



Golden Lime Public Company Limited

56-1 eOne Report 2025

Sustainable Development



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To Shareholders, Customers, Business Partners, Employees, the Governance unit of Golden Lime PLC “SUTHA”

This letter is part of SUTHA’s Annual Report. As a public company, we publish mandated quarterly data, but we also feel responsible for sharing our perspectives on your investment and our business approach. We aim to communicate transparently, as we would expect if our roles were reversed, reporting both positive and negative developments at SUTHA. Our goal is to provide you with all relevant facts, figures, trends, and insights needed to assess your investment—fulfilling the true purpose of an Annual Report.

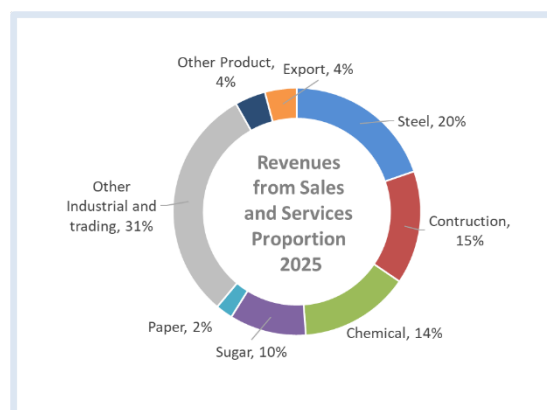
Quicklime, the product Golden Lime makes via calcination of limestone from the Thai Marble LLC. owned Khao-Kao quarry Revenue generated from the sale of lime products represents SUTHA’s core income stream, accounting for **82%** of total revenue from Sales and Services in the previous fiscal year. Of this amount, **96%** was derived from domestic sales and **4%** from export markets. The Company serves a broad range of domestic industrial sectors, while export sales were distributed to Bangladesh, Taiwan, Singapore, Korea, the Philippines, Laos, and other countries.

Production volumes remain under pressure due to market conditions characterized by excess supply and limited demand, coupled with intensified competition among numerous producers. The Company’s key business activities and major customers continue to center around lime products, with demand concentrated in the following core industries:

Steel Industry

The steel sector remains the principal consumer of lime and contributes **20%** of the Company’s revenue. The industry has shown signs of stabilization and modest recovery following a downturn in 2023 and continued contraction in 2024, largely driven by a slowdown in construction activities. Several domestic steel manufacturers ceased operations in prior years, while the remaining producers continue to face competitive pressures from imported steel and low-quality steel produced locally using induction furnaces.

Although regulatory momentum emerged after the collapse of a large building impacted by the major earthquake in March 2025—prompting authorities to strengthen industrial standards to curb the use of substandard steel—these measures have not yet provided sufficient protection for domestic producers against unfair competition from Chinese imports. Despite slight improvements supported by construction projects and automotive manufacturing, the sector continues to face structural challenges from subdued construction demand and persistent oversupply from China.



Construction Industry

The construction sector, targeted for the Company’s CAVA products, has yet to achieve expected performance levels, including sales from the subsidiary. This industry accounted for **15%** of total revenue but has been affected by a downturn in the real estate market since the second half of 2024, with no material signs of recovery. Nevertheless, sales of construction stone continue to provide partial support to the Company’s revenue base in this segment.

Chemical Industry

The chemical industry remains an important customer group, contributing **14%** of revenue. Growth potential exists due to continued foreign investment in Thailand and the country’s role as a production base for organic chemicals. However, increasing competition has led to downward pressure on selling prices and declining sales volumes.

Sugar Industry

The sugar sector contributed **10%** of total revenue and experienced reductions in both volume and selling prices due to competitive pricing pressures within the market. As a result, revenue from this segment declined compared to the previous year.

Export Sales

Export sales represented **4%** of total revenue. Export volumes decreased relative to the prior year due to the continued appreciation of the Thai Baht, which adversely impacted the competitiveness of Thai products in international markets.

Dolime The dolime product line, now in its sixth year of continuous production and sales under the Company's new product development initiative, serves as a substitute material in steel manufacturing to replace imported magnesium. Performance remained below expectations due to the prolonged downturn in the steel industry since 2023. Over the past two years, reduced production levels resulted in significant accumulation of inventory. Moreover, continuous fault in the dolime briquetting machine prevented production of briquetted products, further contributing to inventory turnover delays.

In 2025, these accumulated impacts led to adjustments in product valuation and downward revisions of future value estimates. Nevertheless, capital expenditure for upgrading the briquetting machinery has been approved, including the installation of an additional machine to expand processing capacity and support future production and sales.

Calcium Carbonate

The Company manufactures calcium carbonate from both calcite and marble sources, offering products across high-grade and medium-grade quality levels. High-grade calcium carbonate is produced from calcite using small-scale production capacity, while medium-grade products are manufactured using raw materials sourced from the Khao Ngob quarry operated by the Thai Marble LLC. These products collectively form the **Ground Calcium Carbonate (GCC)** product group.

Following the Company's investment in GCC production facilities and machinery, product acceptance improved notably during the first half of the year. However, demand subsequently softened due to the impact of the "Trump Tariffs", which affected customers using GCC to manufacture export-oriented products destined for the United States. As a result, purchase volumes declined.

Limestone aggregates The Company's crushed stone products, sourced from the Khao Khao quarry of Thai Marble LLC, are used in road construction, flue gas desulfurization processes, and concrete production. While this business contributes to the revenue of Golden Lime Public Company Limited, its impact on EBITDA remains limited, as crushed stone is primarily produced as a by-product from limestone extraction for kiln operations. Nonetheless, this product segment remains a strategic area for generating incremental value and supporting long-term EBITDA growth.

Marble aggregates The marble scrap business, introduced by the Thai Marble LLC two years ago, has developed into a small-scale commercial activity that is profitable and contributes positively to the subsidiary's EBITDA performance.

Marble ornamental stone The decorative marble business is the long-established core business of the Thai Marble LLC, with a legacy spanning **over 60 years**. It remains a stable contributor, representing **not less than 9%** of the Company's EBITDA. This business reflects the continuation of traditional Thai architectural craftsmanship and forms a solid foundation supporting the long-term stability of **SUTHA Group**. During the past fiscal year, production relied on domestic raw materials from the Khao Ngob quarry—the largest marble quarry in Thailand. Finished products comprised both locally manufactured marble and imported marble, complemented by installation services and artisanal craftsmanship. This segment continues to represent a key revenue source for the Thai Marble LLC, a major subsidiary within the SUTHA Group.

Performance Overview

In 2025, outcomes reflected a mix of business challenges, including an unresponsive economy, strong market competition caused by low demand and abundant supply, and ongoing decreases in both sales volume and pricing. These trends stemmed from leading industry companies adopting aggressive price reductions to capture market share, as well as geopolitical instability, slower economic growth, and persistent drops in revenue.

In 2025, the Company generated total revenue from sales and services of THB 1,298.35 million, representing a contraction from THB 1,354.71 million in 2024 and THB 1,428.44 million in 2023. The year-on-year decline reflected weaker market demand and price pressure across key product segments. EBITDA for the year amounted to THB 158 million, decreasing from THB 243 million in 2024 and THB 226 million in 2023. This level of EBITDA is materially below the 2022–2023 performance range of approximately THB 225–226 million. The reduction was primarily driven by the softer revenue base and margin compression in the second half of the year. On a statutory basis, the Company reported a net loss of THB 9.10 million in 2025. The loss was attributable to exceptional items recognized during the third and fourth quarters, which adversely affected operating profitability. Excluding these exceptional items, the Company would have recorded a normalized net profit of THB 46 million, underscoring the resilience of core operations despite external headwinds.

Outlook for 2026 and Future Prospects

The economic environment in 2026 is expected to experience a gradual recovery, while interest rate trends begin to ease. Nevertheless, geopolitical volatility remains elevated. For Thailand, economic expansion is anticipated to be driven by public sector investment and growth in the industrial sector. Meanwhile, capital market sentiment may improve following shifts in policy direction under the new government administration.

To navigate challenges and overcome external pressures, **SUTHA** has undertaken structural adjustments within the organization, including strict cost-reduction measures, workforce development, skills enhancement programs, and initiatives aimed at strengthening employees' decision-making capabilities. The Company has also implemented clear management actions to mitigate risks and reduce the severity of potential impacts. Investment decisions are prioritized in alignment with working capital conditions and cash-flow management.

Through these measures—combined with timely execution, operational efficiency, accurate and complete data-management systems, and strengthened collaboration across all functions, the Company aims to reinforce organizational capability. Support from key stakeholders, including shareholders, customers, and strategic partners, is expected to play a critical role in enabling SUTHA to overcome challenges and progress toward a path of sustainable growth.

Management remains focused on developing high-growth product segments and maintaining operational excellence through strict quality control and cost discipline. Strategic expansion of the Thai Marble LLC's presence in the calcium carbonate market, together with the acquisition of new customers and penetration into new markets, will continue to serve as key drivers of business growth.

The Company also continues to pursue diversification and secure high-quality raw material sources to strengthen long-term supply stability and enhance product quality. Financial structure management will prioritize achieving targeted levels of free cash flow while reducing short-term debt obligations through effective working capital management. Additionally, organizational capability will be enhanced by eliminating structural redundancies and reinforcing performance accountability through clearly defined KPIs and continuous monitoring to achieve long-term objectives.

Operational Excellence and Competitive Capability

During the past year, SUTHA continued to strengthen its organizational foundation with a focus on long-term resilience, guided by our mission: **"We contribute to a better world."** We remain committed to delivering value to our customers, shareholders, and stakeholders through strategic business development aligned with principles of sustainability.

Organizational enhancement efforts included the development of our people, continuous process improvement, team-building initiatives, and investments in technology and information systems to enhance data accuracy, connectivity, and internal communication. These initiatives support transparent disclosure and meaningful stakeholder engagement, fostering a culture that prioritizes long-term relationships and responsible operations in delivering high-quality products and services to our customers.

Strategic Priorities for 2026

The year 2026 will continue to present significant challenges as the Company strives to reinforce its business strength and enhance competitiveness. Our key strategic objective remains the enhancement of customer satisfaction to support business growth and operational performance. A central priority across all processes is the safety and well-being of employees and stakeholders throughout the supply chain. The Company remains committed to maintaining its safety record and achieving zero-injury performance.

To support this direction, the Company has established the following strategic priorities:

(1) Sales Growth ★

- Strengthen and expand sales volume and market share.
- Focus on high-potential products with competitive advantages, including Dolime, Lime, Cava, and GCC.
- Maintain strong relationships with key customers to ensure long-term business sustainability.

(2) Raw Material Sourcing ●

- Secure quality limestone sources and enhance resource management efficiency.
- Optimize utilization of quarry resources to support production stability and long-term competitiveness.

(3) New Product Development ●

- Pursue opportunities for new products to expand into new customer segments.
- Strengthen distribution development initiatives to support market penetration.

(4) Organizational Restructuring and Efficiency Enhancement ●

- Streamline organizational and management structures.
- Strengthen cross-functional skills, collaboration, and workforce capability.

(5) Working Capital and Resource Optimization ●

- Maximize value creation from residual raw materials.
- Promote renewable energy usage and improve overall resource efficiency.

Key undertakings (GRI: 2-22)

SUTHA remains committed to sustainability initiatives across three key areas: environment, society, economy, and governance (ESG). The board of directors, executives, and employees collaboratively design and implement activities that align with the Company's sustainability policies (ESG Policies)



In the realm of the environment, SUTHA is dedicated to fostering a positive ecological impact. The executive team and staff actively engage in environmental initiatives that adhere to critical environmental management policies, which include energy Management, energy Conservation, water Resource Management, waste Management, Biodiversity Management, greenhouse gas management. SUTHA ensures compliance with ISO 14001 environmental standards. This involves pollution control measures and the installation of systems that utilize air quality data for ongoing improvements in environmental management.



SUTHA recognizes the critical role of human resources and workplace safety in its operations via implementing safe processes throughout its business chain with the objective of achieving zero accidents. To this end, it conducts safety training programs for employees at all levels, promoting ten essential rules for life protection. Additionally, SUTHA seeks to foster a collaborative network by encouraging the adoption of four key behaviors, with support from major stakeholders inviting employees to actively participate in various organizational activities by sharing their ideas and feedback, fostering a sense of ownership and commitment to responsible operations that meet defined outcomes.

SUTHA is committed to fair labor practices and upholding employee rights, ensuring adherence to labor laws and welfare standards. This includes ethical practices, prohibiting child and forced labor, and maintaining a safe and healthy work environment. The organization follows the international standard ISO 45001 to guarantee that its safety and occupational health systems meet strict safety criteria. SUTHA promotes non-discrimination and establishes a framework for equitable practices, allowing employees the right to organize collective bargaining. SUTHA also takes responsibility for its products and engages with customers, while actively participating in community and social initiatives. This includes collaboration with civil society and local organizations to support activities related to education, religion, culture, natural resource management, occupational health, safety, and improving the quality of life for disadvantaged groups, as well as addressing water management and sanitation issues to reduce social inequality.



