunteering in various social activities for communities' development 5. Zero LTI within 2025. 6. Create SDGs promotional activities or any other practical and possible activities contributing to SDGs

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	404-1,404-2	Page 216

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

3.4.2   Sustainability development performance

S2. Employee development

Performance	2023			
	Target		Result	
Trainings planned	74	100%	74	100%
Cumulative numbers of participation	621	100%	611	98.4%
Budget provision	506,000	100%	277,660	55%

2023 KPI		
Target	Hrs./ person / Yr.	**12**
Result	Hrs./ person / Yr.	**13.5**
Training Hours		KPI ranked
Rating	25 / 100	
5	> 18	4
4	> 12 – 18	
3	12	
2	< 12 – 6	
1	< 6	

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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	404-1,404-2	Page 217

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

2) Segmenting trainings into its objectives

No.	Training/Workshop	Objectives	
1	**Productivity and 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	**People Management** To develop team members in service of the organization's overall mission.	-To conduct effectively in compliance with Human right principles and required laws the process of hiring, training, motivating and leading employees so they are productive, successful and feel fulfilled at work.	Human resources dept. staff and relevant, Welfare Committee members
5	**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. To allow them to identify and address issues before they get worse to reduce repair costs, and minimize downtime.	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	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,	ISO relevant staff, daily workers, and contracted workers

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	404-1,404-2	Page 218

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

No.	Training/Workshop	Objectives	
	standardized practices regarding risk management, ISO 9001 , ISO 14001 , ISO 45001	compliance, security, and reputation so employees can perform their jobs professionally and productively.	
7	**Skills-Based Training** 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	**Finance/account** To help accounting and finance employees prepare for the future work, advance their finance skills development/	To improve employee performance with financial accounting techniques and professional practices aligning with changing requirements, internal controls and transaction approval authorization	Accounting/ Finance Department and relevant business units conducting finance accounting work routines
9	**Corporate governance** 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.	Executives, employees related to business /activities
10	**Language and Information Technology** To gain knowledge and capability on communication and IT software application	-To facilitate and increase efficiency in working with foreign stakeholders -To apply IT Application/Software in everyday job routines	-Personnel working with foreigners -Personnel using IT application / system
11	**Corporate Team-Building Activities** This program/workshop will gather the team and bring them to work together.	For Better Communication, Increase in Motivation, Trust & Respect, Collaboration participated in stakeholders' events to develop supply chain/ value chain management.	Executives, employees related to business /activities

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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021 · 404-1,404-2	Page 219

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

KPI report				
Year	Unit	(excluding subsidiaries)		
		2021	**2022**	**2023**
KPI: Training Hours : (GRI : 404-1)	**Hr./person/Year**	**10**	**12**	**12**
Annual Plan/Budget		**46,700**	**585,710**	**506,000**
Result				
> Total trained personnel	Person	348	479	611
> Training Hours	Hrs./person/Yr.	7	12	**13.5**
> Training expenses	THB	46,700	585,710	277,600

Trainings/workshops (excluding subsidiaries)					
Trainings/workshops (GRI 404-2)	Training Hours				
	2023			**2022**	**2021**
	Employees	Courses	Hours		
1.Productivities & Efficiency	35	6	228	504	135
2.Laws and regulations	3	3	33	70	6
3.Occupational health and safety & Environment & Energy	203	8	1500	942	809
4. People Management	11	7	62.5	138	20
5. Maintenance	4	1	24	-	27
6. ISO standards, Risk Assessment	43	2	192	315	78
7. Skill-based training	232	19	935	505	534
8. Finance & Account/ BOI	50	9	188	39	24
9. Corporate Governance, sustainability framework , Anti-Corruption, CSR , DAP , DCP ,etc.	30	19	221	472	28
10.Language and Information Technology	2024 Personnel Development plan				
11. Corporate Team-Building Activities	2024 Personnel Development plan				
Total Training Hours: (Hrs.)			3,384	2,984	1,661
Total trained personnel (person)			611	479	348
Average training hours per person			**13.5**	**12**	**7**
Training expenses			**277,660**	**585,710**	**46,700**

PART 01 | 0304

Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	404-1,404-2	Page 220
www.goldenlime.co.th	
https://www.goldenlime.co.th/employees_potential	

2023 training samples

ESG frameworks and stakeholder engagement

Benefit: To develop stakeholder engagement as one of the fundamental practices of sustainability in developing and implementing sustainability strategies successfully.
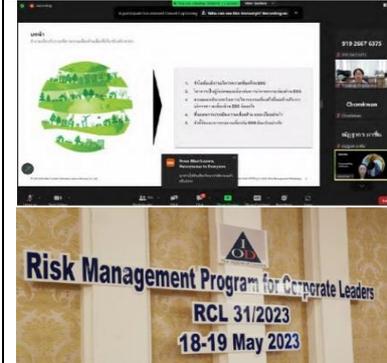
Internal controls, Risk management, ESG risk assessment

Benefit: To be able to implement good risk management that integrates ESG factors and ESG risks like regular business risks and addressed as part of a standard risk management consisting of identifying, assessing and controlling threats to an organization's capital, earnings and operations in order analyse to prioritize risks, establish risk treatment and risk communication.
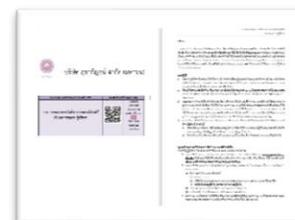

