

Customers Management

Customer management plan

Development plan	Plans for the year 2026-2028
- New market survey - Assess raw material sources and determine procurement allocations to acquire materials that enable production of goods meeting customer specifications. - Cost effective solution for customers - circular economy and GHG reduction initiatives - Participation in a strong sustainability network - Innovative workshops and activities - Personnel development planned according to the business goals - implement Salesforce applications to enhance CRM systems and database management for data analytics, including supporting performance monitoring to achieve objectives and analyzing data to inform sales management and customer data administration. - 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 - Select limestone with suitable chemical properties to meet customer requirements. - Enhance software and invest in silos to better control, evaluate, and analyse factors impacting product quality, while supporting efficient storage and sorting. - Product improvement and development to meet the expectations of customers in all industries. - Overseeing sales, marketing, and customer service operations using Salesforce, a Customer Relationship Management (CRM) system, which enhances the efficiency of these functions to promote stronger customer relationships. - Launching a product development plan to create efficient, eco-friendly, and socially innovative products that enhance soil properties for infrastructure projects. - developing collaboration and support from Carmeuse to promote soil improvement products. This includes developing product research projects with educational institutions to push products towards testing and trials, or to be used by target customer groups. - 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. - Work on boosting export volume and raising the share of domestic product sales.

Customer management goals

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

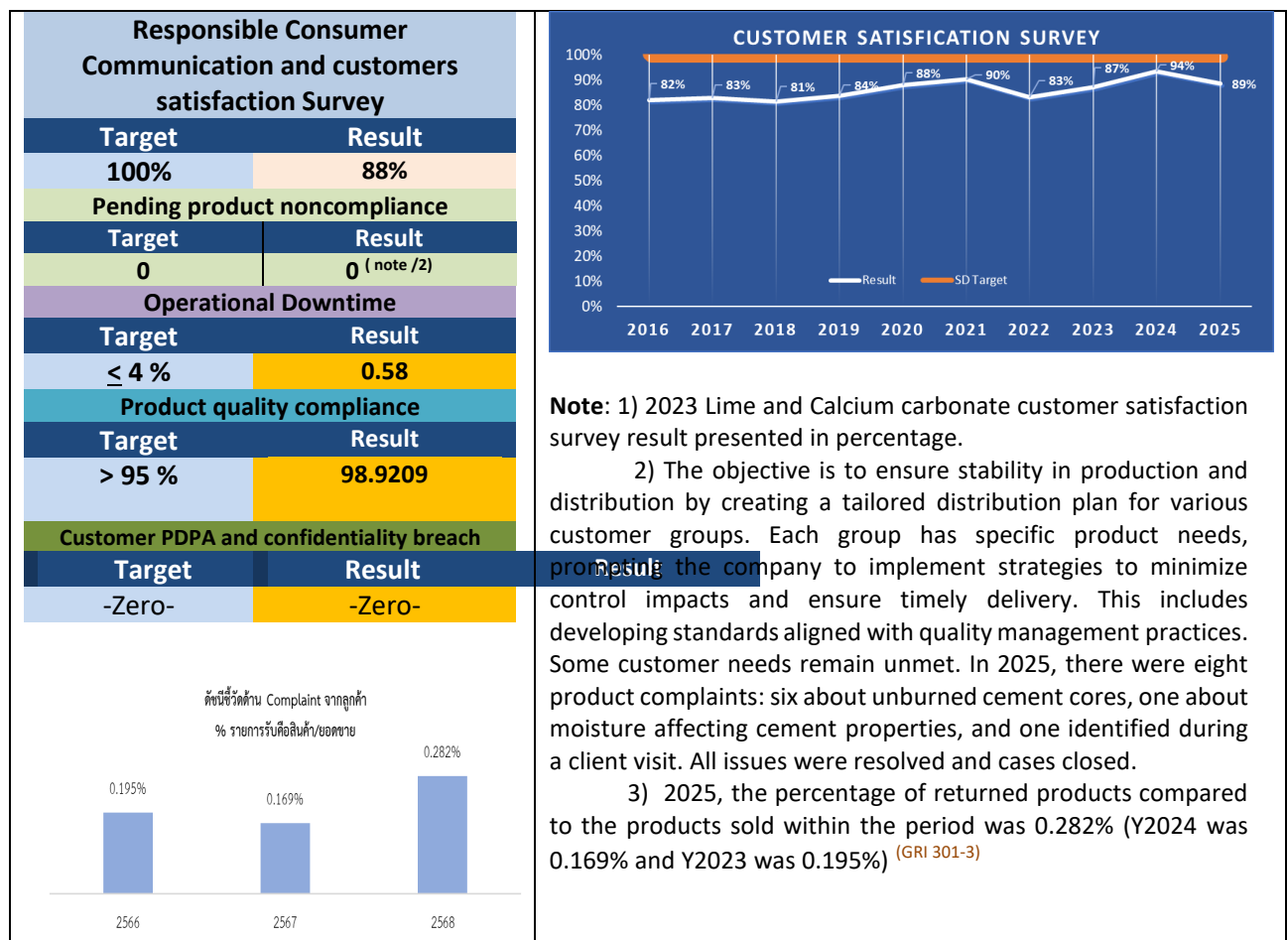
Performance and outcomes of customer management

