3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

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

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

01 | Sourcing materials , Product and Services

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

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

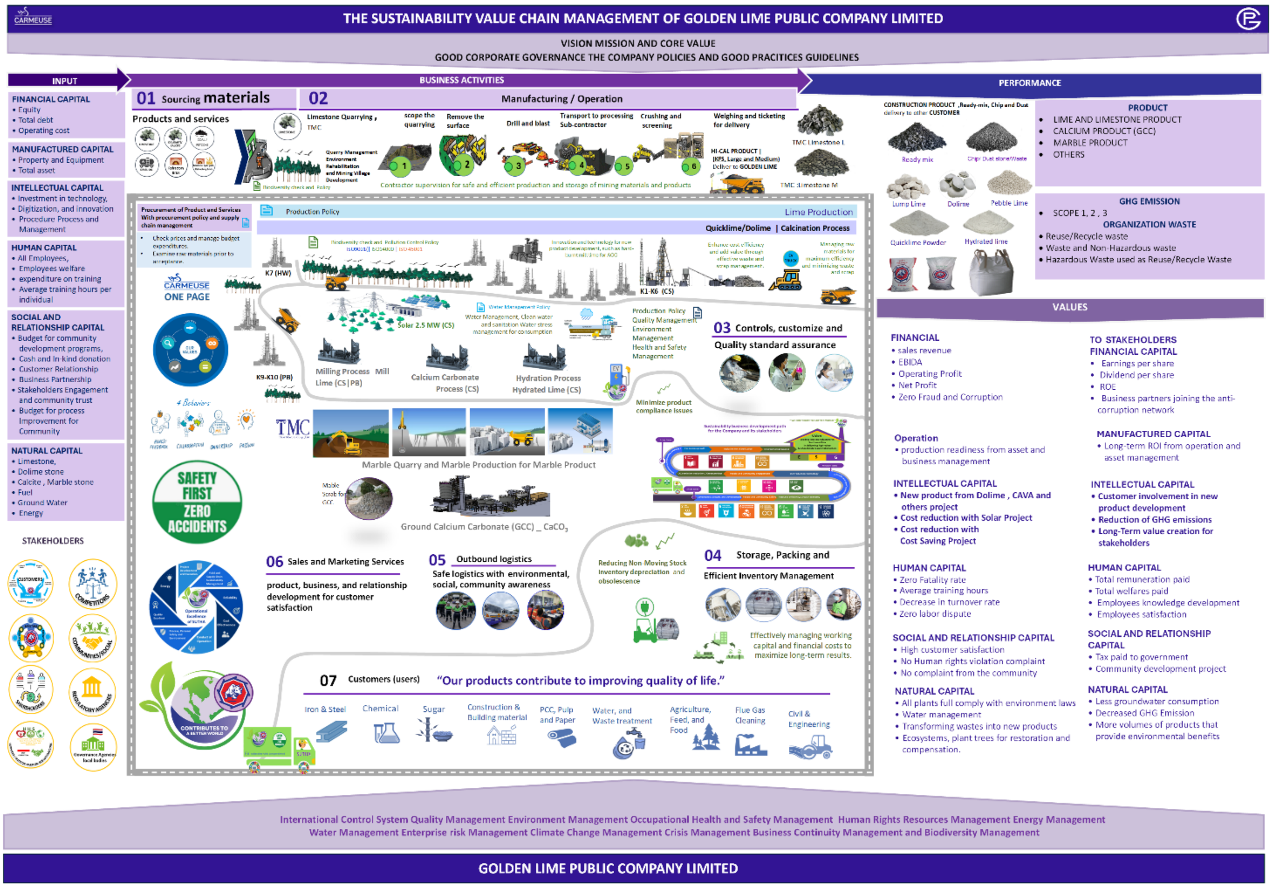
02 | Operation: Manufacturing (plant management)
03 | Controls, Screen/Customize and Quality Standard Assurance
04 | Storage, Packing and Efficient Inventory Management