The corporate governance initiative serves as a catalyst for implementing and enhancing processes aligned with sustainability principles, risk management, and administration aimed at mitigating the effects of fluctuating demand and market competition. This includes advancing cost-saving initiatives to manage and lower production expenses, as well as identifying alternative customer segments to offset losses from decreased demand and the overall downturn in the industry. Nevertheless, the successful collaborative management of the business chain, which delivers value to essential stakeholders, is underscored by the recognition received through the "Sustainability Award." This accolade reinforces the company's dedication to adapting its business practices in line with sustainable growth objectives while fostering trust and confidence among stakeholders.

SUTHA underwent a significant transition in its executive leadership. The new leadership team was appointed through a nomination process supported by the Company's major shareholders, bringing in highly experienced executives from international affiliate groups with a proven track record of success in managing operations within the same industry. This leadership transition marked an important milestone in strengthening the Company's strategic direction and enhancing its long-term competitiveness.

With a distinct strategic outlook, strengthened expertise, and steadfast commitment to principled corporate governance, the new leadership prioritizes rational decision-making, operational rigor, and teamwork. The approach centers on collaborative management to reinforce organizational capabilities and address industry challenges effectively.

SUTHA acknowledges that cooperation throughout all levels of the organization supported by ongoing trust and active engagement from key stakeholders including shareholders, customers, and business partners—is essential for managing external pressures, reducing negative impacts, and reversing performance declines. These internal strengths, in conjunction with stakeholder support, are anticipated to drive significant momentum and create avenues for sustainable business growth in the years ahead.

The Board of Directors, management, and all employees of SUTHA remain committed to conducting our business responsibly and delivering meaningful value to our customers, shareholders, and all stakeholders so that we grow and succeed together.
We extend our heartfelt appreciation for your continued trust and support.
It inspires us to keep moving forward with dedication and purpose.



Mr. Sathish Kumar Pushparaj
Managing Director and
Chairman of the Executive Committee



Mr. Sripop Sarasas
Chairman of the Board of Directors

In 2025, Golden Lime Public Company Limited has continuously prepared the annual report for the 13th year in a row, prepared in the 56-1 One Report format, which is a reporting format that combines the annual data form (56-1), the annual report (56-2), and the integrated sustainability report. The objective is to report and disclose important information on operating results, management, good corporate governance, and the implementation of social and environmental responsibility policies. This is the 6th year of preparation. The scope of this information reporting covers the financial reporting of the Company and its subsidiaries from January 1, 2025 to December 31, 2025 (GRI: 2-3).

Reporting Format

This report has been adapted and integrated, with key content arranged and presented in a manner consistent with eOne Report, a platform for preparing and submitting electronic reports developed by the Stock Exchange of Thailand. This is for submitting the 56-1 One Report via the SETLink system, in accordance with the rules, format, and methods prescribed by the Stock Exchange.

In 2025, the company continued to present the report in an adapted format, with comprehensive content that can be linked to the current reference standards, namely GRI Standards 2021, which the company has been using for the third consecutive year.

In addition, some parts of the report may include historical comparative data to keep stakeholders informed of the company's development. However, non-financial information may not cover all subsidiaries due to certain data storage limitations.

Reporting scope (GRI: 2-2, 2-3)

This report outlines the 2025 operating results of Golden Lime Public Company Limited (SUTHA), based in Thailand, detailing its performance in ;

Disclosed data	Economy & Governance	Environmental GHG: Emission: Energy: Waste	Social Health and Safety	People	Human Right	Bio Diversity/ Water Management
Golden Lime Public Company	✓	✓	✓	✓	✓	✓
Subsidiary : Golden Lime Engineering Co.,Ltd.	✓		✓	✓	✓	✓
Subsidiary : Thai Marble Co.,Ltd.	✓		✓	✓	✓	✓

Report assurance (GRI: 2-2, 2-5)

This report has undergone a comprehensive review for completeness, accuracy, and significance by senior management, members of the Sustainability Oversight Committee, who have been assigned by the Board of Directors to oversee sustainability content.

The report has also undergone a financial audit by a certified public accountant approved by the Annual General Meeting of Shareholders.

Significant sustainability issues have been presented to the Sustainability development Committee for consideration before being submitted to the Board of Directors for acknowledgment and review, to ensure that these issues are comprehensive and appropriately address the needs of stakeholders.

For greenhouse gas emissions data, the company has arranged for third-party assurance to certify the accuracy of the data at a reasonable level of confidence, covering greenhouse gas emissions in Scope 1 and Scope 2.

Inquiries: (GRI: 2-3)**Inquiries and Suggestions:**

For additional details, please feel free to contact the Office of Administration or the Company Secretary and Investor Relations Team at Golden Lime Public Company Limited.



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**Restatements of information (GRI: 2-4)**

Based on the sustainability guidelines established for disclosure, the company has adjusted the order of presentation in certain topics, which may differ from previous years' reports. This is a result of restructuring the disclosure to align with the Data Platform – eOne Report system.

Furthermore, this report may include additional disclosures beyond the eOne Report structure to supplement content on sustainability progress and the company's relevant policies.

The company may also update some quantitative data from previous years. If there are any retrospective changes, the company will provide a clarification note to ensure readers fully understand such updates.

Vision

To be “a leading lime manufacturer and minerals processor in South-East Asia” in delivering highest values to all Shareholders and Stakeholders.

Mission

“We contribute to a better world” is established and aligned with our vision.

Objective

The business objective of the company and its subsidiaries is to produce and distribute the following main products:

- 1) Lime Product (Quick lime, Hydrated lime and Dolime)
- 2) Ground Calcium Carbonate (GCC)
- 3) Manufacture and Installation of marbles and by products
- 4) Limestone quarry products, trading and resale
- 5) Distribution and Installation of machines and Engineering Services

The company's direction and mission have been formulated to correspond with the vision and core values set forth by Carmeuse, the principal indirect shareholder to deliver care and services to our customers and stakeholders. These values have been instilled in all employees to foster a professional work ethic and mindset. The framework is outlined as follows:



To fulfill that purpose, at Carmeuse we also have a belief in what it takes to get there, focusing on three factors: **People, Technology, and Sustainable Management**.

Our success depends on having engaged, passionate people dedicated to our purpose. We believe that innovation and technology, led by our people, are essential to achieving our goals.

Sustainable management is key for long-term success, and we support the United Nations' 17 Sustainable Development Goals as a framework for positive business impact.

Consequently, optimizing our cash conversion is the first short-term ambition.

- **SHORT-TERM | Optimize cash conversion Growth-focused capital allocation**
- **MEDIUM-TERM | Decarbonation techno-ready Return On Capital Employed > 12.5%**
- **LONG-TERM | Decarbonated & digital company Sustainable leadership**

Promoting four behaviors among personnel at all levels is the responsibility of every manager and employee believing that everyone will work together to practice, encourage, and establish these behaviors, playing a key role in driving our organization's success. Honest feedback drives continuous learning and improvement through regular, respectful communication and active listening. Collaboration means working together for shared goals, combining talents, welcoming diverse perspectives, and building trust. Ownership involves handling responsibilities proactively, taking initiative, and being accountable from start to finish delivering value. Passion is pursuing work with enthusiasm and dedication, staying proactive and committed even during challenges.

5 core values define our company and guide our operations.

SUTHA's values, shaped by the Carmeuse Group, influence its culture and stakeholder practices.

	We prioritize our customers and provide high-quality products and services. Our customer-focused approach ensures that our offerings are efficient and tailored for practical use. SUTHA has developed products with a wide range of applications, serving many industries and fostering lasting relationships with customers. We encourage and support ongoing personal development among our employees, empowering them to reach their full potential and provide the best possible service to our customers.
	Long-term relationships, employees, and stakeholders are our key strengths. We aim to build efficiency, unlock potential, take pride in our work, and enjoy working together.
	At SUTHA, we are committed to responsible production of lime and calcium carbonate, prioritising human health, natural resources, and environmental care for present and future generations.
	SUTHA is committed to being a responsible and proactive company, continuously adopting top industry practices that prioritize human health, natural resources, and environmental well-being.
	Maximizing resources efficacy, we use and transform natural resources-limestone, fuels, and water, in order to efficiently maximize their functional purpose, while at the same time minimizing waste. SUTHA's plant operations are highly experienced and skilled in using all raw material extracted from the earth. Our process management result in a careful consumption of energy, water and stone.

Goal**Economic and Governance**

1. **Diversification and Stability:** Focus on increasing the diversity and stability of raw materials, boosting sales, and generating operational profits to enhance net profit.
2. **Industry Leadership:** Aim to be a leader in the production and distribution of lime, calcium carbonate powder, and marble products by delivering responsible products and services.
3. **Innovation and Technology:** Develop processes and products using technology and innovation, creating business growth opportunities through new product development.
4. **Efficiency and Customer Satisfaction:** Promote and develop improvements in both the company's and customers' production processes, ensuring customer satisfaction by producing industry-specific products and providing appropriate product usage advice at competitive prices.
5. **Sustainable Growth:** Maintain business growth with long-term profitability to generate returns for stakeholders.
6. **Good Governance:** Establish and integrate good corporate governance across all managed companies with robust internal control systems and risk management to handle crises effectively, ensuring legal and regulatory compliance for sustainable business operations.

Social

1. **Safety and Health:** Conduct business with a focus on safety, occupational health, and suitable environments for employees, customers, partners, communities, and stakeholders.
2. **Equal Employment Opportunities:** Promote equal employment opportunities, local hiring, equality, and operations under human rights principles.
3. **Education and Skill Development:** Enhance opportunities for education and skill development to improve the quality and potential of personnel, fostering organizational development.
4. **Stakeholder Engagement:** Develop participation and cooperation with stakeholders to drive sustainable organizational, business, and social development.

Environmental

1. **Environmental Management:** Implement process with minimizing environmental effects, which includes taking steps for climate change, understanding its possible consequences, and managing risks. Handle waste management effectively, decrease the volume of waste that requires landfill disposal, and limit excess materials generated from processes as much as possible.
2. **Biodiversity Management:** Oversee biodiversity and the effects of business activities on ecosystem services. Encourage the protection and rehabilitation of natural environments.
3. **Environmental Conservation Activities:** Encourage and back initiatives for environmental conservation while advocating for the use of company products to minimize ecological footprints. Foster circular economy practices and enhance the efficiency of resource management.

Business Strategies

The company has developed business strategies to drive the organization meet its objectives within the designated timeline. The strategic framework consists of three tiers: Corporate strategy, Business strategy, and Operational strategy.

Overview of the vision, objectives, goals and business strategies

Corporate strategy

“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.



Aligned to	Short Termed Goals, 1 – 2 yrs.
 Responding to SDG's    	Environmental (E) - Resources and Energy management using renewable energy - Resources optimization - Biomass fuel Indicators ➢ GHG Scope 1&2 control and the collection of Scope 3 ➢ Circular economy implementation ➢ Biofuel project progression SDG's (GRI: 3-3) SDG13, SDG 6 , SDG 7, SDG 11
	Society (S) - Safety as a core value - Personnel development - Customer relationship enhancement for long-term - Good recognition for high-value delivery to stakeholders

Overview of the vision, objectives, goals and business strategies

Responding to SDG's 	Indicators ➤ Zero LTI ➤ Zero Human Rights complaint ➤ Training hours of employees ➤ Highest customer satisfaction ➤ Employee satisfaction SDG's SDG 3, SDG 6, SDG 4, SDG 8, SDG 16
 Responding to SDG's 	Economic and Governance • Financials liquidity • Prioritized capital allocation and safe investment • Efficient investment • Good corporate governance, Business ethics, anti-corruption, laws compliance and sustainability business development • Value chain management • Risk and Crisis Management Indicators ➤ Free cash flow ➤ Financial ratio ➤ ROI ➤ Zero laws non-compliance ➤ Recognized ESG Rating SDG's SDG 7, SDG 9, SDG 12, SDG 15, SDG 16, SDG 17
Support to	Short Termed Goals, 3 – 5 yrs.
 Responding to SDG's 	Environmental (E) • Reduce carbon emissions. • Collection of subsidiary Scope 1 & 2 GHG emissions and collection of subsidiary Scope 3 GHG emissions before 2030. • increase carbon offset. • Develop green products. Indicators ➤ Reduced GHG Scope 1, 2 , 3 including subsidiaries ➤ GHG Scope 3 in the supply chain ➤ Carbon credit SDG's (GRI: 3-3) SDG 13, SDG 6 , SDG 7, SDG 11
 Social People & Human Right	Society (S) • Safe operations without accidents. • Attainment of customer satisfaction • Employees knowledge, competence, cooperation development • Value chain's Stakeholders engagement

Overview of the vision, objectives, goals and business strategies

Responding to SDG's 	Indicators ➤ Zero LTI ➤ Zero Human Rights complaint ➤ Training hours of employees ➤ Highest customer satisfaction ➤ Employee satisfaction SDG's SDG 3, SDG4, SDG 6, SDG8, SDG 16 , SDG 17
 Responding to SDG's 	Economic and Governance • Develop technology for CO2 reduction. • More opportunities from CO2 technologies /Low Carbon Community • Integrated GRC (Governance Risk Compliance) Indicators ➤ Increased renewable energy. ➤ Increased market share ➤ Zero laws of noncompliance ➤ Recognized ESG Rating SDG's SDG 12, SDG 9, SDG 7, SDG 15, SDG 16, SDG 17
Support to  Responding to SDG's 	Short Termed Goals, 3 – 5 yrs. Environmental (E) • Promote green products • Reduce CO2 emissions. • Increase carbon offset Indicators ➤ Reduced GHG Scope 1&2 ➤ GHG Scope 3 in supply chain ➤ Carbon credit SDG's (GRI: 3-3) SDG 13, SDG 6 , SDG 7, SDG 11
	Society (S) • Safe operations without accidents. • Attainment of customer satisfaction • Employees knowledge, competence, cooperation development • Value chain's Stakeholders engagement Indicators ➤ Zero LTI ➤ Zero Human Rights complaint ➤ Training hours of employees

Overview of the vision, objectives, goals and business strategies

Responding to SDG's 	➤ Highest customer satisfaction ➤ Employee satisfaction SDG's SDG 3, SDG 4, SDG 6, SDG 8, SDG 16, SDG 17
 Economic & Governance Responding to SDG's 	Economic and Governance • Low carbon technologies and systems • Liquidity and free cashflow • Opportunities from Digital, Technology, and Innovation • Good corporate and sustainability governance under international standards Indicators ➤ Increased renewable energy. ➤ Increased market share ➤ Zero laws noncompliance ➤ Improved ESG rating recognition SDG's SDG12, SDG9, SDG7, SDG15, SDG16, SDG 17

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)



	SDG's 2 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
	SDG's 3 Ensure health and well-being for all and Prioritize the health and welfare of our employees, their families, and the surrounding local communities. 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.