ESG courses for corporate ESG Team

Benefit: To develop ESG and sustainability implementations including supply chain management as per value chain management.
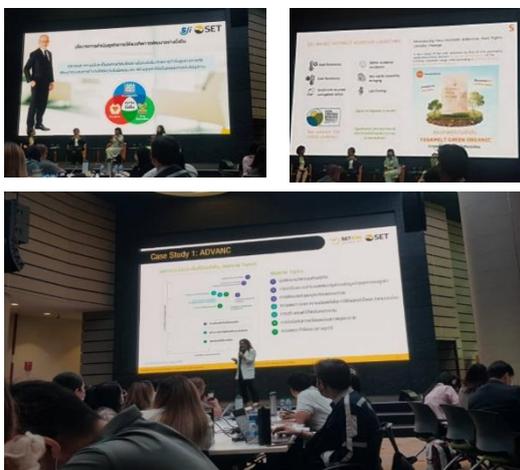
Conflict of Interest and report of Directors' interest

Benefit: To establish the rules, conditions and procedures for reporting of conflicts of interest by the director, executive and related person in compliance with Section 89/14 of the Securities and Exchange Act B.E. 2535(A.D. 1992) as amended by the Securities and Exchange Act (No.4) B.E. 2551 (A.D. 2008), it is required that the director and executive must file with the Company a report on his interest or a related person0s interest in relation to management of the Company or the subsidiaries

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	404-1,404-2	Page 221

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

2023 training samples

Keys To Safe Driving: The Smith System

Benefit :
To deliver goods safely accoding to traffic laws ,transportation regulations , to reduce motor traffic congestion and air pollution

Suppliers' development program
Keys To Safe Driving: The Smith System for contracted logistics suppliers

Benefit : To perform with knowledge of road safety , product transportation, rules and regulations of the Company and its customers, traffic laws,transportation regulations, to reduce motor traffic congestion and air pollution

Training needs analysis is conducted in line with corporate strategies, job requirements, and job expectations by targeted employees, the departmental chief, and the Human resources department, and each training program is evaluated for its impact and effectiveness.

Training needs analysis and training evluation samples

3.4.2   Performance in Sustainably development in Society Responsibly

S3. Motivation and retention of employees

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

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	2-20, 404-1	Page 223
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Motivation	

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

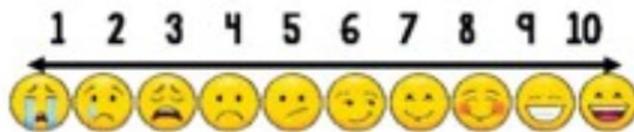▪ Based on project / initiatives achievement paid according to performance delivery

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**
1 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
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

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	2-20, 404-1	Page 224

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

Individual Performance Appraisal using KPI	
Level	**KPI Guideline**
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
Communication and development In addition to the performance appraisal, each department is allowed to discuss, to clarify to employees to obtain recommendations for altogether development.	

2. **Employee engagement and employee satisfaction surveys**

Pulse Engagement Survey

2023 Employee engagement and employee satisfaction surveys					
Participation		Results			
Target	Performance	Engagement	happiness at work	Working environment	value
50%	57%	8.47	8.73	8.55	8.27

Engagement survey							
Safety	Company Culture and Mission	Relationships with Manager	Autonomy and Ownership	Rewards	Work-life Balance	Working tools	Recognition
8.99	8.93	8.88	8.80	7.71	7.93	8.09	8.06

3. **Survey Results for improvement**
   Use Survey Results to Improve Performance

   1) 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.

2) Employee rewards and recognition programs such as "Cost Saving Program", financial incentives for cost-effectiveness modeling

3) Work Life Balance program that allows employees who do not need to work on-site to work at home with provided tools and equipment.

4) Fun activities at work that help boost employee engagement such as gathering events, celebrating new year, meeting with other companies nearby and Workplace improvement to gain more positive atmosphere at work

4. **Internal mobility promotes retention.**
    To retain talent and reduce staff turnover, the Company offers internal career advancement in a better response to their needs and supports their career development which can also increase employee satisfaction, and boost employee morale, engagement, and loyalty. Internal recruiting includes promotions; seniors to heads and heads to departmental chief, succession planning, making efficient temporary or contracted workers permanent and full-time, and rehiring former employees with good records, employee referrals.
    In the past years, ad hoc duties with ad hoc payments to compensate for their efforts and contributions were assigned to personnel for their applicable capability such as supporting as an IT helpdesk and CSR coordinators.

    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.

PART 01 | 0304
Sustainability management in a social dimension

| 56-1 One Report | Year 2023 |
| GRI 2021 | 2-20, 404-1 | Page 227 |

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

Yearly data	Unit	(Not include Subsidiaries)		
		Y2021	Y2022	Y2023
Number of employees who voluntarily resigned	Person	44	42	40
Employees' voluntary resignations		44	42	40
> male voluntary resignations	Person	-	33	35
> female voluntary resignations	Person	-	9	5

5. **Effective communication of survey results and retention rate**

   The management and HR department engage with employees via, "Bee Keeper" where employees can access and participate in exchanging opinions and sharing corporate moments and activities The engagement and employee satisfaction survey will be communicated to employees at all levels through this channel.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 403	Page 228

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

3.4.2   Performance in Sustainability management in a social dimension

2023 Occupational health and Safety Goal		
	Indicator	**Result**
Prioritize safe operations and build a culture of safety in the workplace	**ZERO LTI**	**1 LTI Behind the target**