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

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

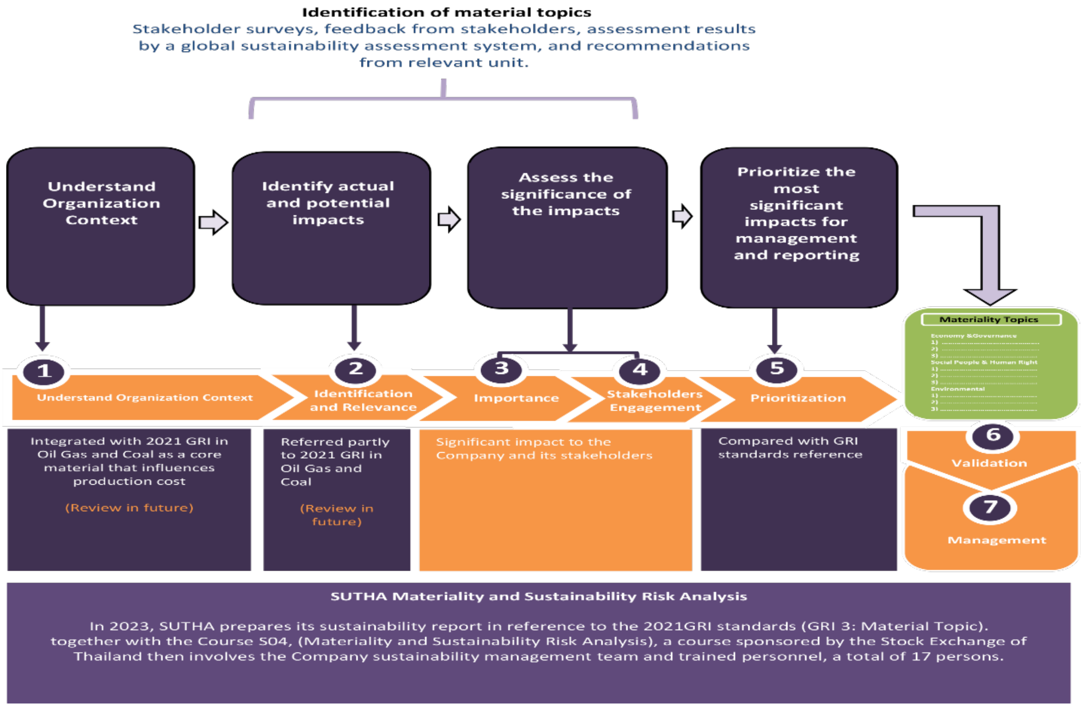
Management of impacts on stakeholders in the business value chain

Business value chain diagram



The Materiality of Business and Sustainability

(GRI: 3-1)



Management of impacts on stakeholders in the business value chain

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

3.2.2 Analysis of stakeholders in the business value chain

Materiality Analysis

The Materiality of Business and Sustainability

The consideration to identify the business's key material issues consists of economic sustainability, social and environment related to the Stakeholders of the Company. Those material issues might affect the ability of business conduction and business value-creating for the Shareholders both in the present and future. The Company considered evaluating the material issues and to communicate the business strategies to respond to the Stakeholders expectations which is an important factor for maintaining competitiveness, creating long-term value for the organization and supporting sustainable business operations.

The prioritized material topics are approved by the Sustainability Development Committee and subsequently reported to the Board of Directors for acknowledgment. Details of the process, steps for identifying material issues, and related plans and measures for addressing sustainability topics for the year 2025 can be found at the following link:
https://goldenlime.co.th/en/materiality-business-sustainability/