	SDG's 4 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.
	SDG's 6 "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
	SDG's 7 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 CO2 emissions into a resource for renewable energy.
	SDG's 8 Promote inclusive and sustainable economic growth > full employment > productive employment and > decent work for all. The core of our sustainability strategy is > Prosperity 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.
	SDG's Target 9 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. 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.
	SDG's Target 10 Mitigate social disparities by fostering local employment opportunities, ensuring that compensation is at least equal to the legally mandated minimum wage. Strategic goal > Promote local employment > Provide equal opportunities in employment without gender discrimination. > Do not pay wages below the minimum legal wages
	SDG's Target 11 Making cities safe and sustainable 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
	SDG's Target 12 Ensure sustainable consumption and production patterns > It all starts with our quarry management in the most efficient way, and ends with developing innovative uses for all variations of our materials with focus on > acquisitions, product development and > operation improvements > reuse, or > minimize landfilled materials.
	SDG's Target 13 Take urgent action for 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: 1) Energy Efficiency, 2) Alternative Fuels, 3) Asset Base Transformation, 4) Circular Model and 5) CO2Neutral 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 CO2 impacts.
	SDG's Target 15 Protect, restore and promote sustainable use of terrestrial ecosystems > Planting more trees > Sustainably manage forests and > Halt biodiversity loss 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.

	SDG's Target 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels. 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
	SDG's Target 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development. 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

Operational Strategies adhering to “Operational Excellence”

- Safe Process, Personal Safety and Environment**
 Compliance with the Occupational Safety and Health standards ; implementing safe working procedures throughout the production process and managing environmental practices within the organization, thereby ensuring the highest performance standards in alignment with the organization's safety protocols.
- Quality Excellence**
 Emphasizing manufacturing high-quality products. The ongoing marketing efforts address a variety of market demands to maintain a competitive edge sustainably, while exclusively providing the highest quality offerings.
- Energy**
 Mitigating environmental impact through efficient energy utilization, investing in solar energy, renewable energy, and low-carbon energy initiatives. Additionally, effective management of energy resources is essential to maintain stability and ensure uninterrupted production processes.
- Project Development and Execution**
 Formulate investment initiatives aimed at enhancing processes, ensuring operational continuity, and generating opportunities for business expansion by effectively managing risks and protecting investments until the projects are systematically completed under stringent oversight.
- Yield and Supply Chain**
 Emphasizing the production processes to enhance manufacturing efficiency in order to achieve a competitive edge.
- Reliability**
 Prioritizing the maintenance of machinery for enhancing production efficiency to satisfy market demands.
- Cost Effectiveness**
 Efficiently controlling and managing costs through the utilization of various tools, including Statistical Process Control (SPC) and Lean Manufacturing, aims to enhance the value of products and services while striving for the optimal use of resources.



Nature of business

1.2 Nature of Business (GRI: 417-1)

Golden Lime Public Company Limited and Subsidiaries' diagram of revenue structures by product line or business group;

Main Business and Revenue Structure		The Company and Subsidiaries manufacture and supply products as per details below		
Golden Lime Public Company Limited_GL Subsidiaries are		GL	TMC	GLE
Thai Marble Corporation Ltd. _TMC ^{/(1)} Golden Lime Engineering Co., Ltd._GLE ^{/(2)}				
1) Lime Product				
1.1 Calcium Oxide (Quick Lime)				
1.2 Calcium Magnesium Oxide (Dolime)				
1.3 Calcium Hydroxide (Hydrated Lime)		 (1.1)-(1.3)		
2) Calcium Carbonate				
2.1 Calcium Carbonate Uncoated		 (2.1)-(2.2)	 (2.3)	
2.2 Calcium Carbonate Coated				
2.3 Calcium Carbonate Powder				
3) Marble Product and Marble Installation				
3.1 Marble from Domestic marble quarry			 (3.1) – (3.3)	
3.2 Marble Handicrafts				
3.3 Marble Project Installation				
4) Trading and Other Product & Services				
4.1 Trading Other Product Group		 (4.1)/(4.2)/(4.3)	 (4.3)	
4.2 Chemical product and Fuel Coal				
4.3 Limestone and Aggregate				
5) Machine and Installation and Engineering Services				
5.1 Engineering Project				 (5.1)-(5.3)
5.2 Machine and Equipment Trading				
5.3 Engineering Design and Consulting				

Note:

(1) Golden Lime Engineering Co.,Ltd was registered on 15 March 2017 with THB 20 Million registered capital and 100% shares are held by Golden Lime Public Company Limited.

(2) Thai Marble Corporation Ltd. (TMC) is a subsidiary company acquired by the purchase of ordinary shares from the Ministry of Finance and CPB Equity Co., Ltd. on 13 May 2020. Presently, Golden Lime Public Company Limited is holding 99.8 % shares of Thai Marble Corporation Ltd. (TMC).

On 13 May 2020, the Company entered to the acquisition transaction of Thai Marble Corporation Limited (“TMC”) which operates the production and distribution of marble products and by-products from marble production including owned concessions limestone and marble quarries as well as sublease a quarry to others. The acquisition transaction was of 3,305,126 paid-up ordinary shares of TMC, the Company proceeded the payment to the seller - the Ministry of Finance and CPB Equity Co., Ltd. who are the previous shareholders and not be as the connected persons with the Company total amount of 605 million Baht

Revenue structure

1.2.1 Revenue structure

Revenue of the product lines or the businesses of the Company and its subsidiaries for the period ending December 31st are detailed as follows: (GRI: 201-1)

Revenue Structure of the Group (Unit: Thousand Baht)	Revenue Structure of the Group from the consolidated financial statement Y2023 - Y2025														
	SUTHA			Subsidiaries						Total Revenues			Percentage From the total revenues		
				TMC			GLE								
Percentage of shareholding				99.8			100								
Yearly Revenue of the Company	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Revenues from sales and services (GRI:201-1) / 5	1,181,792.33	1,094,661.46	1,064,055.30	245,610.15	256,584.36	233,214.71	1,040.45	3,469.02	1,077.64	1,428,442.92	1,354,714.84	1,298,347.65	98.88%	99.5%	98.23%
1. Lime Product (Calcium Oxide, Calcium Magnesium Oxide, Calcium Hydroxide)	1,136,886.67	1,051,599.15	1,025,390.83	44,530.65	50,212.09	43,390.80	0.00	0.00		1,181,417.32	1,101,811.24	1,068,781.63	81.78%	80.80%	80.86%
2. Calcium Carbonate	22,134.43	13,362.96	5,341.37	71,284.75	79,072.70	80,215.45	0.00	0.00		93,419.18	92,435.66	85,556.82	6.47%	6.78%	6.47%
3. Marble	0.00	0.00		123,639.76	121,817.17	102,551.13	0.00	0.00		123,639.76	121,817.17	102,551.13	8.56%	8.93%	7.76%
4. Trading and Services	22,771.23	29,699.34	33,323.10	6,154.99	5,482.40	7,057.33	0.00	0.00		28,926.21	35,181.75	40,380.43	2.00%	2.58%	3.05%
5. Machinery and Engineering	0.00	0.00		0.00	0.00		1,040.45	3,469.02	1,077.64	1,040.45	3,469.02	1,077.64	0.07%	0.25%	0.08%
Other revenue in PL	11,947.04	4,113.54	6,750.82	4,336.12	4,704.25	17,375.20	-44.48	53.87	11.05	16,238.68	8,871.67	23,435.64	1.12%	0.65%	1.77%
Gain from Currency Exchange	668.07	351.15	-701.43	139.02	123.31	-86.64	-99.39	45.15	45.15	707.69	519.61	-784.02	0.05%	0.04%	-0.06%
Other Revenue /1	11,278.97	3,762.39	6,750.82	4,197.10	4,580.94	17,461.84	54.91	8.73	7.00	15,530.99	8,352.06	24,219.66	1.08%	0.61%	1.83%
Total Revenue for the Year	1,193,739.37	1,098,775.00	1,070,104.69	249,946.27	261,288.62	250,589.91	995.97	3,522.89	1,088.69	1,444,681.60	1,363,586.51	1,321,783.29	100%	100%	100%

- Remark:
1. Other revenues are consisted of rental fees, interest, gain from sales of properties and scrap from the production process.
 2. The Group of Company does not overly on any single customer with exceeding 30% of the total revenue or total purchase.
 3. The decimal value of each item and the total is rounded and shown as an integer (in the case including the decimal, the value may differ from as shown).
 4. GRI 201-1 : Direct economic value generated and distributed

Revenue structure

By geographical area or market

Domestic and Foreign Revenues (GRI: 201-1) Unit: Thousand Baht	Y2023		Y2024		Y2025	
Total Sales Revenue	1,444,681.60		1,363,586.51		1,321,788.29	
Domestic sales revenue	1,345,279.11		1,282,531.76		1,245,050.24	
% Domestic sales revenue	93%		94%		94%	
Export sales revenue	83,163.81		72,183.08		54,375.05	
% Export sales revenue	6%		5%		4%	
Export Sales ranked by the countries	83,163.81	100%	72,183.08	100%	54,375.05	100%
- Indonesia	965.45	1%	19,308.67	27%	0.00	0%
- Laos	27,981.10	34%	17,775.36	25%	1,821.01	3%
- Bangladesh	12,250.44	15%	3,690.84	5%	17,179.08	32%
- Taiwan	5,485.47	7%	6,443.41	9%	15,721.28	29%
- Cambodia	3,879.40	5%	3,981.42	6%	1,189.55	2%
- Philippine	628.85	1%	1,271.55	2%	2,965.74	6%
- New Zealand	2,669.09	3%	0.00	0%	0.00	0%
- Hong Kong	725.64	1%	1,597.13	2%	2,352.95	4%
- Singapore	1,118.26	1%	3,925.13	5%	9,243.90	17%
- Myanmar	670.56	1%	342.00	0%	0.00	0%
- Vietnam	0.00	0%	80.19	0%	0.00	0%
- Australia	26,554.54	32%	914.36	1%	650.48	1%
- Korea	40.54	0%	5,744.22	8%	3,251.06	6%
- Other	194.49	0%	7,108.80	10%	0.0	0%
% Compared to export sales revenue						

Other income as specified in the financial statements

	Y2023	Y2024	Y2025
Total other income (thousand baht)	16,238.68	8,871.67	24,219.66
Other income from operations (thousand baht)	16,238.68	8,871.67	24,219.66
Other income not from operations (thousand baht)	707.69	519.61	-784.02
Gain from Currency Exchange (thousand baht)	15,530.99	8,352.06	-784.02

Share of profit of joint ventures and associates accounted for using equity method.

Currently, the Company has no share of profit (loss) from joint ventures and associates using the equity method.



Golden Lime Public Company Limited

56-1 eOne Report 2025

**Sustainable
Development**



3. Sustainable Development

3.1 Policy and goals of sustainable management

(GRI: 2-23)

SUTHA aims to develop the business and organization into sustainability pertaining to being a leading lime producer and mineral processor in South East Asia **in delivering highest values to all Shareholders and Stakeholders.**

SUTHA performs prime lime production and mineral processing enhanced by process innovation and technology guided and geared by expertise and business alliances to foster industrial and agricultural sectors of the country as we realize that lime, an alkaline material, is chemically a fundamental raw material converted into useful products for everyday life. Even lime production is associated with unavoidable CO₂ emissions from heating the kiln and the calcination process, lime can compensate for its unavoidable emissions by minimizing negative environmental impact to both agricultural and industrial sectors by restoring and maintaining water resources, air and ground. Determined to deliver the value that we believe in, **SUTHA** intends to take part in making the world a better place.