Customer management, Responsible product communication and Business Conduct to competitors

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

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)



In 2025, customer satisfaction surveys for both lime and calcium carbonate products revealed that improvements and further development are necessary to better address the needs of each customer group.

However, the Company still faces risks and challenges related to non-compliance with certain customer requirements, as well as issues stemming from the natural characteristics of the raw materials used in production.

-Limestone and fuel are the main raw materials. Due to variations in limestone impurities and fuel properties, testing and controlling these inputs is essential to select the best materials for processing.

High-calorific fuels are chosen in production to ensure consistent heating and reduce moisture issues, improving product or service quality.

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

The Company remains committed to ongoing development and improvement.

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

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

- > Investment and development in essential lab equipment for quality control testing, highlighting tools necessary for accuracy and reliability.
- > In 2023, the focus will be on enhancing the limestone raw material selection from the quarry and refining the quality inspection process during milling, grinding, and crushing.
- > In 2024, efforts will shift to advancing the production process for hydrated products to align with customer requirements. The Replace Hydrated Lime Classifier project, including expansion work finished in 2025, represents a 6.6-million-baht investment focused on achieving the ideal size and fineness of hydrated lime products.
- > Additionally, there will be a development of the lime production process tailored for the lightweight brick industry, supported by a 5.5-million-baht investment in machinery and equipment to ensure the lime produced meets the specific needs of lightweight brick manufacturers.
- > Between 2024 and 2025, over 50 million baht will be invested to expand GCC product capacity at Marble Co., Ltd. (a subsidiary) to meet rising demand from construction, chemical, paint, rubber, and animal feed industries.
- > developing an international-standard quality management system of Thai Marble Corp. Ltd., which produces marble slabs, handicrafts, and GCC products, is ISO 9001:2015 certified.

The Company is also advancing a Cost Saving initiative aimed at reducing production expenses and identifying alternative customer segments to offset potential losses in demand.

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

- > Training activities focus on selecting courses to enhance efficiency management and equip personnel with essential skills. Trainees will practice through workshops and on-site demonstrations to improve personal and process development, maximizing customer satisfaction. The program incorporates the Kaizen concept to help staff adapt and improve work processes provided from 2023 to 2024, inviting more attendees from operations unit to obtain key ideas as per below ;
 - Overall quality control and quality management system that requires all relevant personnel in planning, implementation, monitoring, inspection, and evaluation.
 - Time management
 - Maintenance plan, total productive maintenance
 - Teamwork activities to enhance collaboration
 - Carmeuse provides product application training for industries such as steel and sugar, helping customers improve their use of lime products in various processes.