Sustainability issues and Description

	Sustainability Topic	Impact
E	Environmental	Description
E1	Environmental , Pollution and Dust Control and Waste Management	The production process may have certain impacts; consequently, comprehensive management measures are implemented to monitor operations and proactively address any potential disturbances or inconveniences to the community. This approach fosters community acceptance and supports sustainable business operations, thereby minimizing the risk of complaints and reducing the likelihood of disputes with local stakeholders. Maintaining such standards also helps mitigate issues related to license renewals or potential disruptions within supply chain management processes.
E2	Resources Management	Effective resource management for cost savings and optimal utilization entails procuring high-quality raw materials—such as stone and fuel—from reputable suppliers in quantities aligned with production requirements. This process also encompasses reducing consumption, efficiently managing resources, minimizing waste, and repurposing lost or discarded materials into marketable products.
E3	Climate Change Action	Mitigating the greenhouse gas impacts and preparing for compliance with carbon tax regulations and carbon credit requirements.
E4	Product responsibility through enhancing the circular economy	By efficiently using both natural and manufactured resources, businesses aim to lessen environmental impact and lower future resource risks. Repurposing scrap and selling slow-moving inventory improves cash flow, while promoting resource management encourages reuse and circulation of materials.
E5	Water management	The area where the plants are situated lacks public water supply systems, requiring the use of groundwater from permitted boreholes for production and consumption. Therefore, it is crucial to adopt strategies for reducing, reusing, and recycling resources.
E6	Biodiversity management	Encouraging initiatives that enhance biodiversity involves protecting, restoring, and sustainably managing terrestrial ecosystems. This includes planting trees, improving soil health through lime application, and sustainably managing forest areas for restoration or compensation. Collaboration with partners is essential to bolster positive biodiversity efforts and promote conservation, ultimately increasing green spaces and creating market opportunities for environmental products.

	Sustainability Topic	Impact
E7	Waste management.	Waste management and separated waste according to the methods of the Department of Industrial Works and participation with waste segregation program with stakeholders
S	Social People and Human Right	Description
S1	Human rights throughout the Business Supply Chain	Stay relevant in Human Rights throughout the Business Supply Chain
S2/S3	Human Capital: Development, Retention, and Replacement	Employees are crucial to a business's success. Internal and external influences, along with regulatory changes, require the skills and accountability of all individuals. Effective human resource management is essential for improving efficiency and minimizing negative impacts, making it a key sustainability concern.
S4	Occupational health & Safety	Safe and well-being of employees, stakeholders and communities
S5	Community Relation & Engagement	Good relations and cooperation with the community to be informed of any complaint from the business operations for improvement
S6	Developing Stakeholder Collaboration	The management of both internal and external issues requires the engagement of stakeholders to achieve a better world
G	Economic & Governance	Description
G1/G4	Good Corporate Governance , Risk Management and Sustainability Development	Sustainability targets and regulatory changes aimed at enforcing ESG practices related to environmental, social, and governance management, along with risks from climate change and disasters, compel listed companies to modify their policies and strategies. They must align their operations with the standards and methods established by regulatory bodies.
G5-1	Customer Focus and Maintaining Long-Term Relationships	The Company recognizes all customers' applications and needs in enhancing processes to meet diverse product satisfaction. However, some factors may pose challenges, potentially leading to negative outcomes. All issues will be monitored to develop corrective actions aimed at achieving optimal customer satisfaction.
G6	Product Continuity and Disruption Prevention	Focusing on product sales to align with budget and customer demands, managing production to meet specifications for different segments, ensuring consistent supply for delivery, and identifying key improvement areas.
G7	Sustainable Value Chain Management	Creating a management system aligned with sustainability principles necessitates working together with partners and stakeholders across the entire business value chain. The company has encouraged collaboration with partners and stakeholders to implement management practices that minimize social and environmental effects, while consistently enhancing sustainable practices. The company has an inventory or assets that are slow moving or inactive during certain accounting periods. This is due to reserved items without repair plans or assets awaiting construction or investment, pending market conditions and economic outlook
G7-1	Stable and Secure Raw Material Sourcing	Selecting trustworthy suppliers or reliably securing sources for raw materials and fuel is crucial to guarantee safety, fair pricing, and quality that match planned usage volumes. A reliable supply chain and strong partnerships support sustainable production.
G9	Development of New Businesses/Products with Technology and Innovation	Increase sales , acquire new buyers , build and retain new customer base and market expansion involves developing new products to introduce to the same or new markets to compensate the customer loss