Sustainability Policy:

Sustainability Policy

: Yes

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

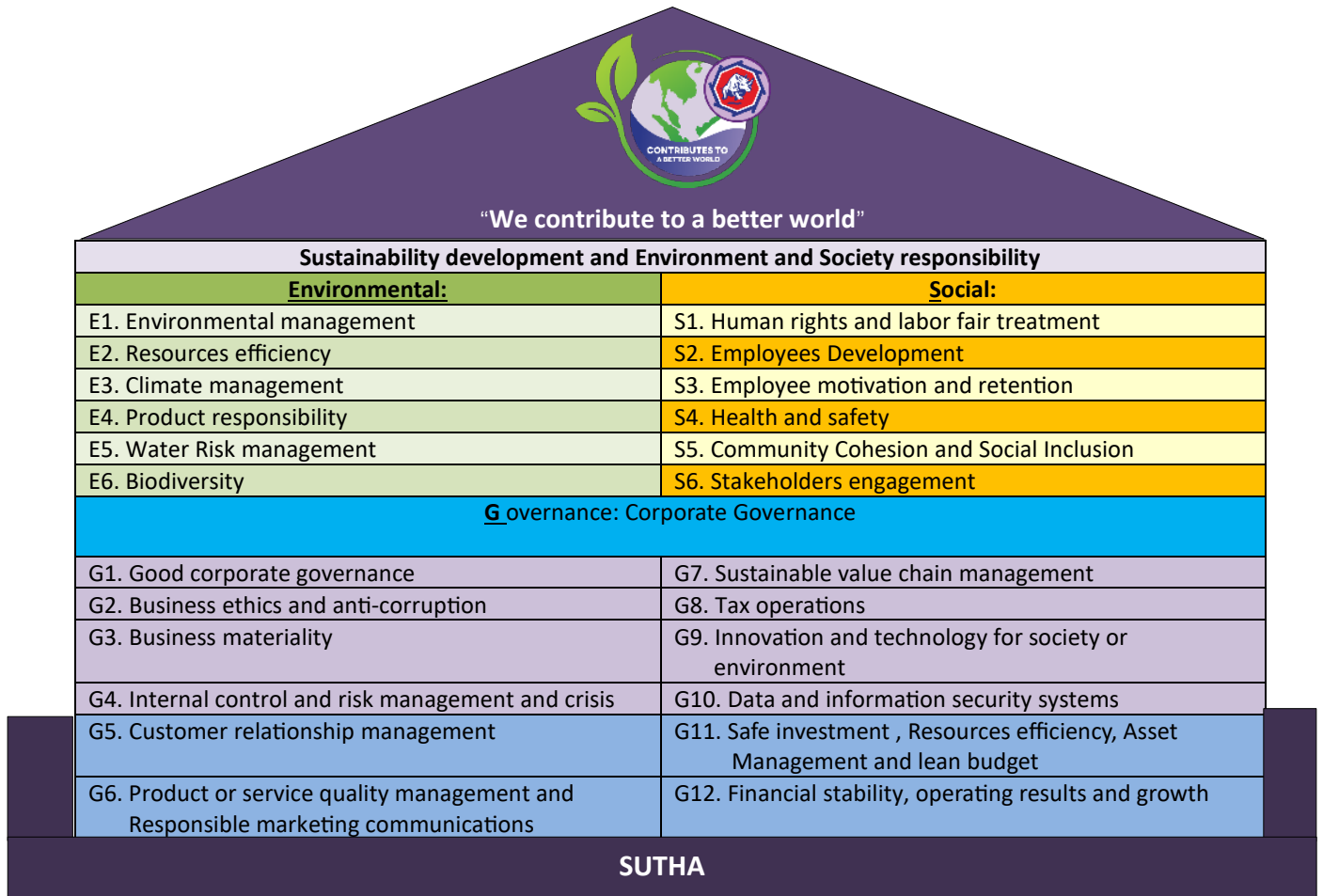
Golden Lime Public Company Limited (SUTHA) is committed to developing its business operations to be in line with the sustainability development framework and sustainability assessment criteria of listed companies and expectations of key stakeholder groups to drive business sustainably with responsibility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

Policy	Sustainability Development and Environmental and Social Responsibilities Policy	
Public disclosure	Policy	Manual
	 	 
www.goldenlime.co.th	https://goldenlime.co.th/en/business-driving-esg-sustainability/ Select > Sustainability	https://www.goldenlime.co.th/The_CG_Policy

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.

Policy and goals of sustainable management

Mission: “We Contribute to a better world”



(GRI: 2-23)

Sustainability management goals

Does the company set sustainability management goals: Yes

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



Policy and goals of sustainable management

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

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

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

United Nations SDGs that align with the organization's sustainability management goals



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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

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

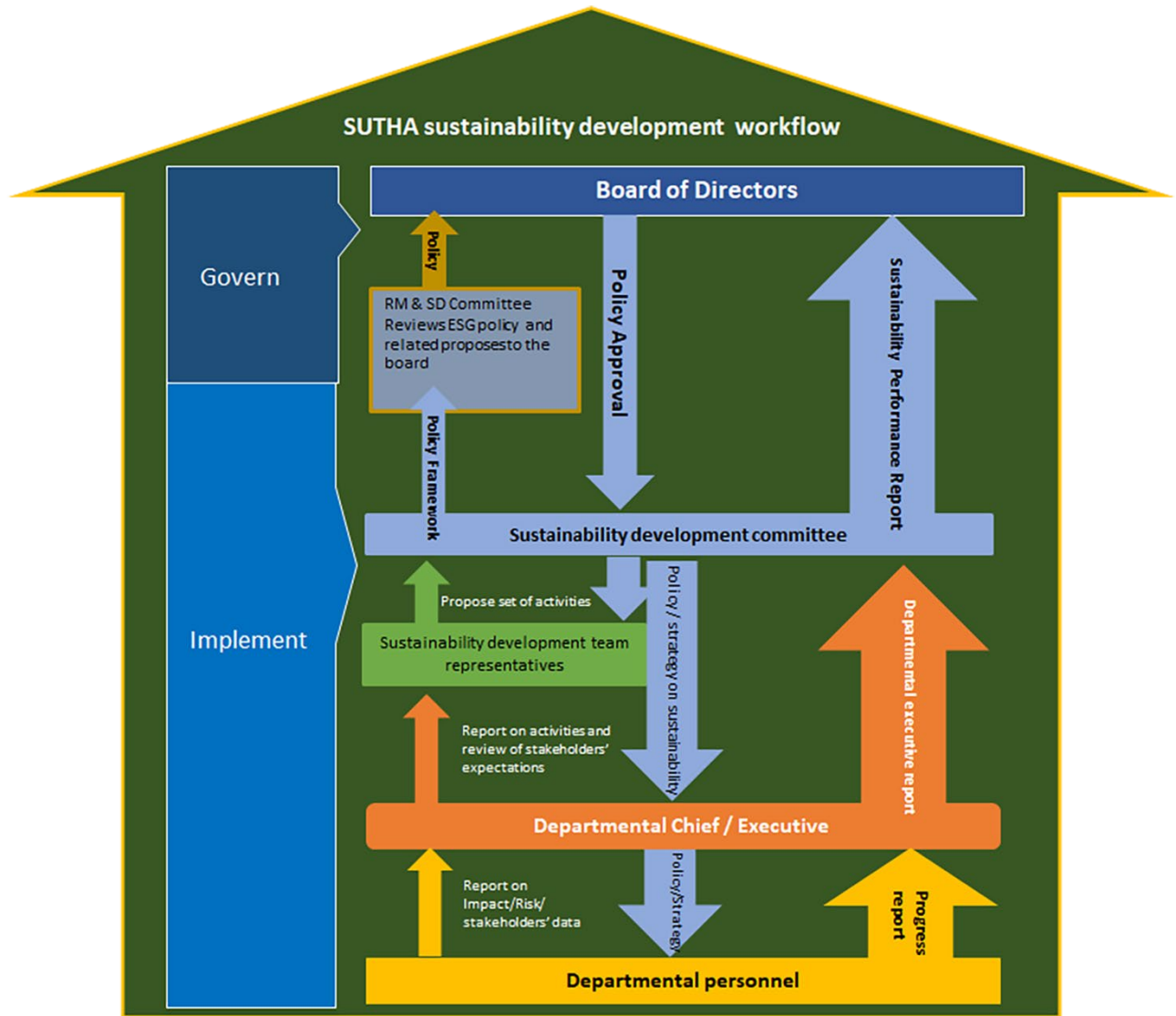
In 2025, the company reviewed its annual sustainability policy and developed key sustainability frameworks and goals as follows:

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

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

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

Policy and goals of sustainable management



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

Policy and goals of sustainable management

Level	Implementation
	3.4 Encourage and support employees across all levels to collaborate and implement strategies for assessing and handling ESG risks, adding value for stakeholders, and fostering business growth alongside key stakeholders. 3.5 Supervise and assign relevant personnel to perform duties and coordinate in accordance with the specified strategies. 3.6 Supervise and ensure that relevant personnel operate within the scope of the value chain by mitigating impacts rising from material sustainability issues that may affect the business and stakeholders. 3.7 Review, change and amend this Charter to keep up with the changing situation and propose revisions to the Board of Directors for consideration and approval. 3.8 Perform other duties assigned by the Board of Directors
Implementation Management Level	The sustainability management team consists of all department heads and managers to carry out and measure the progress of the organization's development towards sustainability. 1. Managing and implementing the sustainability policy through guidelines and frameworks to drive the organization towards sustainability. 2. Assessing supporting data to set out the framework, guidelines, and goals to set sustainability indicators to measure progress in sustainability 3. Tracking operational progress against goals, reviewing and analyzing data to improve operations including reporting progress 4. Gathering and recording data according to reporting standards to set out benchmark indicators to measure progress consistently with the disclosure guidelines of listed companies. 5. Promoting, supporting, raising awareness, communicating in order to create a culture of sustainability within the organization. 6. Communicating policies, strategies, goals, and progress in sustainability operations through the annual report involving stakeholders for both employees and stakeholders' engagement 7. Follow up and review the sustainability performance to be proposed to the Board of Directors before disclosure to stakeholders 8. Preparing practice guidelines to support sustainability performance. 9. Encourage and support employees to comply with policies and guidelines in accordance with the framework of sustainability practices.
Implementation Operation Level	1. Understanding organizational sustainability 2. Acknowledge and perform as per policies, strategies, goals, and indicators of the sustainability policy and practices. 3. Responsible teamwork as a direct contact with stakeholders in each group bringing the materiality to discuss and set initiatives into an annual work plan 4. The departments in charge summarize activity outcomes and report progress on various initiatives through internal communication channels, such as "BeeKeeper." They may also prepare summary presentations for projects intended for public disclosure via the company's website. Additionally, these summarized results are submitted to the management team and/or coordinators appointed by the RM&SD Committee. The coordinators then compile a comprehensive report to present to the committee and relevant stakeholders on an annual basis.
Secretary and Coordinator of the RM&SD Committee.	Prepare a sustainability development summary report to present progress on sustainability initiatives for disclosure in the annual report, as well as through the company's website.

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

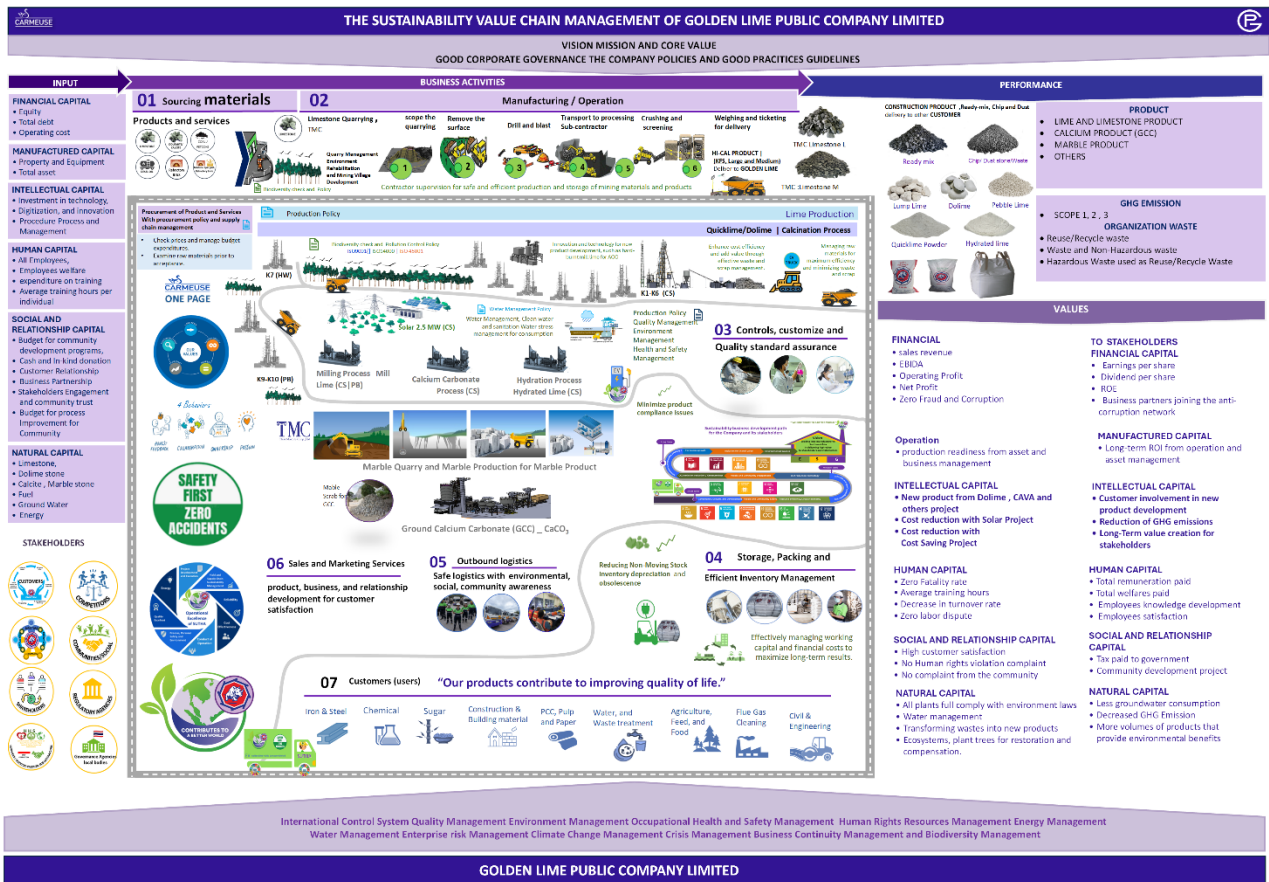
- **Outbound logistics Services, Sales, Marketing, Business and Product Development, Support, and Management**