Caring for employees to improve their quality of life and good working environment Safety, Occupational Health, and Working Environment of Employees					
Yearly data	**Unit**	(Not include Subsidiaries)			
		Y2021	Y2022	Y2023	
Total working hours of all employees	Hour	43,800	46,963	48,382	
Accidents and injuries statistics					
> Lost time injury and Lost time incident	Time	5	6	1	
> Injured worker with more than a day away from work	Person	3	5	1	
> Fatality	Person	-None-	-None-	-None-	
Accidents and injuries statistics of **sub-contractor**		(Not include Subsidiaries)			
	Unit	2021	2022	2023	
> Lost time injury and Lost time incident	Time	-	-	-None-	
> Injured worker with more than a day away from work	Person	-	-	-None-	
> Fatality	Person	-None-	-None-	-None-	

Year 2021	Year 2022	Year 2023
Y2021-2023 safety statistics		
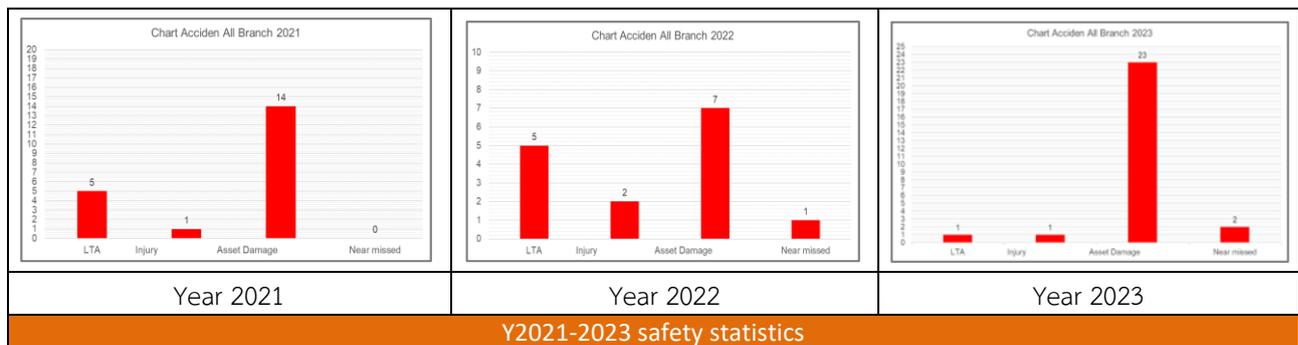
S4. Health and safety at work

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 parallely 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

Cultivating a Culture of Safety

Safety knowledge and practices sharing across large groups of employees via the organizational communication platform used for reaching and connecting every individual in an organization.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 403	Page 230

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

การปลูกฝังพฤติกรรมความปลอดภัย
(Behavior-based safety (BBS))

Attitude → Behavior → Consequences

Chaiyanan NANTHAYAT · Production Plant Manager

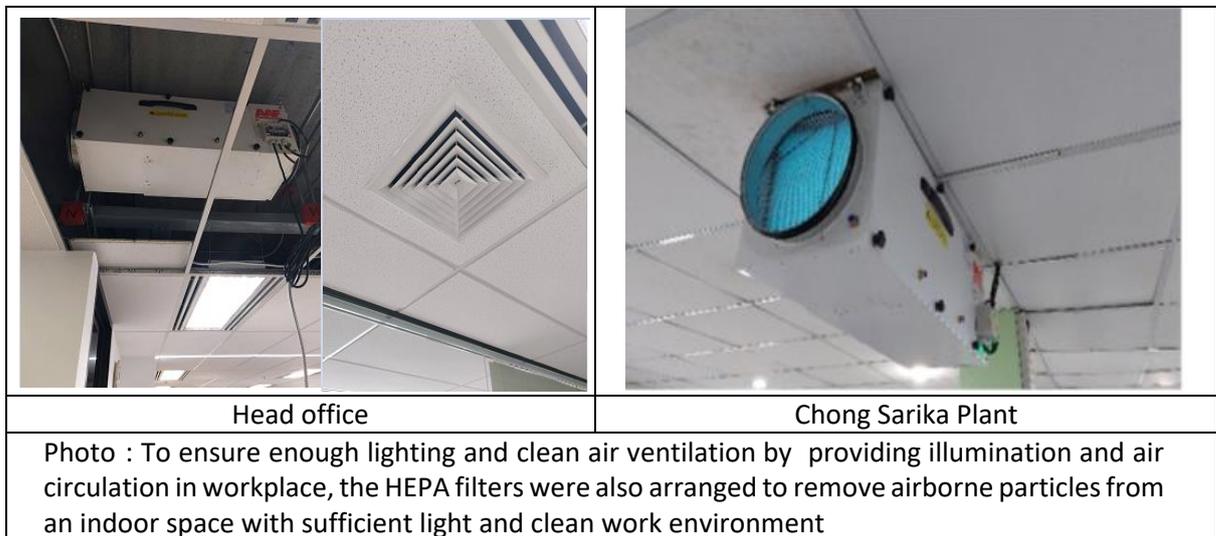**การปลูกฝังพฤติกรรมความปลอดภัย(Behavior-based safety (BBS)**