	Sustainability Topic	Impact
G10	IT Services and Cybersecurity	Current business operations rely on IT resources, data communication, and networks to drive and conduct transactions. These systems must be developed to prevent disruption, ensure security against cyber threats, and build trust with the company, investors, and key stakeholders.
G11	Safe Investments (Expansion, Process Improvement, Technology, Innovation, Investment Efficiency)	To avoid disruptions and promote growth via capacity expansion and process improvement requires investment in technology and innovation. Each initiative is evaluated for returns, payback period, and funding options to ensure secure decision-making and favorable investment outcomes.
G11-2	Asset Management for Maximum Returns	The company has an inventory or assets that are slow moving or inactive during certain accounting periods. This covers refractory bricks reserved for repairs, assets waiting for construction or postponed investment, options pending market and economic conditions, and disposal of unused business assets.
G12-1	Financial Stability and Management of low-interest rate sources	Effective financial management involves using the proceeds from capital increases in repayment strategy to reduce financial costs and seeking additional loan sources to choose options with the lowest interest rates. The company secures working capital to manage revenue fluctuations, such as market downturns or large fuel imports that require significant funding.
G12-2	Cost Volatility and Competitive Pricing Conditions	Mitigating impact of domestic competition through pricing strategies, managing operational challenges, and tackling the critical issue of fluctuating fuel costs.
G12-3	Change of industry or business pattern of Customers/Partners	Disasters caused by climate change, geopolitical events, tax policy changes, and economic or political uncertainty can disrupt production for customers and partners across industries. Regulatory changes and substitute products from China may also impact demand and delivery volumes, potentially leading to deviations from planned budgets.

Identifying and prioritizing stakeholders

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

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

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

Details of stakeholder analysis in the business value chain

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Customers  	• Qualified products and services as per requirements without affecting the production process, community and environment. • On time delivery • Standard packaging meeting storage and logistics requirements • After-sales service and accurate and timely supportive documentation • Selling prices aligned with market trends. • Follow safe logistics rules and health and safety , environmental standard and while ensuring compliance with labor laws and human rights regulations. • Follow supplier code of conduct • Collaboration to drive business sustainability and greenhouse gas emissions data **Expectations of the Company** | Requirements and obligations in terms and conditions; no pressure, no urgent deadlines, and flexibility to negotiate. | Reasonable and suitable pricing aligned with the cost structure. | Prevention of insider information leaks to competitors for negotiation or unfair benefits. | Fostering relationships for sustainable business growth. | Involvement in environmental initiatives like CO2 reduction, renewable energy, and biofuels.	• Implement international standard systems such as quality (ISO 9001), environmental (ISO 14001), and occupational health and safety (ISO 45001) standards, along with internal controls, business ethics, and corporate governance policies aligned with sustainability standards. • Create a customer care system that tailors processes to meet the unique needs of different customer groups, aiming for improved satisfaction survey results. • Monitor work processes in all relevant departments to ensure the delivery of products and services that align with customer requirements. • Provide training for customer-facing teams to enhance their knowledge of products and services, as well as to develop skills for managing customer relationships effectively. • Establish a process for addressing issues related to product quality and performance, including troubleshooting to prevent reoccurrences. • Provide technical experts to assist in product application, offering guidance and additional services both before and after the sale. • Innovate new products and broaden the customer base by focusing on environmentally sustainable options. • Engage in activities organized by customers to strengthen relationships. • Make sure to load promptly to reduce waiting periods. • Focus on minimizing customer complaints and enhancing satisfaction scores. • Prioritize product quality and responsibility in all operational processes to maximize customer satisfaction. - **<u>Sustainable Development Goals (SDGs)</u>** G5, G6, G9, G1, G4 | The pricing strategy is based on the cost -based pricing and the market mechanism | Strong and mutually beneficial trade relationships | Invest in process improvement to meet customer needs | Equip machinery with dust control systems that function without water to	• Engaging in meetings and visits to gather feedback or participating in discussions via different communication platforms. • Survey customer satisfaction • Customers touring the facility and observing processes. • Utilizing technologies to connect with customers and relevant officials. • Attending Supplier Days hosted by customers to understand their policies and expectations. • Information shared by customers through media or accessible survey sources and government databases.