05 | Outbound logistic Safe logistic with environmental, Social, Community awareness

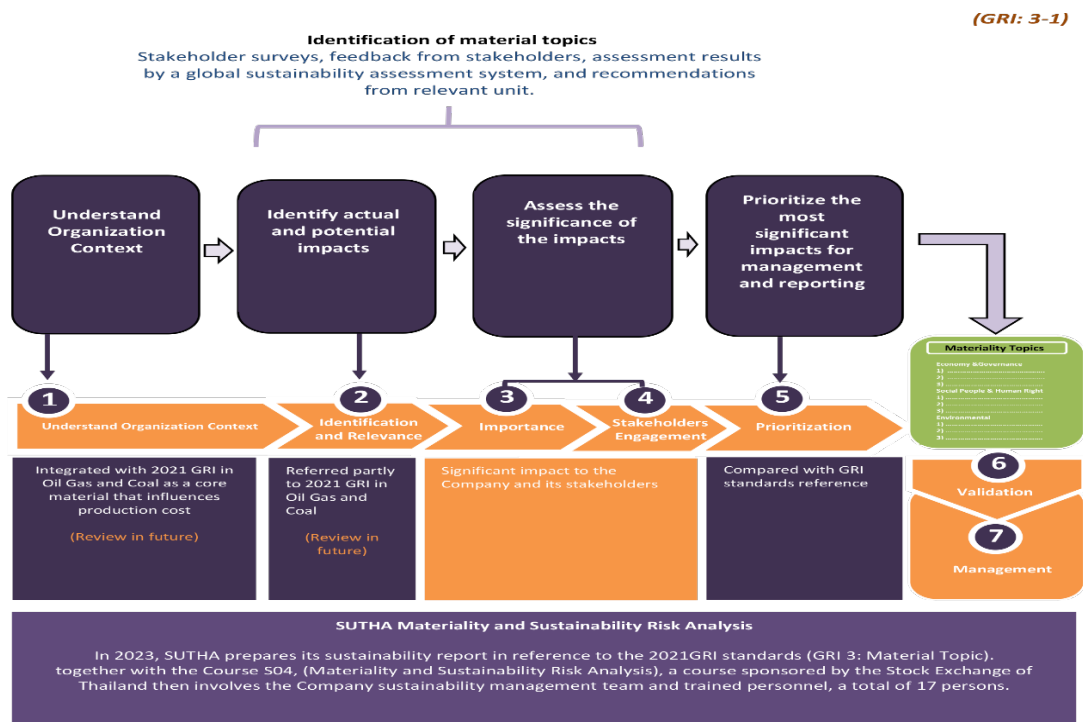
06 | Sales and Marketing Services product, business, and relationship development for customer satisfaction

07 | Customer (users)

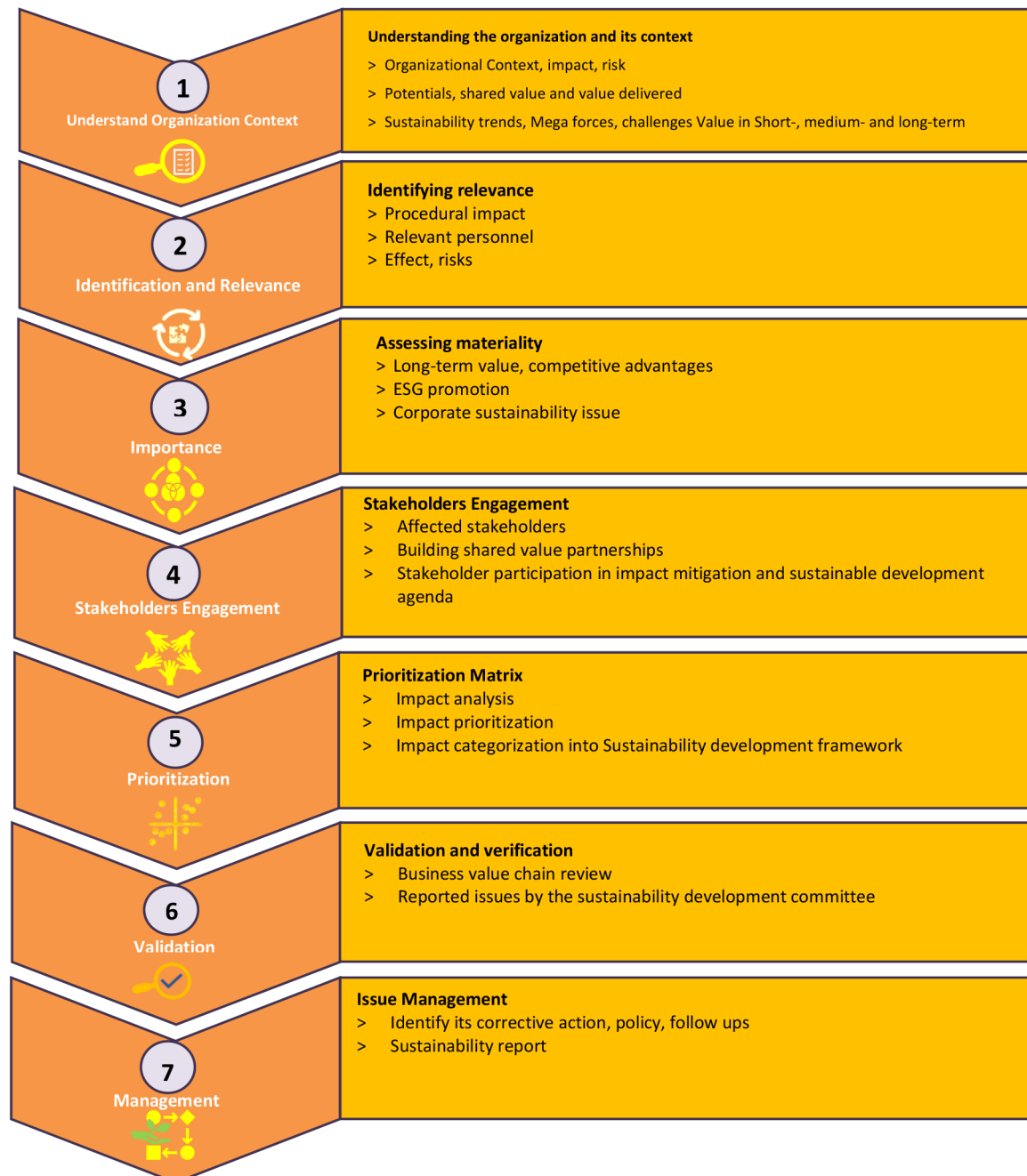
Business value chain diagram



The Materiality of Business and Sustainability



Defining the Materiality of SUTHA



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, assess 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. Sustainable Development Goals (SDGs) 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 responsibly 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

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 throughout 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.

Stakeholders	Expectations	Managing stakeholder expectations	Engagement methods
External stakeholders			
Corporate Governance 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 - 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 	- 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 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



GRI:2-16/GRI:3-3

The Prioritization Materiality of SUTHA

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

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

Support activities are activities to promote the management of sustainability issues in the form of organizing annual promotional activities or projects.

The Prioritization Materiality of SUTHA Year 2025

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

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

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

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
E 1 Environmental , Pollution and Dust Control from Production Processes • Guidelines 1) Environmental management in accordance with ISO 14001 2) designated persons to manage environmental issues 3) Targets, indicators, and controls are in place 4) Disclose quantitative outcome obtained from environmental treatment and products	Priority : Fundamental & Enabler Less negative impact on the community can strengthen trust and stability in the business Management measures ✓ Minimize energy consumption and waste through recycling to optimize resource use. ✓ Implement pollution control measures to reduce environmental impact. - Establish a closed dust control system, plant trees, use water spraying, clean surfaces, cover materials during transport, and wash truck wheels. ✓ Set clear objectives to improve environmental performance. ✓ Expedite the removal of idle inventory located in open storage areas. ✓ Comply with legal regulations and customer expectations. ✓ Educate employees on environmental policies to promote responsibility. ✓ Manage environmental risks and implement mitigation strategies.	- Mining processes and mining areas - Raw material procurement - Operations and locations involved in the production and storage of raw materials, components, and finished goods that have the potential to generate dust - Transportation - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Dust density from production processes can impact surrounding communities. -Dust generated by stockpiled inventory or raw materials kept in uncovered areas -Dust generated from transportation during the delivery or receipt of raw materials - Waste or debris produced during the process if not properly managed. - Carbon dioxide emissions resulting from calcination process. - Management cost for regulation compliance - Damaged reputation from poor management	GRI 303 GRI 304 GRI 306 GRI 307       Risk Management (RT 25)
E4 Product responsibility by promoting a circular economy (Product responsibility through enhancing the circular economy) (E3)	Priority : Value – creation Addressing the environmental impact of products is vital due to climate change and a growing population. Efficient use of natural resources in consumer goods production is essential. The services provided involve raw	- Raw material procurement - Management, selection, storage management of raw materials and products - Production process and factory management - Material storage and packaging management	- Participation in setting indicator and action plan - Collaboration with stakeholders in the circular economy	GRI 301 GRI 306 

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
• Policy 1. Product development incorporates environmental and/or social sustainability requirements in order for new products are consistent with the sustainability development framework, such as - Reduce the use of non-renewable natural resources - Reduce the use of hazardous chemicals - Reduce the use of energy or resources in using the product. - Extend the service life - Transformation of waste or parts of end-of-life products into inputs - Decomposition in nature 2. Enhancing circular economy as a contribution to achieving sustainable consumption and production	materials for various industries. Mitigating risks related to business continuity and environmental standards can help companies seize market opportunities while minimizing product-level risks. Incorporating sustainable practices in new product development requires effective strategies and resource management to reduce environmental effects. Management measures ✓ Circular Economy initiatives include: - Recycling water for reuse in the limestone washing process. - Choosing fire-resistant/refractory brick materials that can be dismantled and reused when replacing walls, ensuring that materials in good condition are selected for repairs - Repairing and recycling pallets for packaging - Utilizing second-hand packaging for customers looking to cut down on packaging expenses. - Researching and developing biomass materials - Separating waste for organizations that can convert it into fuel or other usable products. ✓ Efficient resource management ;cutting unnecessary storage, reducing waste, and maximizing asset value. ✓ Energy Management - Renewable energy (Investment project in solar panels) ✓ Waste Management	- Repair and maintenance process - Management of debris and dust from the process - Water management and reuse - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Engagement in waste management - Systematic accounting of circulating materials inventories + Reducing production costs - + Maintenance cost reduction	