วิธีการลดการเกิดอุบัติเหตุและอุบัติการณ์จากการทำงาน ทั้งต่อตัวเองและผู้อื่น โดยกระบวนการ "การปรับเปลี่ยนพฤติกรรมเพื่อความปลอดภัย" หรือ "Behavior-Based Safety (BBS)" ซึ่งเป็นการพัฒนาความปลอดภัยโดยมุ่งเน้นที่การลดพฤติกรรมเสี่ยงที่จะทำให้เกิดอุบัติเหตุและอุบัติการณ์ โดยการ ลด ละ เลิก พฤติกรรมเสี่ยง และยังเป็นการสร้างวัฒนธรรมความปลอดภัยอย่างยั่งยืน ซึ่งจะช่วยกระตุ้นให้ผู้ปฏิบัติงานเกิดความใส่ใจในพฤติกรรมการทำงานและสังเกตการทำงานของตัวเองและเพื่อนร่วมงาน มีการตั้งเป้าหมาย และการให้คำแนะนำเกี่ยวกับพฤติกรรมที่ปลอดภัยอย่างทันท่วงที รวมถึงการอบรมและให้คำแนะนำ แนวคิดนี้ ทำให้บุคลากรแต่ละคน แต่ละกลุ่มพิจารณาเหตุการณ์ต่าง ๆ ที่เกิดขึ้น และประเมินพฤติกรรมตัวเองหรือของกลุ่มอยู่ตลอดเวลา ซึ่งประกอบด้วย 5 ขั้นตอน ดังนี้...

1. **Open Mind** เปิดใจพูดคุยกัน โดยที่จะยอมรับความคิดเห็น และเอื้ออาทรซึ่งกันและกันซึ่งเป็นจุดเริ่มต้นที่ที่ทำให้ทุกฝ่ายยอมรับกันได้
2. **Observation** การสังเกตพฤติกรรมความปลอดภัยในขณะที่ปฏิบัติงานของเพื่อนร่วมงาน ว่ามีความเสี่ยงหรือไม่
3. **Intervention** การเข้าไปมีปฏิสัมพันธ์ด้วยการพูดคุยทักทาย ชมเชย เมื่อทำงานอย่างปลอดภัย และตักเตือนเมื่อมีพฤติกรรมเสี่ยงในการทำงานเกิดขึ้น
4. **Record** บันทึกผลการมีปฏิสัมพันธ์กับเพื่อนร่วมงาน ทั้งการชมเชย การเตือนผ่านโปรแกรมที่สามารถบันทึกได้ทั้งทางเว็บไซต์และสมาร์ทโฟน
5. **Safety Culture** สร้างวัฒนธรรมความปลอดภัยโดยการทำขั้นตอนทั้ง 4 ขั้นตอนอย่างต่อเนื่อง ทั่วทั้งองค์กร รวมถึงมีการวัดผล ประเมินผลตลอดเวลา

Promoting occupational health and safety in the workplace

Maintain standardized Health and safety for employees.

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.
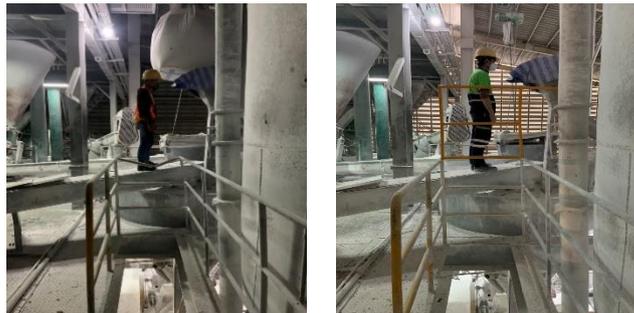

Head office	Chong Sarika Plant

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

   > 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.

PART 01 | 0304

Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	3-3, 403	Page 231
www.goldenlime.co.th		
https://www.goldenlime.co.th/Health_safety		

Head Office

Workplace safety improvements

- safety railing, handrails to prevent falls

- Guardrails around the perimeter   Road junction convex mirrors

> 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

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	3-3, 403	Page 232
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/Health_safety	

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.

○   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

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

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 403	Page 233

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

Road safety program for operatives/drivers include subcontractors as Supplier development programs as for a stakeholder engagement program

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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 403	Page 234

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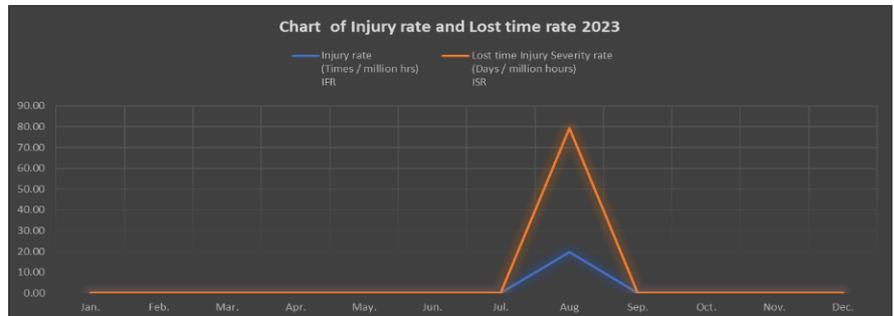
Chong Sarika

Phra Phutthabat

Huay pawai

Lost Time Injury Frequency Rate: LTIFR / Lost Time Incident Rate : LTIR) is tracked and followed up [GRI :403-2]

Safety data statistics				Summary All Branch 2023						
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)	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	1,000,000	0.00	0.00
Feb.	221	8	24	45706	0	0	0	0	1,000,000	0.00	0.00
Mar.	222	8	27	51405	0	0	0	0	1,000,000	0.00	0.00
Apr.	221	8	22	45539	0	0	0	0	1,000,000	0.00	0.00
May.	223	8	26	49705	0	0	0	0	1,000,000	0.00	0.00
Jun.	220	8	25	48709	0	0	0	0	1,000,000	0.00	0.00
Jul.	220	8	25	48947	0	0	0	0	1,000,000	0.00	0.00
Aug	220	8	26	50437	1	0	0	4	1,000,000	19.83	79.31
Sep.	218	8	26	48431	0	0	0	0	1,000,000	0.00	0.00
Oct.	217	8	24	48621	0	0	0	0	1,000,000	0.00	0.00
Nov.	220	8	26	48862	0	0	0	0	1,000,000	0.00	0.00
Dec.	218	8	24	47782	0	1	0	0	1,000,000	0.00	0.00
Summary	220	8	25	580,594	1	1	0	4	1,000,000	1.72	6.89