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
		minimize dust emissions and help conserve water resources. Collaborative efforts are in progress to drive business growth through sustainable methods, fostering beneficial partnerships and ensuring steady, long-term development.	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Shareholders/ Investors  	• Efficient management ensures business stability, continuous revenue generation, and opportunities for growth. • Enhance capital gains for better return on investment. • Ensure regular and fair dividend distributions. • Manage profits and cash flow effectively to maintain steady dividend payments. • Facilitate liquidity in securities trading. • Uphold strong corporate governance with accurate and transparent disclosures. • Maintain business stability and sustainable performance. • Provide a secure investment that fosters business growth. **Expectations of the company** Shareholders consider long-term investment. More engagement to create advantageous sponsorships for businesses. comprehensive understanding of business operations, market conditions, competition, and compliance with corporate governance and legal requirements. transparent co-investing to benefit all parties and ensure fair returns for stakeholders through open business practices.	• Develop a corporate governance policy and guidelines that establish standards for operational systems, risk management, internal audit controls, transparent management, and current policies aligned with the 2024 Corporate Governance Assessment program. • Implement risk management strategies for crisis situations, including asset management. • Create a roadmap for business sustainability and stability, along with a sustainability management policy to collaboratively advance these initiatives. • Organize shareholder meetings and engage with investors and minority shareholders. • Regularly hold meetings with major shareholders. • Set a consistent dividend payment policy with an appropriate rate. • Pursue growth investments through business acquisitions to enhance and secure the supply of limestone raw materials, establishing a strong industrial and agricultural foundation both nationally and globally. • Enhance business operations to achieve returns aligned with strategic goals. • Manage the solar farm project to produce electricity and initiate further projects that provide economic, social, and environmental benefits. Build investor confidence for a long-term, healthy relationship by offering knowledge support and fostering an understanding of business regulations and cultural differences across countries. Support business growth by providing technical expertise and a network for directors and executives to ensure effective management and solutions that promote stability and sustainability. Policy decisions and controls reflect the business context, competitive landscape, and current obligations. The executives and management need to act promptly	• Feedback gathered during Shareholder meetings • Activities related to Investor relations • Input and remarks collected from Opportunity Day • Communication with investors through phone and email • Interaction via phone, email, and website • Meetings with both direct and indirect shareholders • Execution of corporate policies set by major shareholders • Survey findings from different external organizations and stakeholders in similar sectors or other publicly traded companies

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
		and knowledgeably, adjusting policies when necessary to manage efficiently and thrive in a dynamic environment.	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Directors/Executives/ Employees	Directors – executives • Compensation is fair, competitive, as proposed for shareholder approval. • 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 • Online meeting platforms will be made available, with regular virtual meetings held at least once annually. Additionally, strategic meetings will be organised for board members as required. • Effective meeting agenda with time proper time allocated • Proper frequency of executives meeting **Expectations of the Company** Set aside enough time to complete tasks effectively. Focus on identifying and minimizing barriers in every process. Develop a contingency plan before potential risks materialize. Foster open communication for better mutual understanding. Oversee responsibilities diligently, aiming for the greatest benefit to the company and its operations. Act with careful consideration for all stakeholders involved. Carry out responsibilities with integrity, caution, and transparency. Collaboratively manage and oversee the business to ensure sustainable growth that benefits	Directors – executives • Schedule meetings effectively, ensuring adequate time allocation and support for each committee's performance. • Choose meeting times that accommodate directors in different time zones to facilitate their participation. • Utilize technology for meeting schedules, such as calendar bookings. • Provide easy-to-access links for joining meetings. • Prepare all necessary information for meetings in advance. • Offer clear explanations and summaries of key issues. • Ensure that supporting information is accurate and sufficient, distributing it on time and responding to needs. • Proper and convenient meeting technologies • Develop a succession plan for directors and senior executives at both corporate and subsidiary levels, reviewing it as necessary. • Ensure compensation is appropriate and aligned with responsibilities. • Conduct business operations in compliance with laws, regulations, and established methods. • Provide accurate and transparent information. • Deliver information promptly as required by laws and regulations, avoiding delays. • Summarize and clarify regulations, guidelines, and reasons for any changes in practices that need to be reported to the board. • Manage and mitigate risks to minimize negative impacts. • Establish an acceptable risk level and preventive measures • Control and prevent disputes, complaints, and issues related to	• Board and subcommittee meetings • Updates from the welfare committee • Collaborative meetings within internal departments and communication • Queries from designated individuals, feedback collected through annual performance assessment • Data from employee satisfaction assessments • Insights from external organizations representing stakeholders in comparable sectors or publicly traded companies • External factors, including shifts in living conditions due to crises • Government initiatives, relevant governmental bodies, and corporate governance organizations • Trends and challenges in sustainability examined by various national and global agencies • Benchmarking against sectors or industries with similar operational characteristics • Comparisons with firms within the same Market Cap category