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
E2 Resource Management Efficient use of natural resources and the relationship between the resources used and the benefits derived from them in a sustainable manner while minimizing impacts on the environment to conserve natural resources and improving resource efficiency by putting in place policies that implement the principles of reduce, reuse, recycle as well as manage resources efficiently by focusing on reducing the amount of garbage and waste generation / waste recovery as a set of efficiency enhancing measures such as preventing energy losses, waste recovery, and utilization, reducing energy then impacts on the community. • Guidelines 1. Policies established regarding resource efficiency and energy conservation.conservation. 2. Monitoring - Electricity consumption - Energy consumption - alternative energy or clean energy consumption	Priority: Fundamental & Enabler The potential shortage of essential natural resources, including key materials like limestone, electricity, fuel, energy, and water, poses significant risks. To address these risks and lessen their effects, it is crucial to enhance the efficiency of resource utilization across the entire value chain. This involves minimizing waste and decreasing the consumption of raw materials, as well as finding ways to sell scrap materials, undersize to create additional income and value for the business. Management measures ✓ Gathering and sharing information regarding the utilization of key resources in line with the ESG Data Platform, which is an ESG data collection framework established by the Stock Exchange. ✓ Investigating and expanding resources from existing limestone concession mines in areas eligible for exploration or expansion, and applying for licenses to drill further or renew long-term concessions. ✓ Sourcing additional raw materials from reputable limestone and dolomite suppliers that are safe, secure, and available in adequate quantities to meet production needs. ✓ Carrying out resource exploration to widen the concession area along the slope within	- survey and control process of mining production - Selection of suppliers and service providers for the procurement of quality, stable and safe raw materials. - Transportation - Production and services - Delivery of goods from products obtained from the mine - Market survey and product application among customers using products from limestone mines - Support for data collection and data validation Relevant stakeholders Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Natural resources that are depleted - gathering and verifying data systematically overseen by the appropriate internal unit -Quality degraded from prolonged storage. -Excessive inventory or resources can affect working capital. -Higher financial costs result from storing resources longer than needed. + The raw materials utilized can be effectively managed for production, while waste management can help minimize environmental effects. - Greenhouse gas emissions. + Managing raw materials can create cost-effective opportunities.	GRI 301 GRI 302 GRI 303   Risk Management (RT 14)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
- Fuel (diesel, gasoline, NGV, coal, biomass) consumption - Water and waste, pollution from business processes 3. A management approach aimed at optimizing resource utilization involves establishing targets and transparently demonstrating the effectiveness of resource use. 4. Resource efficiency, driving progress toward specific resource management objectives, while continuously tracking and sharing information on resource consumption.	the current boundaries, while also addressing related risks. ✓ Building partnerships with trustworthy fuel importers to secure quality fuel in the necessary amounts at competitive prices. ✓ Managing slow and non-moving inventory, along with reprocessing items to access new sales channels and broaden the customer base. ✓ Optimizing valuation processes to minimise the effects of impairment on inventory assets, thereby ensuring that the reported figures accurately represent their actual value. ✓ Efficiently managing raw material inventory to minimize losses and avoid excess storage. ✓ Overseeing the reduction of raw material losses and managing risks throughout the procurement of various resources. ✓ Identifying markets for selling scrap materials, leveraging opportunities for air pollution control systems and utilizing limestone and construction stones in infrastructure projects. ✓ Implementing water management strategies, recycling used water, storing water from natural sources, transitioning to a dry dust collection system to conserve water, and regulating wastewater discharge from the facility. ✓ Investing in renewable energy initiatives.			

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
	✓ Researching the development of biomass fuels to achieve low carbon fuel objectives. ✓ Advancing production processes to accommodate alternative fuels.			
E7 Waste management (Waste Management) By operating under the framework and operational requirements in accordance with the framework and regulations for managing waste or unused materials, both hazardous and non-hazardous waste, that occur within the process under the framework of the Department of Industrial Works, including carrying out activities in accordance with the intention of demonstrating environmental participation and waste management and waste separation activities in collaboration with the civil society sector. • Guidelines 1) Operate strictly under the framework and regulations of the Department of Industrial Works. 2) Promoting good governance in workplaces 3) Promoting civil society participation activities	Priority: Fundamental The company has determined the management of waste or unused materials, both hazardous and non-hazardous waste, that occur within the company to comply with the guidelines of the law and other related regulations. The scope includes the collection , storage , selection of contractors, and delivery of waste and unused materials outside the factory, which means the area of the factory specified in the factory operation license and specified in the environmental management system, safety and occupational health, management guidelines. Management measures ✓ Categorizing waste or discarded materials ✓ Identifying the types of waste or unused materials by providing containers and making labels to indicate the types of waste or unused materials in containers. ✓ Management of waste or discarded materials, both hazardous and non-hazardous, that occur within the company must be carried out in accordance with legal guidelines.	- Production of raw materials , limestone - Factory management in managing waste materials and unused materials from the process - Manage materials from the maintenance and repair process of machinery in hazardous and non-hazardous waste. - Management of packaging scrap, damaged pallets and damaged parts, office supplies and damaged equipment. Relevant stakeholders Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- The area is allocated for storing gray dust materials and leftover scraps, which must be buried. - The volume of buried dust and gray dust has risen. -Accumulated dust could pose risks during dry or hot conditions. -Water is utilized to minimize the amount of accumulated dust and mitigate its effects.	GRI 306  

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
4) Promoting environmental action to create positive impacts	✓ Partner with others to develop value-added products from process scraps. ✓ Participate in waste separation activities in areas where they can be carried out.			
E 5 Water Management Water is essential for both operations and the community, so we assess water-related risks to manage them effectively which focuses on both water quality and quantity, considering risks like climate change, ecosystem impacts, and relevant regulations. This approach helps protect our operations and supply chains from water scarcity by promoting sustainable water use practices. Policy 1) Establish a water management policy, water consumption plan and monitor to evaluate local water stress 2) Conduct Scenario Analysis for water availability and quality 3) Risks related to water use ; Conflicts with stakeholders, water prices,	Priority : Fundamental & Enabler The Company utilizes water resources for production, consumption, and general purposes. All production facilities of the Company and its subsidiaries are situated in Lopburi and Saraburi provinces in Thailand, areas that face potential freshwater shortages due to limited public water supply. The freshwater sources are derived from authorized groundwater, with wells installed at the sites, and water resource risk management is implemented as follows: Management measures ✓ Survey of water resources and assessment of risks to freshwater resources in the area ✓ Management of water resource usage in each factory for the process of creating ponds to support the process of reusing water or increasing water storage from rainwater collection. ✓ Control without draining used water out of the factory	- Raw material preparation - Dust Impact Management - Transportation and storage of raw materials - Environmental management and trees around the establishment - Water use for consumption in manufacturing establishments	- no tap water in the area - Use underground water - Expenses in exploration and drilling may increase if additional water is required. - groundwater levels could drop if the nearby region dries out. - Sourcing drinking water from outside suppliers.	GRI 303    Risk Management (RT 14) (RT 25.1.4)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
etc. 4) The water risk assessment can be a critical tool in identifying, managing, and/or mitigating water-related impacts from issues	✓ Changing the technology of dust removal and pollution control systems from wet scrubbers to dry bags to reduce water consumption ✓ Setting targets to reduce ground water consumption Water scarcity risk assessment and management			
E6 Biodiversity Management • Guidelines 1.A biodiversity policy has been established to reduce impacts from business operations and promote the preservation on restoring nature and enhancement of biodiversity as well as related life cycles within the ecosystem affected by our operations 2.Actions taken to protect and conserve Biodiversity	Encouraging initiatives that enhance biodiversity involves protecting, restoring, and sustainably managing terrestrial ecosystems includes planting trees, improving soil health through lime application, and ensuring sustainable forest management for restoration or compensation. Collaborating with partners is essential to bolster positive biodiversity efforts and promote conservation, ultimately expanding green spaces and creating market opportunities for environmental products. Management measures ✓ Preparation of policy documents linking biodiversity actions according to the Convention on Biological Diversity (Kunming-Montreal Global Biodiversity Framework) ✓ Formulating a strategy for biodiversity action	- Mining and management processes/rehabilitation/compensation/management control according to environmental measures - Reducing the impact of raw material preparation - Managing the impact of dust and promoting tree planting as a dust prevention line - Transportation and storage of raw materials - Environmental management and trees around the establishment - The consumption of groundwater which is an ecosystem service, and the reduction of impacts according to water management measures Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	▪ Climate Change -Emissions from production +Reducing emissions ▪ Land/ocean use change -Environmental degradation +Replacement/Regeneration ▪ Resource utilization in production/replenishment in the ecosystem -Decreased quantity and quality of ecological services +Increase quality/quantity back into the service ecosystem ▪ Pollution/pollution control -Pollution caused by production + Pollution elimination/reduction	GRI 304 GRI 101 Biodiversity 2024   

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Descriptions and management measures	Value Chain and Stakeholder Engagement	Effect (positive/negative)	GRI / SDGs / Risk Management
Environmental Dimension				
	✓ Establishing structures and responsibilities for biodiversity ✓ Biodiversity Impact Assessment ✓ Conducting biodiversity impact assessments and ensuring proper reporting and information disclosure. ✓ Facilitating training sessions for trading partners to raise awareness and motivate them to minimize their ecological footprint, while collaboratively fostering a healthy ecosystem.			

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
S4 Health and safety at work (Occupational health & Safety) by Managed according to ISO 45001 standards • Policy 1. Managing to ensure healthy and work safety in an appropriate environment. 2. Establish and review objectives, target of occupational health, safety and workplace environment 3. Maintain standardized Health and safety of employees.	Priority: Fundamental & Enabler The company is dedicated to operating safely and maintaining occupational health standards by establishing performance indicators, aiming for zero accidents zero lost time incident/injury.	- Mining processes and areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust are produced and stored - Transportation carried out by company's vehicles	- Employees are injured or harmed. - Accidents during goods and raw materials transport - Incidents caused by subcontractors while delivering goods in customer areas - safety of employees and stakeholders	GRI 403  

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
4. Safety assessment to contractors/partners 5. Prevention and risk mitigation 6. Safety record and safety investigation Lost Time Injury Frequency Rate: LTIFR / Lost Time Incident Rate: LTIR, Absent Rate: AR 7. Training on safety awareness 8. Safe work practices	Management measures ✓ Sharing incident and accident occurrences helps staff understand causes, increase awareness, stay vigilant, and identify ways to prevent recurrence. ✓ Committed to providing a safe and healthy working environment to prevent injuries and illnesses that may occur at work in order to comply with safety goals. ✓ Committed to complying with legal and other requirements ✓ Committed to eliminating hazards and reducing risks ✓ Committed to continuously improving occupational health and safety systems ✓ Committed to providing advice and engagement with practitioners or practitioner representatives ✓ Provide knowledge and safety training to all employees, key contractors, and business partners to raise awareness and help prevent workplace accidents within their area of responsibility. ✓ Submit safety projects for external evaluation, using them as guidelines and performance indicators to assess management outcomes against organizational standards.	-Transportation carried out by subcontractors - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	-Compensation or reimbursement of treatment costs for affected individuals -Damage to company property -Damage to customers' property -Community impact and disruption from road accidents during transport or business operations. - Reputation damage	 Risk Management (RT 23)
S2/S3 Human Capital: Developing, Retaining and Recruiting Replacement Personnel (Human Capital: Development , Retention, and Replacement) In terms of employee potential development and employee retention,	Priority: Fundamental & Enabler Potential employees play a crucial role in shaping the company's business strategies, which encompass enhancing productivity and fostering innovation and new business opportunities. Investing in employee development is an	- Mining processes and areas - Raw material procurement - Production and services - Production support and process management under	-Overtime expenses -Reduced workforce due to downsizing of certain job positions -Employee turnover rate	GRI 401 , GRI 402 GRI 404 GRI 405 GRI 406

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
reduce the risk of losing employees in important positions, and prepare qualifications and support plans for recruiting replacement personnel. Guidelines Employee Potential Development 1. An employee development plan that outlines that person's professional growth and training needs 2. Training plans in response to the Company's goal 3. Training record for evaluation Motivation and retention 1. Implement performance appraisal in compensation 2. Conduct both employee satisfaction and employee engagement surveys 3. Turn survey results to boost engagement and reduce attrition. 4. Communicate retention performance as a commitment to employee care improvement. Recruitment of replacement personnel 1) Providing equal opportunities in recruiting personnel regardless of gender, race, religion or skin color.	effective way to encourage their engagement and collaboration in the organization's growth. By motivating and retaining high-potential employees, the company can sustain its competitive edge and align with its strategic goals. The strategy for motivating and retaining these employees will take into account a comprehensive compensation and benefits framework, tailored to the performance of staff at every level within the organization. Management measures ✓ Executive selection and cross-functional management skills development in alignment with the shareholder group's succession strategy for senior leadership roles. ✓ Restructuring the organization to enable fast, effective command and response to internal and external risks. ✓ Implement personnel budgeting and an expense collection system to improve internal control efficiency. ✓ Implementation of human resource management systems and programs enables the systematic collection and organization of personnel data. ✓ Create campaigns that encourage collaboration and give employees chances to share ideas, suggest proposals, and take part in activities. ✓ Listening to opinions and developing activities based on recommendations. ✓ Risk management related to human rights, safety and occupational health, and environmental management.	production and operation processes - Transportation and delivery of goods and services - Activities and support departments - Administrative and management activities and preparation of financial reports -Marketing, Sales and Business Development / Product Development Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Having a limited number of personnel and some positions with skills, knowledge, and abilities may not be sufficient or able to support impact management and create significant changes or developments in all aspects. - Population structure and job transfer may affect the continuity of skill development and expertise in problem solving of personnel in some positions. - Personnel/time management/language limitations are obstacles to knowledge development for some positions. -Invest in systems to simplify processes and eliminate redundancy	8 งานที่ขาด ทรัพยากรที่เติบโต 5 ความเท่าเทียม ทางเพศ 10 80 ความเหลื่อมล้ำ Risk Management (RT15.8) (RT26) (RT27)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
	✓ Training and providing equal opportunities for knowledge and potential development, with opportunities for all units to propose desired development programs. ✓ Providing opportunities for all units to submit training courses for consideration in the annual training plan and budget. ✓ Training courses to enhance management skills. and learn the core behaviors for teamwork for executives in various departments		+Decreasing long-term personnel expenditures and associated costs +Efficient systems can reduce staffing needs.	
S 6 Stakeholder Involvement and Participation (Developing Stakeholder Collaboration) to meet social expectations and create long - term value for all stakeholders. • Guidelines - 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 - The management adopts the framework from the Board, follows up performance and involves employees to participate in proposing ideas for activities or projects.	Priority: Value Creation To ensure sustainability in operations, it is essential to establish a process for engaging with stakeholders who may be impacted by the company's activities or who can influence its operational capacity. This engagement helps to clarify stakeholder expectations before these insights are integrated into decision-making regarding the organization's activities. Additionally, it allows the company to shape its business direction in a way that meets these expectations and fosters long-term value for all stakeholder groups. Management measures ✓ Conduct a survey to gather opinions from each key stakeholder group. ✓ Develop guidelines for processes involving key stakeholders. ✓ Evaluate and prioritize stakeholders to identify those essential for executing annual promotional activities.	- Mining processes and areas - Raw material procurement - Factory management process supports production - Transportation - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	+ Promote and provide opportunities for stakeholders to express their opinions to jointly develop the business or organization. + a database and insights from key stakeholders to guide enhancements and shape business development strategies for growth opportunities. - need to set aside a budget for	GRI 2-29 GRI 413    