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	19.83	79.31
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 2023

Safety Performance			
ISR		**IFR**	
Goal	**Result**	**Goal**	**Result**
Less than 2 days / 1 million man-hours worked	Approx. 6.89 days / 1 million man-hours worked. (behind target)	Less than 3 times / 1 million man-hours worked	1.72 times / 1 million man-hours worked (meet target)

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021 3-3, 403	Page 235
www.goldenlime.co.th	
https://www.goldenlime.co.th/Health_safety	

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 Y2027-2027
1. safe working environment: not harmful to health in order to prevent injuries and illnesses pertaining to safety goals
2. Safety management – updating to relevant safety rules and laws, safety report
3. Safety inspection and investigation in each plant towards equipment, electric system, working environment, buildings annual inspection, general working areas inspection
4. Mitigation and emergency response plan ,safety training, annual health checkup ,safety data sheet, PPE calibrations, performance tests, safety for subcontractors
5. Safety culture as a long-term practice

PART 01 | 0304
Sustainability management in a social dimension

	56-1 One Report	Year 2023
GRI 2021	413-1,413-2	Page 236
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/communities_society.asp?lang=E	

3.4.2   Performance in Sustainable Development Goals - Social Responsibility

Social Responsibility	2023	
	Target	**Result**
Community complaints	0	0
Pending complaints		Meet the target
(4 complaints of PB plant were rectified)		

S5. Community and society engagement

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.

CSR personnel incorporate with local agencies to prepare annual CSR budget to support society and community activities in line with   SDGs Goal responding to requests from community and local agencies to enhance better quality of lives of people living around establishment.

Stakeholder surveys designed to get community feedback or understand people's perspectives are conducted to obtain feedback for developing engagement activities as per the following result.

SUTHA drives a positive youth development via

The Company Program, a sufficiency business entrepreneurship course designed for secondary school students aged 14-18, focuses on business basics especially Mathematics, reading and writing skills.

This initiative is funded by the Carmeuse Group, an indirect shareholder under the Carmeuse & Junior Achievement (JA) Worldwide Partnership via JA worldwide who is a nonprofit that inspires and prepares education to young people worldwide for success.

Conducted stakeholders' survey focus group with nearby community and cooperated with major shareholders , January 8, 2023, the Golden Lime Public Company Limited ("SUTHA") led by Mr. Keetawit Melanon, Deputy Managing Director, started the Company Program, a fundamental business entrepreneurship course dedicated for secondary school students aged 14-18, focuses on business framework, especially Mathematics, business communications at Phatthana Nikhom School.

Golden Lime Public Company Limited, with a fund from the Carmeuse group via JA worldwide, a foundation specializing in youth programs worldwide through project-driven training for teachers to apply the process, media, and instructions to youth in educational institutions, both current and future generations.

Such activities not only represent our commitment to a social responsibility but also fit on organizational attractiveness among job applicants leading to successful local hiring , mitigating labor mobility in the long run.

CSR Budget	ESG Values	
Funded by the Carmeuse group, a major shareholder via JA Worldwide Thailand representative	Economic	A localized marketing to increase corporate visibility to promote local hiring and mitigate labor shortage
	Society	Positively influence community perceptions of societal progress of communities adjacent to the establishment

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

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

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

The assigned department responsibly organizes clean drinking water to ensure the availability and sustainable management of water and sanitation for all. Based on stakeholders' survey, some communities

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	413-1,413-2	Page 238
www.goldenlime.co.th		
https://www.goldenlime.co.th/communities_society.asp?lang=E		

nearby still lack of clean water supply, using rainwater or water from groundwater sources still which is contaminated and need to be filtered, distilled, or boiled. Therefore, the drinking water supply is found better for consumption. In addition, such drinking water supply is regarded as delivering value as a necessary essential living factor for a better life and well-being of people within the community.

SUTHA supported Safe drinking-water, sanitation, and hygiene by providing " SUTHA Clean drinking water " according to Y2023 goal

CSR Budget	ESG Values	
41,500 THB	Economic	application to the tax administration field
	Society	Positive corporate image in enhancing community's well-being, positive relationship between corporate reputation and communities

- o **Selectively provided to congested road checkpoints; new year's and Song kran festivals**
  SUTHA provided SUTHA drinking water to 5 rest areas, service areas along the roads during festivals where there is heavy traffic and joining the safe driving campaign in each branch of the company.
  1) Chong Sarika Subdistrict Administrative Organization, Lopburi Province, for local service points at Sai Si Intersection, New Saraburi-Lom Sak Road
  2) Phra Phutthabat District Office, Saraburi
  3) Huai Pa Wai Municipality, Saraburi,
  4) Pu krang Municipality, Saraburi,
  5) The community center service points
  Quantity 460,   Cost 41,500 THB

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

  Temple is selected as it is, from the community survey, a common place for the Company's social activities and religiously close to people in the community. The temple is also known as a place for

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021 · 413-1,413-2	Page 239

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

community gathering such as annual merit-making of the Buddhist to donate money to such non-commercial temple to support temple financially to upkeep religious places, water, electricity, and places to be used for religious ceremonies as the symbolic place of doing good deeds, expressing kindness, sacrifice, giving alms of people in the community, joining together to maintain and protect religious .