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	shareholders and stakeholders alike. **Employees** • Regular compensation and good welfare, • Annual bonus for employees at all levels • Additional paid holidays over the law's basis • Added special holidays according to the Government's announcement • Annual Party and leisure activities for employees • Good working environment and job safety • Human rights respect and equal treatment without disparity • Training and knowledge, career path development for advancement, stability and balancing wages as per economic conditions. • Providing sufficient IT support services and assisting each user to help users adapt to new applications and maximize the benefits of technology. **Expectations of the Company** | Compliance with company policies, codes of conduct, regulations, operational manuals, best practices for internal control, as well as adherence to organizational values and core behaviors. | 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.	human rights, the environment, or corruption risks. • Enhance oversight across the supply chain for both internal staff and related parties. **Employees** • Develop work manuals, conduct training sessions, assess employee performance, ensure fair treatment of workers, uphold human rights, and share relevant policy information through the website, bulletin boards, and internal communication channels to enhance understanding among employees. • Supply essential information and provide adequate tools and equipment to facilitate job responsibilities. • Formulate compensation policies by analyzing economic trends, strategic plans, and operational outcomes. • Offer suitable welfare benefits that align with the living conditions of each workplace. • Establish a safe and conducive working environment. • Ensure that appropriate safety gear is available for employees and others working in the factory. • Modify working hours and guidelines at each location to ensure consistency and appropriateness, benefiting both the organization and its employees. • Announce holidays in accordance with legal requirements and add significant holidays judiciously to manage overall costs effectively. • Plan annual social and recreational events for employees and management, considering convenience, minimizing travel risks, and enhancing employee satisfaction based on the establishment's location. • Create and distribute employee handbooks, develop manuals and safety symbols, and provide safety equipment tailored to each establishment's conditions.	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	Be responsible, be inclusive and participate in brainstorming to develop creative practices and solutions for organizational sustainability.	• Organize training sessions and send teams to participate in courses covering work systems, safety, new regulations, and sustainability development. • Develop essential and relevant work manuals. • Implement systems and software to support teleconferencing in line with electronic meeting standards across all departments. • Set up communication systems to facilitate information exchange between the company and its employees. • Distribute opinion surveys to gather employee feedback effectively. • Developing various activities to enhance employee participation • Installing equipment for online training for employees	

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

Management of impacts on stakeholders in the business value chain

Stakeholders	Expectations	managing stakeholder expectations	Engagement methods
External			
	• 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 • Cooperation in preparing documents and defining contract details that comprehensively cover risk management and comply with the company's internal control processes. • Cooperation in completing various assessments required for compliance with applicable standards and systems.	communication channels as needed or remotely meeting • Inform safety and security measures and any other relevant rules • Regular communication between responsible persons and the business partners through phone calls, Line and email • Improved payment process for goods, services and payment via online banking and adjusted payment terms and conditions with a verification system for an accurate and concise transaction which has been carried out • Fair business agreements and conditions with non-discrimination under both parties' acceptance. • In case of the related parties' transactions, the pricing will be based on Arm's Length principle and proceed in accordance with the disclosure rules of SET • Funds gained from the sale of collateral assets shall be used as debt repayments to financial institutions in full amount. • A "Supplier Day" event is organized to jointly develop business partners, as well as to communicate policies and provide important information to partners. • Deliver goods and services as per agreed guidelines • Collaboration to create mutual long-term benefit • Effective and fair supplier assessment and evaluation • Arrange "Supplier Day" for suppliers' • Cooperate and participate in activities organized by the company	