Application Training for products	CARMEUSE	Application Training for products	CARMEUSE						
Session 1 : 5 Nov 2025 : Steel and Non-Ferrous		Session 1 : 5 Nov 2025 : Steel and Non-Ferrous							
Session 2 : 12 Nov 2025 : Construction and Agriculture		Session 2 : 12 Nov 2025 : Construction and Agriculture							
Session 3 : 19 Nov 2025 : Environment, Paper, Glass, Chemistry and Sugar		Session 3 : 19 Nov 2025 : Environment, Paper, Glass, Chemistry and Sugar							
Carmeuse มีการสนับสนุนและส่งเสริมการพัฒนาความรู้เชิงเทคนิคเกี่ยวกับการใช้ผลิตภัณฑ์ปูนขาว ซึ่งเป็นสินค้าเชิงกลยุทธ์ของกลุ่มบริษัท โดยจัดการอบรมผ่านสื่อออนไลน์ Microsoft Teams เพื่อถ่ายทอดองค์ความรู้ให้แก่บุคลากรภายในองค์กรอย่างทั่วถึง เนื่องจากการอบรมครอบคลุมการประยุกต์ใช้ผลิตภัณฑ์ปูนขาวหลายอุตสาหกรรม ได้แก่ อุตสาหกรรมเหล็ก โลหะหนักกลุ่มเหล็ก ก่อสร้าง ปาหนกรรม สิ่งทอและหนัง กระดาษ เคมี และนำผลการอบรมไปเพื่อเพิ่มความชำนาญของบุคลากรและผลิตภัณฑ์ที่เกี่ยวข้องในกระบวนการผลิตเท่านั้น แต่อย่างไรก็ตามเราจึงเล็งเห็นว่าการเพิ่มประสิทธิภาพการควบคุมคุณภาพ และการแก้ปัญหาทางเทคนิคเฉพาะและอุตสาหกรรม ซึ่งช่วยยกระดับศักยภาพบุคลากรให้สามารถสื่อสารเชิงเทคนิคกับลูกค้าได้อย่างมีประสิทธิภาพยิ่งขึ้น ไปตามความต้องการของสายธุรกิจ Customer Focus และการทำงานเชิงรุก สนับสนุนวัฒนธรรมการเรียนรู้ตลอดชีวิต รวมถึงสร้างความร่วมมือในทีมและความสัมพันธ์กับลูกค้าอย่างยั่งยืน ทั้งหมดนี้สอดคล้องกับพันธกิจของ Carmeuse ในการยกระดับคุณค่าที่ส่งมอบให้กับผู้มีส่วนได้ส่วนเสียทุกภาคส่วนในฐานะที่ SUTHA เป็นส่วนหนึ่งของเครือข่าย Carmeuse บริษัทมุ่งนำแนวปฏิบัติที่ดีเหล่านี้มาประยุกต์ใช้เพื่อเสริมสร้างการพัฒนาความรู้ และเพิ่มศักยภาพในการนำผลิตภัณฑ์ไปใช้งานในภาคประโชนสูงสุด สร้างคุณค่าแก่ลูกค้าและตลาดอย่างยั่งยืน		Carmeuse actively supports and promotes the development of technical knowledge related to the use of lime products, the core materials produced and supplied by the group. Technical training sessions are delivered through Microsoft Teams, ensuring broad access for employees across the organization. These sessions cover the application of Carmeuse products across a diverse range of industries, including steel, non-ferrous metals, construction, agriculture, environment, glass, paper, chemical, and sugar industries. The training provides not only an understanding of the role of lime and related products in various production processes, but also deeper insights into process efficiency, quality control, and industry-specific technical troubleshooting. This enhances employees' capabilities in delivering professional technical communication and support to customers. Furthermore, the program strengthens the company's Customer Focus culture by encouraging proactive thinking, fostering internal collaboration, supporting lifelong learning, and building sustainable customer relationships. These efforts align with Carmeuse's commitment to delivering enhanced value to all stakeholders. As part of the Carmeuse network, SUTHA is committed to embracing and applying these best practices to strengthen collaboration, improve product utilization, and maximize the value and benefits delivered to customers and the market in the long term.							
	Golden Lime Public Company Limited	Continuous improvement to enhance customer satisfaction การปรับปรุงและพัฒนาอย่างต่อเนื่องเพื่อเพิ่มระดับความพึงพอใจของลูกค้าของเรา	<table border="1"><thead><tr><th>Part</th><th>Article</th><th>Photo Number</th></tr></thead><tbody><tr><td>01</td><td>3.4.2</td><td>010343_004 Customer</td></tr></tbody></table>	Part	Article	Photo Number	01	3.4.2	010343_004 Customer
Part	Article	Photo Number							
01	3.4.2	010343_004 Customer							