These CSR activities lead to tax benefits, community relationships, and close communication with communities nearby to obtain complaints in time to mitigate any operational risk.

CSR Budget	ESG Values	
127,300 THB	Economic	application to the tax administration field
	Society	Corporate reputation and community relationship

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

SUTHA employees are to volunteer their efforts to serve the society representing their organization to help clean the temple yard in preparation for the Kathin ceremony with the villagers in Village 12, Chong Sarika Sub-district, Lopburi Province.

o **2023 Annual Kathin Traditional Ceremony**

SUTHA participated in the Kathin Ceremony by jointly organizing free meals and drinking water for everyone in merit making event along with donating as monetary support.
1) Wat Chong Sarika, 50,000 THB monetary support and 50 packs of clean drinking water (1,750 baht) along with organizing food support, 5,000 THB in merit-making events.
2) Sri Chom Thong Temple, 3,000 THB monetary support and 30 packs of clean drinking water (1,050 baht)
3) Nong Kla Temple, 3,000 THB monetary support
4) Nong Prong Temple, 3,000 THB monetary support
5) Wat Kanyanbanphot, 5,000 THB monetary support
6) Royal Kathin with Lopburi Province industry, 5,000 THB monetary support

The total value of the Kathina offering is 76,800 baht.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	413-1,413-2	Page 240

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

2023 candle procession festival

    20,000 THB monetary support and 50 packs of clean drinking water (1,750 baht) to Chong Sarika Subdistrict Administrative Organization

2023 Loy krathong

    SUTHA provided monetary support for traditional events
1) Chong Sarika Subdistrict Administrative Organization ; 20,000 THB monetary support and 50 packs of clean drinking water (1,750 baht)
2) Pu krang municipality 7,000 THB
    Totaling 28,750 THB

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

The collaborative activities are as follows:

CSR budget	ESG values	
32,000 THB	Economic	application to the tax administration field
	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 CO_2 neutrality
		  - 9-15 Hg. Per year of CO_2 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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	413-1,413-2	Page 241
www.goldenlime.co.th		
https://www.goldenlime.co.th/communities_society.asp?lang=E		

Event: World Environment Day 2023
SUTHA supported 32,000 THB and collaborated with Chong Sarika SAO and other private sectors in planting guppy trees and the Pantip pink tree and organizing a product display booth to communicate using lime in wastewater treatment and lime sampling distribution for the locals at Nong Pho Weir, Chong Sarika Subdistrict, Lopburi Province.

o **Planting trees: 1 project 1 subdistrict**
SUTHA joins Chong SAO, other local private companies, community leaders and village local representatives planting landscape trees around the Village No. 12, Pantip pink trees and custard apple trees on public road No. 3, Village No. 12, Chong Sarika Subdistrict, Lopburi Province.

o **Community Volunteering Project on the occasion of the birthday of His Majesty King Bhumibol Adulyadej Bhumibol Adulyadej the Great, National Day and Father's Day, December 5, 2023**
SUTHA with Chong Sarika SAO, local agencies and local private companies cleaning and releasing fish into the Nong Pho Weir represents a crucial step in the ongoing efforts undertaken in the biodiversity in Chong Sarika Subdistrict, Lopburi Province.

o **Stakeholders' engagement in various supports for health promotion, emergency prevention and mitigation, needy lifesaving appliances, financial aid for education to local agencies and community.**

National children's' Day jointly organizing kid's events and providing

1) Bikes and other educational gifts for kids and students at Wat Chong Sarika school, Chong Sarika SAO, Huay Pa Wai, Pukrang 29,000 THB
2) 10,000 THB Financial aid for education to Lopburi technical collage

3) Provided 2 oxygen tanks, size 1.2 cu., worth 11,400 baht, to a bedridden mother of employees who live nearby the factory.

4) Provided fire extinguishers to the local community to promote sufficient and effective disaster risk reduction tools in Lopburi Province via local agencies 5 tanks worth 4,650 baht.

5) Supported financially traditional Thai Boxing community event 5,000 THB

6) Supported financially to promote sport activities in preventing drug use and promoting community engagement 3,000 THB

CSR budget	ESG Values	
63,050 THB	Economic	application to the tax administration field
	Society	Positive corporate image and enhancing health, wellbeing and safe community

3.4.2   Performance in Sustainably development in Society Responsibly

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.

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

PART 01 | 0304

Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 2-29	Page 244

www.goldenlime.co.th

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

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 ;

	Shareholders, either direct or indirect ones		Government agencies and local authorities
	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.
	Customers who use products		Other businesses who offer the same or similar goods and services to customers.
	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.

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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	3-3, 2-29	Page 245
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/stakeholders_engagement.asp?lang=E	