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Communities/Social ***(GRI : 413-1)***	• Compliance with laws or good corporate governance in driving the business sustainability guidelines • Preventing various impacts from business process that cause inconvenience in various aspects to nearby communities • Social and environmental responsibility	• Operate in compliance with environmental standards (ISO 14001), occupational safety and health standards (ISO 45001) and internal control system • Regulate dust levels and enforce strategies to minimize buildup and protect the community.	• Meet up with community agencies • Community relations programs • Community relations staff or government agencies • Communication channel through news, newsletter, and others

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	• Implement sustainable development guidelines to reduce the impacts of climate change and take action on matters related to all stakeholders • Production management to reduce the air pollution which affects the community and disclose CO2 emission data • Promote local employment and community activities arranged by the government agencies, treat labor under Human rights principles throughout the supply chain and proceeding in accordance with the Personal Data Protection Act • Support traditional local activities such as making merit, community care services and caring for temple Property • Safety monitoring • Avoid disruptions and maintain community safety. **Expectations of the Company** Gaining insight into the businesses and processes that facilitate sustainable economic growth for communities, while ensuring that any complaints are supported by adequate evidence. To report issues, use the company's complaint channels on its website or contact public relations officers or local offices.	• Collaboration from all stakeholders in the organization to participate in the sustainability development practices • Implement Human Rights principles throughput the value chain • Mindful investment in manufacturing, tool or processes for preventive measures • Conducting business with social and environmental responsibility practices that meet international standards in cooperation with stakeholders to drive jointly with throughout the business cycle. • Regularly and suitably cooperate with corporate governance or government agencies • Conducting supportive activities with community and government agencies in a number following regulations of government agencies. • Working time and working methods adjustment in order to comply strictly and cooperate with the government's protective measures, regulations or guidelines announced by the corporate governance agency • Attentive to recommendations and comments by continuously adjusting, reviewing and developing, systems or method as 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 community members attentively report various issues and concerns.	• 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.

Management of impacts on stakeholders in the business value chain

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Corporate Governance Agencies REGULATORY AGENCIES	• Regulations compliance, policy and work practices established • Sustainability implementations • CO_2 emission reduction • Minimize impact to an environment • Patriciate ESG rating assessment • Complete and transparent information disclosure • Equitable treatment to all shareholders • Govern the business with honesty, integrity, transparency and responsibility with provable data • Prevention of conflict of interest of directors and executives and the use of inside information • Corporate internal controls, risk management, crisis management, Human rights due diligence, complaint channel, anti-corruption network • Sustainability materiality identifications, implementation and reporting **Expectations of the Company** Provide training and/or recommendations for cost saving, avoiding cost occurred Provide and facilitate with document digitization / online training, news to reduce costs and boost Productivity · Work together to create systems or tools that streamline tasks, avoid unnecessary repetition, and promote a more organized workflow.	• Regulators prescribe policy, requirements identify work instructions • Define scope, framework and implementations to respond such expectations • Review and improve work practices and develop as work instructions / training Provide training, workshop regarding new and changing regulations	• Via Rules, regulations, work guidance • Policy announcement • News notified via e mail, corresponding platform • Training course provided • Website publication and communication channels • Surveys and campaign incorporated with various agencies

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Government Agencies Governance Agencies local bodies	• Compliance with laws or good corporate governance in driving the business sustainability guidelines • Preventing various impacts from business processes that cause inconvenience in various aspects to nearby communities • Cooperate in providing information and support projects run by government agencies	• 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	• 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

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
	• 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 **Expectations of the Company** 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 Practical requirements and beneficial practices that facilitate business operations, supported by efficient processes from government agencies	following regulations of government agencies. • Working time and working methods adjustment to comply strictly and cooperate with the government's measures, regulations announced by the corporate governance agency • Assign representative personnel to participate activities organized by regulatory or government agencies appropriately The government and regulatory agencies offer investment promotional advantages such as Tax benefits, guidance, training courses at no cost, discounted annual fee, etc. with providing grace period for listed companies to make a change and adjust to comply with new regulations.	

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

The Prioritization Matrix Materiality of SUTHA Year 2025