- **Responsible Product Communications and law compliance**

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

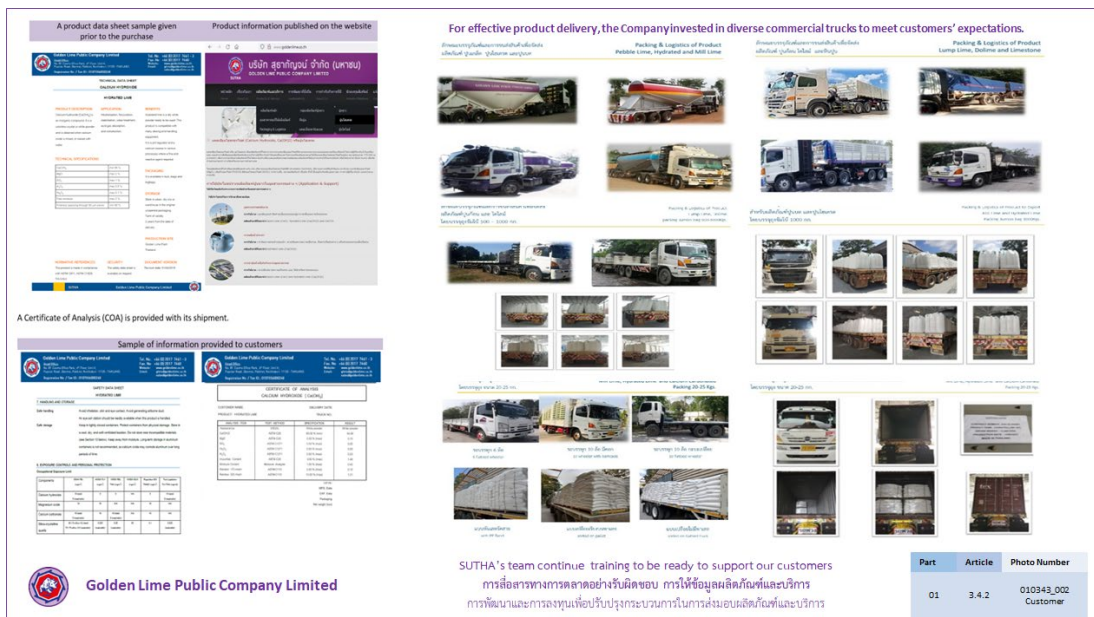
**Notice
of Personal Data
Protection Policy of
customers**



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

Customer Management



Treatment toward competitors and Anti-unfair competitiveness

(GRI : 206-1)

1. Business Competitors

From 2023 to 2025, the Company experienced no conflicts or disputes with other players in the industry. In the primary product sector, there are approximately 7-8 key manufacturers or distributors. The Company holds the second position among these manufacturers and distributors, the number one sales share in the domestic market. The Company adheres to ethical standards when engaging with competitors.

- Commitment to Fair Competition
- The Company does not pursue confidential information from competitors through dishonest or illegal means.
- The Company refrains from damaging competitors' reputations through false statements or unfair practices.
- The Company avoids making agreements with competitors or other businesses that would create monopolies or hinder market competition.
- The Company sets objectives to prevent any actions that could lead to disputes with competitors.

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

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

Customer Management

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