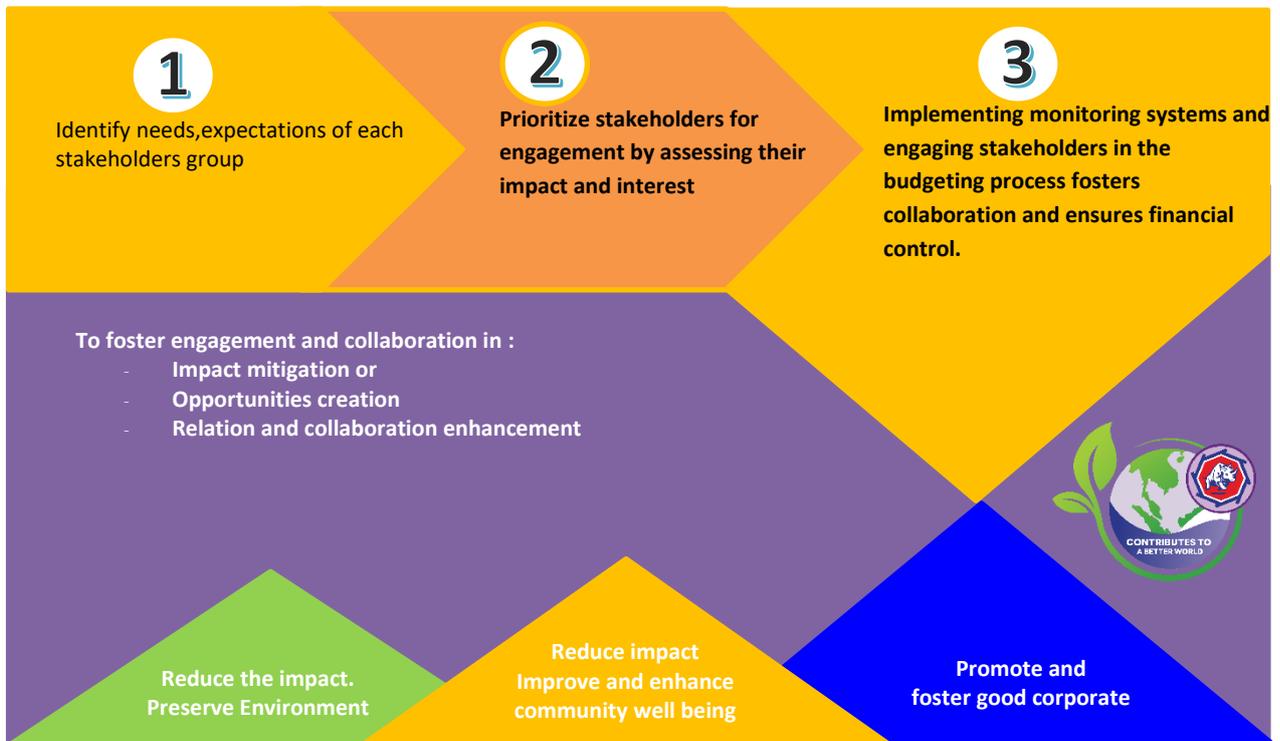| Score	Y-axis (Influence)		X-axis (Interest)	
1	Low	Low power or influence in determining company outcomes.	Low	Low interest or place little importance on determining company outcomes
2	Moderate	Moderate power or influence in determining company outcomes.	Moderate	Moderate interest or placing of importance 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.
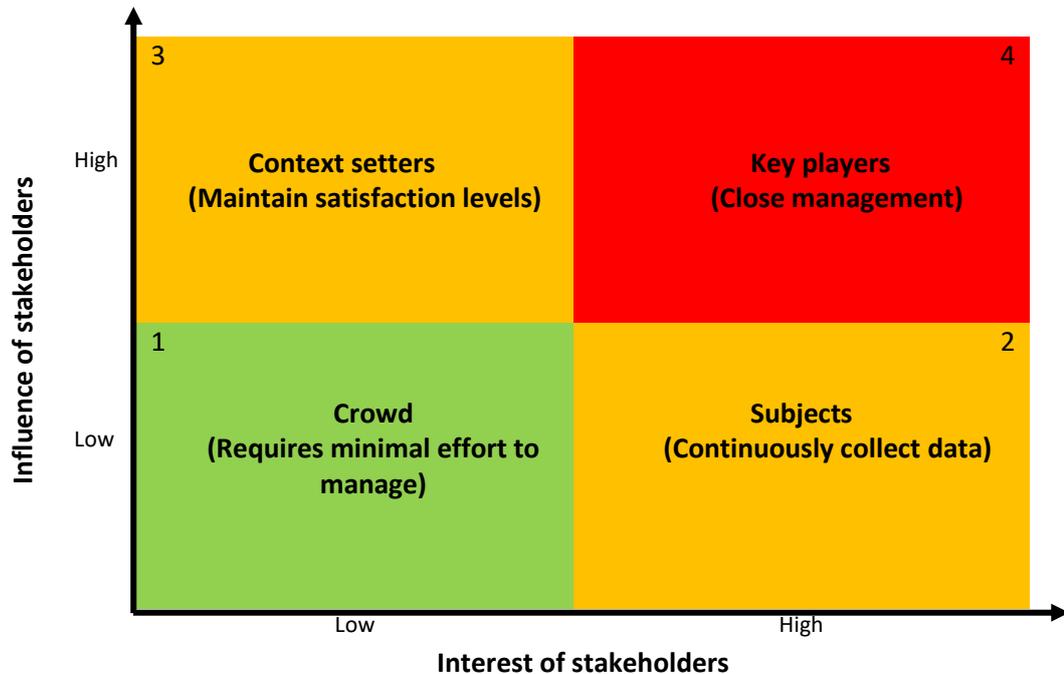
1) Players are the high-power, high-interest individuals with whom the Company considers collaborating and keep fully engaged.
2) Subjects are the low-power, high-interest stakeholders who can offer great insights and ideas for the Company and its business operations, but the Company can selectively 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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 2-29	Page 246

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

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

Stakeholder Matrix

Framework for stakeholder engagement

1 Identify needs,expectations of each stakeholders group

2 Prioritize stakeholders for engagement by assessing their impact and interest

3 Implementing monitoring systems and engaging stakeholders in the budgeting process fosters collaboration and ensures financial control.