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
	✓ Assess stakeholders by examining their influence, interests, and roles within the organization. ✓ Create a framework for participation to guide future considerations. ✓ Plan annual promotional events, such as a 2024 campaign focused on promoting the organization's four core behaviors (4's Behaviors) and facilitating opportunities for employees to share their views and engage in activities.		management or for organizing activities	
S1 Human rights throughout the supply chain (Human rights throughout the Business Supply Chain) cover all processes within the supply chain. • Policy 1) A human rights policy is established that covers employees and stakeholders of the organization. 2) Employees/workers are treated in accordance with human rights policy, such as hiring people with disabilities, negotiations regarding welfare through representatives of the Welfare Committee, etc. 3) Disclosure of Human Rights Due Diligence 4) identify, prevent, mitigate, and account for how we address their adverse human rights impacts, corrective action, and remediation	Priority: Fundamental & Enabler The international community anticipates that companies will conduct their operations with respect for human rights. This involves establishing guidelines to mitigate potential negative effects on the lives, livelihoods, and rights of different stakeholders. Businesses should create a thorough human rights policy and consistently monitor adherence to it, ensure fair treatment of employees, and implement measures that promote employee well-being. Taking concrete actions to advance human rights is not only a response to these expectations but also reflects an organization's accountability as a societal member. This approach aligns with sustainable business development and human rights principles. Management measures ✓ Overseeing human rights risks within the organization and essential supply chain processes. ✓ Conducting human rights risk evaluations of trading partners.	Mining processes and areas - Raw material procurement - Production and services - Production support and process management under production and operation processes - Transportation and delivery of goods and services - Activities and support departments - Administrative and management activities and preparation of financial reports -Marketing, Sales and Business Development / Product Development Relevant stakeholders	- Business operations may create opportunities to violate human rights, both in terms of safety and the impacts that may affect relevant stakeholders. - In the business process of business partners, there may not be any systematic management of human rights. - Business operations use natural resources, so there must be a management process to reduce impacts,	GRI 410 GRI 411  Risk Management (RT27)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
	✓ Collaborating to address human rights inquiries from regulatory bodies and important stakeholders, including shareholders and customers. ✓ Coordinating joint development with business partners, offering partner training on-site or online annually, and sharing policies or briefings through online media. ✓ Engaging in training sessions to evaluate implementation strategies aimed at aligning human rights performance with legal standards and regulations. ✓ Offering training on human rights awareness and establishing communication channels for sharing this knowledge with employees, as well as creating training programs for business partners. ✓ Managing biodiversity to evaluate potential effects on ecosystem services.	Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	restoration, and compensation in order to restore the environment or alleviate the impact on the ecosystem.	
S 5 Community Relation & Engagement Promoting business-community relations • Policy 1. Community and society engagement to obtain their concern regarding business Operations for impact mitigation 2. Projects / Initiatives contribute to community development or solution through business processes by setting operating strategies with the community or jointly solving social problems as well as following up on results and benefits that the company receives in terms of quantity/value/economic returns such	Priority: Value Creation Support orientation involves effective collaboration with civil society, communities, and local or government agencies. This includes engaging in community activities, facilitating access to surveys, and gathering information, opinions, or concerns. Such engagement fosters actions that align with community expectations, enhancing public relations and minimizing conflicts or risks to reputation. This approach ensures that business operations run smoothly, backed by strong cooperation from civil society, communities, and government entities.	- Mining processes and areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust are produced and stored - Transportation - Production and services - Delivery of goods and services - Support activities	- Reduce the severity of complaints + Opportunity to receive information from the community to report problems that may arise from processes that affect the lives of people in the community.	GRI 413   

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
dimensions , personnel and human rights				
as income, profits, and expenses that can be reduced or a reduced level of risk or quantifiable social benefits/returns to the community or benefits to society in terms of process results (Output) or final results (Outcome)	Management measures ✓ the business processes outlined in the CSR should reflect the defined strategy and the advantages the company gains, while also aiming to lower risks or provide measurable social benefits to the community. ✓ An annual activity plan should be developed, along with a budget allocation, to support community or local organization requests for collaboration as they arise. ✓ Fostering and sustaining relationships within the community can help minimize complaints, providing community members with a channel to report issues or impacts rather than resorting to formal complaints.	Relevant stakeholders Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives		

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G12- 2 Cost Volatility and Competitive Pricing Conditions	Priority: Fundamental & Enabler			
Review and manage risks to mitigate the impact of factors that may affect cost volatility. Guidelines 1) Analysis and assessment of impacts/opportunities from major cost factors such as fluctuating fuel costs to find measures to mitigate the impacts.	Address the challenges from domestic competitors using price strategies by managing key cost factors like raw materials, limestone, fuel, repairs, and labor. Prioritize price competitiveness to counter market pressure from smaller rivals with lower management expenses. The company focuses on management to create opportunities to manage costs to reduce them.	- Marketing, Sales and Logistics - Production control and production costs, reducing losses within the related processes. - Control and provide good transportation services,	- Loss of sales volume due to uncompetitive pricing criteria - Sales revenue did not meet the set target. - Loss of market share for customers who turn to competitors' products	Risk Management (RT9.2)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
2) There is promotion and analysis to find opportunities to reduce costs to maintain competitiveness. 3) Create a project to allow employees to participate in finding points or presenting guidelines to reduce costs or expenses through continuous Costing Saving activities. 4) There is management of resource use, energy management and promotion of circular economy. Appropriate cost management	Management measures ✓ Reduce unnecessary costs and expenses that affect the product's cost. ✓ Collaborate with partners to import fuel raw materials in ship-sized volumes, sharing short-distance transport costs and ensuring a steady long-term supply. ✓ Negotiating with partners to find sources of raw materials that can be managed to alleviate the impact of fuel costs that can be used as raw materials for continuous production bases. ✓ Developing key inventory policies and plans to allow time to prepare for potential changes in the price of fuels that are the main cost stocks. ✓ Evaluate and analyze the profitability of key customers with high competition and develop strategies and management measures to maintain the customer base and maintain the competitiveness to maintain the trading base with customers according to the set target. ✓ Developing markets, developing relationships and providing services to customers to maintain relationships with customers to maintain continuous trading. ✓ Following up with customers, meeting to receive feedback, and following up on any impacts to maintain satisfaction, including creating the highest level of satisfaction for all customers.	safe delivery and reasonable prices. - Quality control and continuous production - Inventory management At sufficient volume to maintain customers. - Delivery of goods and services - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives		
G12-1 Financial Stability and Management of low-interest rate sources • Guidelines 1. create and promote competitive advantages and good operating results in long run	Priority: Fundamental & Enabler Effective financial management by focusing on reducing financial cost burdens, including finding additional sources of loans as an alternative to selecting sources of loans that offer the lowest interest rates. In 2025, a large fuel lot was imported to control production costs.	- Quarrying process and quarrying areas - Raw material procurement - Processes and areas where raw materials and	+ More alternative sources + promote financial management and negotiation of terms and conditions.	Risk Management (RT 32.1)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
2. Maintain cash flow and investment returns and monitoring Financial liquidity and manage liquidity risk efficiently to generate sufficient liquidity for debt repayment and obligations 3. create business growth and strong competitive advantages 4. Developing potential and ability for changing factors and conditions	Management measures ✓ By managing the money from the capital increase to create maximum benefit, it can reduce the financial cost burden from the increase in interest rates. ✓ Increase the number of financial institution credit sources by 1 from the original 2 financial institutions that provided investment and revolving loans for the business. ✓ Selling part of the imported fuel helps to generate profit and lessen reliance on short-term working capital loans from financial institutions. ✓ selling non-operational assets increases cash inflow. ✓ Boosting sales to increase cash inflow for working capital, reducing financing cost loans from financial institutions.	materials that may generate dust - Transportation - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, Financial institutions / Regulatory agencies / Society / Community	- Increased use of short-term loans from financial institutions - Increased financing costs	
G1/G4 Good corporate governance (Good Corporate Governance, Risk Management and Sustainability Development) Good corporate governance requires that personnel within the organization at all levels should be aware of and adhere in order for efficient and transparent management to gain the confidence of the shareholders and stakeholders as well as building strength and promoting businesses to be able to grow sustainably. • Guidelines	Priority: Fundamental & Enabler & Value Creation The sustainability objectives and regulatory reforms requiring ESG practices concerning environmental, social, and governance matters . As a listed company upholding strong corporate governance shall adopt and enhance to align operations with the requirements, guidelines, standards, and procedures established by regulatory bodies.	- Raw material management and mining management and raw material transportation and co-development of partners and management of value chain. - Production of goods and services - Production support	+ Stakeholder trust + Create opportunities/channels to receive support, knowledge training, free training + Annual fee discount from various promotional projects supported by regulatory agencies	17 ความร่วมมือเพื่อการพัฒนาที่ยั่งยืน 12 บริโภคและผลิตอย่างมีความรับผิดชอบ Risk Management (RT1.1)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
1. good corporate governance policy and practices in place 2. Disclosure of operating results 3. The Board of Directors sets policies and best practices covering independence, conflict of interest efficient performance, evaluation, and compensation policy as well as executives' assessment with valid assessment criteria in economic, Society and/or environment	Management measures C ompliance : - in accordance with the legal framework, established rules, regulations, and standard practices, adhering strictly to the timelines mandated by law. - keep track of the rules and regulations, along with the disclosure system of the Stock Exchange of Thailand, to refine and evaluate the corporate governance and sustainability policies, ensuring they align with the business context and the organization's scale. Governance : - Governance aligns with established policies, regulations, and standards, with the expectation that directors and executives carry out their responsibilities with integrity, transparency, ethical conduct, and effective corporate governance. - to refine and adapt the processes of oversight, monitoring, and information disclosure to meet the evolving standards and procedures of regulatory bodies, ensuring they are tailored to fit the organization's business context, structure, culture, resources, and size. Risk Management : Risk Mmanagement and prevention adhering to established rules, standards, and procedures by evaluating impacts, mitigating risks, and fostering business opportunities to ensure stable growth.	- Delivery of goods and services - Customer product use - Marketing , sales, service and customer relationship management - Business/Product Development - Asset and investment management - Financial management - Support activities Relevant stakeholders Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	+ Support management/prevention of the risk of liability of the executives that does not cause disputes or wrongdoings. + Increase the opportunity to receive support from financial institutions / investors / customers who value companies with good corporate governance. - Adjustment of disclosure standards that are integrated into disclosures of risks related to climate change and sustainability that affect business operations - Expenditure burden and considerations in budget/resource allocation to establish adequate standardized processes	