To foster engagement and collaboration in :
- Impact mitigation or
- Opportunities creation
- Relation and collaboration enhancement

CONTRIBUTES TO A BETTER WORLD

Reduce the impact. Preserve Environment

Reduce impact Improve and enhance community well being

Promote and foster good corporate

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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 2-29	Page 247
www.goldenlime.co.th	
https://www.goldenlime.co.th/stakeholders_engagement.asp?lang=E	

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.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	3-3, 2-29	Page 248
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/stakeholders_engagement.asp?lang=E	

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

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
2566	100%	87%
2565	100%	83%
2564	100%	90% | * Presented in avg. percentage

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 2-29	Page 249

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

Open Space Meeting: Customer Visit

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:
Two ways of communicating expectations, instructions, process and operations to develop mutual understanding.

Corporate Benefit:
Obtaining insights from a focus group

Stakeholders benefit:
Experiencing operational process of receiving raw materials, then processing and delivering to customers.

Open Space Meeting: Participate Suppliers' events

Respective personnel participated suppliers' event according to their events' purpose

Objective :
Co creation in value creation and impact mitigation

Corporate Benefit:- to obtain legal requirements and expectations in CO2 reduction

Stakeholders' benefit
-To partner with suppliers

Participatory action research:

Participatory action research that involves stakeholders as co-researchers, co-designers, or co-implementers of the product development.

Objective:
To identify issues, solutions, or to forecast future collaboration with customers based on their specific requirements.

Corporate Benefit:
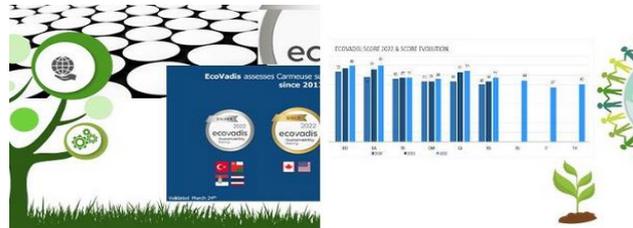Obtaining insights to analysis and develop for responding targeted customers' needs.

Stakeholders benefit:
Securing qualified products and services

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report   **Year 2023**

GRI 2021   3-3, 2-29   Page 250

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

Participatory action research:		
GLE, a subsidiary, involves its stakeholder as a co-designer of its process development for cost effectiveness.		**Objective:** To customize commercial offer to facilitate their particular process and design **Corporate Benefit:** New commercial service and solution **Stakeholders benefit:** Custom made cost effectiveness, GHG reduction in packaging and transportation process

Stakeholder Engagement: Shareholders 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	Annual general meeting of shareholders arranged onsite as per shareholders' preference and to report annual operating results have shareholders vote on critical agenda
	
	SET Opportunity Day arranged not less than 2 times a year to communicate operating result.
	  1) Opportunity Day Year End/2022 (3 March 2023)
	  2) Opportunity Day Quarter 1/2023 (26 May 2023)
	  3) Opportunity Day Quarter 2/2023 (29 September 2023)
	
		Objectives:
		- Law compliance in reporting financial position, operating results, and non-financial information of the Company to its shareholders on an equal, regular, complete, and accurate basis.
		- Collaboration to develop and value creation and business opportunities.
		Corporate benefit
		- Report operating performance and obtain expectations / opinions
		Stakeholders benefit
		-To obtain operating results

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 2-29	Page 251

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

Participated and received "Silver Y2023 and Gold Y2024" certification from Ecovadis

- Chairman and CEO of Carmeuse Group, the group company of major Shareholder visited the Plant and Quarry.

Chairman and CEO of Carmeuse visit Golden Lime plants on February 09, 2023
On February 9, 2023 Rodolphe Collinet and Sébastien Dossogne visit Goldenlime Plants and quarry.
See Translation

Personnel, directors, and executives' engagement

Employee engagement and employee satisfaction surveys conducted by the Human resources department to assess and analyze for better responding to the needs of personnel.

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report	Year 2023
GRI 2021	3-3, 2-29	Page 252

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

2023 Employee engagement and employee satisfaction surveys					
Participation		Results			
Target	Performance	Engagement	happiness at work	Working environment	value
50%	57%	8.47	8.73	8.55	8.27

Engagement survey							
Safety	Company Culture and Mission	Relationships with Manager	Autonomy and Ownership	Rewards	Work-life Balance	Working tools	Recognition
8.99	8.93	8.88	8.80	7.71	7.93	8.09	8.06

Shareholders Visit

Welcome Tim Van den Bossche
August 09, 2023 Tim Van den Bossche - Chief Executive Officer - CEMEA visit GL plant
See Translation

objective:
Newly assigned directors by the major shareholder conducted a visit operational establishment.
Corporate benefit:
To facilitate onboarding
Stakeholder benefit: New directors obtain useful and informative data for performing directors' roles and duty

: 2023 Cost Saving Program

Objective: To encourage personnel to create product innovation
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

PART 01 | 0304
Sustainability management in a social dimension

56-1 One Report		Year 2023
GRI 2021	3-3, 2-29	Page 253
	www.goldenlime.co.th	
	https://www.goldenlime.co.th/stakeholders_engagement.asp?lang=E	

Executive engagement with a major shareholder

Objective : To get involved and engage with executives from a major shareholder in working towards a workshop to increase productive collaboration
Corporate Benefit : Personnel development
Stakeholder Benefit : Collaboration and relationship development

Enjoyable activities and events

Objective :
To boost employee engagement such as gathering events, celebrating new year, to gain more positive atmosphere at work
Corporate Benefit:
Better atmosphere at work and among personnel
Stakeholder Benefit:
Relax and enjoyable activities supported by the Company fund