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G5 -1 Customer relationship management	Priority: Fundamental & Enabler			
It is an important core corporate value that promotes business and creates opportunities to create a stable and continuous income base and is a base for growth opportunities. Guidelines 1) Develop products that can be used in a variety of ways to support various industries. 2) Aim to build long-term relationships with customers 3) Promote and support continuous development 4) Support and promote personnel to develop their management skills with full commitment to produce products and services that promote value and create satisfaction for customers. Customer Focus : Impacts, problems, and obstacles that may affect the use of products or affect customers' consideration of stopping trading are issues that must be monitored and cooperated in setting management and prevention measures with determination to maintain a base of satisfaction in using products continuously for long-term trading.	The company prioritizes all customer groups and aims to enhance processes to meet user needs. However, challenges may arise from various factors. Each issue will be tracked within the established framework to identify corrective actions and improve management practices, ultimately ensuring customer satisfaction. Management measures ✓ Develop production and sales strategies to ensure timely delivery of products that align with customer specifications and quantities across all sectors. ✓ Implement risk management strategies to address and mitigate the effects of any non-conformities, ensuring they do not disrupt customer product usage. ✓ Assess various elements and allocate necessary raw materials, workforce, equipment, and investments to facilitate the production of high-quality products that fulfill customer specifications. ✓ Source quality limestone to produce products that satisfy specific customer requirements. ✓ The sales team must evaluate any non-conforming features that may impact the customer and obtain their approval prior to delivery to prevent returns of noncompliant products. ✓ Conduct satisfaction surveys along with an analysis of product groups.	-Acquire high-quality raw materials in adequate amounts - Align production planning with the demands and volumes of each customer segment. - Oversee inventory and packaging to ensure they meet the purchasing strategy. - Implement quality control measures to select and guarantee deliveries that fulfill the required standards. - Organize transportation and services to ensure timely delivery. - Engage in marketing, sales, and service by providing competitive pricing and fostering long-term business relationships. - product development to enhance benefits and reduce negative impacts.	- product quality and quantity may not fulfill the qualifications or requirements. - Pricing strategies tailored for clients with significant trading volumes and intense competition. - The identification of challenges and solutions to ensure specifications or quantities for certain groups or customers.	 Risk Management (RT9.5)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G6 Product continuity, prevention of disruptions Management of the production process and prevention and reduction of the impact of factors that cause disruptions. Guidelines - Both operational, production and support departments give importance to risk management, reduce impacts, mitigate and prevent factors that affect production disruptions that are not in the plan. - Management to reduce factors, obstacles, and variables that affect the quality and properties of the product. - Preparing a contingency plan, preparing to produce sufficient inventory to meet advance orders, and checking inventory and reviewing production plans to be able to control production to be consistently sufficient. - Product testing and selection should be carried out adequately and stringently to control and ensure delivery of products that meet customer requirements.	Priority: Enabler to plan and manage product delivery tailored to specific customer groups requires continuous production control in response to increasing competition. Management measures ✓ weekly meetings to evaluate situations, identify challenges and impacts, and collaboratively devise management strategies to minimize obstacles and ensure production continuity. ✓ maintenance and preventive maintenance to align production with sales targets and ensure timely product delivery. ✓ Source raw materials and fuels that consistently meet required specifications while minimizing variables that could affect product quality. ✓ Allocate necessary budget and investments to enhance processes that facilitate the production of desired product characteristics.	- Facilitate supportive activities. Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- Inconsistent delivery either product quality or product quantity - product volumes for specific requirements may not be adequate to satisfy demand. - volumes delivered in some period fails to align with the purchase order	 Risk Management (RT9.5)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
	✓ Establish testing protocols, quality standards, and assurance measures to ensure compliance with specifications and requirements. ✓ Group customers by product characteristics and kiln capacity. Prepare backup customer lists to ensure sales if a planned buyer declines. Aim to run each kiln at full capacity; set specific targets for each. Shut down kilns with low orders and schedule maintenance during downtime.			
G11- 2 Asset Management (Asset Management for Maximum Returns) in operation • Guidelines 1) Actions to comply with the policy framework and practices, responsibility for assets and maintaining the company's interests. 2) Preparing a list of important assets that are not used in business operations and having a plan to sell them. 3) Making a list of the quantity, value, raw materials or important inventory that is raw materials / reserve materials / recycled materials and the period or indicating the plan for use systematically. 4) Create a plan to assess the progress of assets under construction. Projects that have investments and records during construction and require a construction period of more than 1-3 years, or a plan for accounts under construction that have no progress for more than 1-3 years to assess	Priority: Fundamental & Enabler Assets intended for sale and operations that have been discontinued without plans for repair, as well as assets with low or no movement—often related to construction or projects postponed due to market conditions or investment considerations. This includes spare parts or refractory materials reserved for kiln repairs, along with asset management during periods of construction or when projects are delayed or paused because of economic or market challenges. Additionally, selling unused assets may be a strategy to increase cash flow. Management measures ✓ Highlight slow-moving assets that are stagnant, along with a list of delayed construction projects, to develop a management plan. ✓ Establishing asset management considering impact to asset value or financial data as a critical concern for sustainability strategy and execution, requiring ongoing monitoring.	- Inventory management - Inventory of spare parts for maintenance - Factory management - Engineering and Capex - Accounting Audit and Internal Control -Scrap handling and management - Maintenance - Procurement - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, Regulatory Agency/Society /Community	- List of assets that are either slow or stagnant, which could lead to obsolescence or impairment. - High levels of inventory and slow moving can impact Capex investment -High inventory or consumables use up working capital. -Excess storage raises financial costs. -Prolonged storage can impair material or product quality and performance. - Low Return on Average Fixed Assets (ROAF)	Risk Management (RT 15.7) (RT 15.6) (RT1 7) (RT 2 1)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
and monitor management strategies with annual reviews.	✓ Initiate action plan for each key asset to boost efficiency and revenue. ✓ Looking for tenants to lower taxes on land waiting to be sold.	/Auditor/Internal Control System Auditor		
G 12 - 3 Change of industry or business pattern of Customers/Partners Assessment of impacts and risks for customer groups, industries or business partners that may be affected by disasters, weather conditions from rising global temperatures affecting production factors. Guidelines 1) Monitoring and evaluating situations and risks for customer groups that rely on agricultural factors and resources and continuously monitoring impacts and situations, including preparing contingency plans in case of impacts that affect demand volume according to the plan/sales target. 2) Monitoring and evaluating the situation in each customer industry, including customers who are likely to be affected by substitute products from China, to assess the impact of changes and the impacts in terms of both volume and price, in order to prepare a response plan and a contingency plan for incidents that are likely to change.	Priority: Enabler Climate change and global warming can create physical risks for businesses, disrupting production for customers and suppliers. Regulatory changes and competition from substitute products in China may also affect customer demand and lead to unexpected supplier delivery quantities. Management measures ✓ Continuously monitor risks for customer groups reliant on agricultural resources and assess impacts on demand and sales to develop business continuity plan ✓ Regularly evaluate customers in various industries, especially those import Chinese product, to understand market changes in volume and pricing for support plans. ✓ Create contingency plans for specific industries or customer groups to address changes. ✓ Establish a contingency plan for sourcing critical raw materials by securing multiple suppliers for key materials. ✓ Monitor to adjust production, raw material backups, and material plans to respond quickly and prevent excess inventory.	- Quarrying process and quarrying areas - Raw material procurement - Processes and areas where raw materials and materials that may generate dust - Transportation - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- decreased sales volume/revenue from decreased production in some industries - decreased demand in some applications	Risk Management (RT9.1)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
G7-1 Stable and Secure Raw Material Sourcing Sourcing of stable and secure raw material sources. Guidelines 1) Risk assessment and management, including source selection, partner selection, and compliance with partner code of conduct. 2) Consideration of fuel procurement sources, in addition to evaluating price, quantity and being a source with consistent quality, must also consider reliability, continuous procurement, and finding a safe delivery process with low risk. 3) In the case of purchasing raw materials/fuels from abroad, the risk of the trading partner must be assessed. The trading partner's country is a trading partner with a history of risk or has a possibility of uncontrollable risk. 4) In the case of a source of raw rocks and minerals, it must be a source with a drilling license and related licenses that are valid.	Priority: Enabler & Value Creation Reliable procurement of key raw materials, kiln feedstone fuels, involves selecting trustworthy suppliers and ensuring secure sourcing at planned prices, quality, and quantities. Maintaining continuity and fostering long-term relationships will enhance the ability to establish sustainable production. Management measures ✓ Choose fuel partners capable of sourcing high-quality fuel for production, ensuring consistent product quality control, purchasing in suitable quantities for storage, managing inventory effectively, and minimizing transportation and loading risks, including potential losses during sea transport, while maintaining competitive pricing for cost efficiency. ✓ Utilize multiple fuel sources for lime production to meet the varying specifications of customers with different fuel characteristics. ✓ Select limestone raw materials by identifying primary production sources and establishing long-term contracts with limestone mines that can supply adequate quantities for production needs. ✓ Oversee stone mill partners by securing contracts that address comprehensive risk management or protection against product quantity losses. ✓	- Quarrying processes and quarrying areas - Raw material sourcing / Raw material import from abroad - Marine transportation insurance - Partner management process, partner selection, partner risk assessment - and areas where raw materials and materials that may cause dust are produced and stored. - Transportation - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Board of Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	+ Mitigate impact and manage procurement risks. + Minimize the influence of raw material quality due to physical factors or properties that can impact product quality control. + Lower loss of the raw materials during transportation, storage, or handling.	Risk Management (RT7) (RT14)
G9 Innovation and technology for society or environment (Development of New Businesses/	Priority: Enabler , Value-Creation Developing strategies to boost sales or attract a new customer base interested in the product by introducing new	- Marketing, sales and business	- Long period in developing, researching, testing, and	

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
Products with Technology and Innovation) Business development to support changing factors from changes in any industry or to support competitive situations. Guidelines 1) creating business and social innovation and/or environment to add value for the company and stakeholders 2) The quantifiable value contribution to society and/or the environment both in terms of business value and social values and/or environment 3) Disclose such innovations to others to learn and put into practice.	offerings, targeting customer segments in different industries, establishing new market to sustain revenue, compensating for losses due to competition, and managing risks associated with competition and shifts in customer across various sectors. Management measures ✓ developing products for both new customers and markets includes initiatives like the Dolime project for the steel sector, the Flue Gas desulfurization (FGD) for the energy sector, and the AAC lime project for the lightweight brick industry to ensure sustained business. ✓ Ongoing developments in new products and markets which remain under wraps until the commercialization phase starts. ✓ Evaluating the challenges, obstacles, and consequences encountered during the development, delivery, and implementation phases to collaborate effectively with the production team and establish strategies that reduce negative impacts. ✓ Assign skilled staff to manage new product development and explore new markets.	development/product development processes - Engineering and investment process - Product research and development process - Study tour to Carmeuse - Support activities -Building agency ties and networks to support new product development. Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, Regulatory agencies/society /community /institution/unit, research/consultants and related experts	launching can be exceeding two years - Require costs and skilled personnel. - networks and expertise that need backing from the major shareholder.	    Risk Management (RT 9.6)
G10 Data and information system security (IT Services and Cybersecurity) is operating Guidelines 1. Completed and standardized data management as cyber vulnerabilities pose significant corporate risks, including	Priority: Fundamental & Enabler Business operations depend on information system resources, data communication, and IT networks to facilitate transactions. These systems must be developed to avoid disruptions and ensure security against cyber attacks or	- Quarrying process and quarrying areas - Raw material procurement - Processes and areas where raw materials and materials that may		Risk Management (RT 6.4) (RT 15.9) (RT 18)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
business interruption, breach of privacy and financial losses 2. Standardized and preventive information system infrastructure to manage the information system in accordance with information security control standards and basic cyber protection 3. Cyber security and information security in place with designated IT administrators Spec list as the responsible person to supervise or manage information technology security. 4. A policy established to maintain data security in regulating access, identifying practices and related business ethics 5. Regularly test security systems and processes; Training a policy that addresses information security for all personnel.	threats, thereby fostering trust among the company, investors, and key stakeholders. Management measures ✓ Invest in the data network system by integrating the IT infrastructure of Carmeuse Group, that adheres to security control standards and features a robust Cyber Security protection system. ✓ All users will manage access to specific authorized applications, including control over access permissions, periodic password changes, and verification through the Mobile Security System using the Application Authenticator. ✓ Users will undergo security training as outlined in the online training program, which has a set deadline. If a user fails to complete the training, the system will alert the supervisor to ensure the user participates as required. ✓ Only authorized devices will be allowed . ✓ Training IT staff to analyse systems and create services enhances application efficiency, lowers user workload, maximises application use, and ensures a good return on investment.	generate dust are produced and stored - Transportation - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners,Regulatory agencies/society/community /government agencies involved in online transactions		
G7 Sustainable Value Chain Guidelines	Priority: Fundamental & Enabler			
1. Supplier categorization into Critical Tier1 and Critical Non-Tier 1 2. Risks identification and assessment covering environmental and/or social issues, and actions are taken to reduce	The sustainability development requires collaboration with business partners and stakeholders throughout the value chain. The company has worked with these groups to create	- Quarrying processes and quarrying areas - Raw material procurement - Processes and areas where raw materials and	- Many of the partners are private or limited companies that might lack a well-defined system for managing ESG operations.	Risk Management (RT7) (RT10) (RT14)

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
the risks through sustainable supply chain management. 3. Prescribe environmental issues and/or social issues into Supplier Code of Conduct 4. Regular supplier audit especially critical partners with ESG risks as On-Site ESG Audit. 5. Support partners with reasonable payment term and conditions for their liquidity 6. Engage them in any sustainability projects/plans for promoting and developing partners to conduct sustainable business operations.	guidelines that reduce social and environmental impacts while improving practices aligned with sustainability. Management measures ✓ Review of the Supplier Code of Conduct integrated procurement policies ✓ Organizing the "Supplier Day" event includes training suppliers on the code of conduct, ensuring signatures, and promoting sustainability practices. This involves addressing climate-related risks, announcing the biodiversity policy, and collaborating on GHG Scope 3 data collection both onsite and online. Additionally, ESG operations and on-site audits for high-risk suppliers will be conducted.	materials that may generate dust - Transportation - Production and services - Delivery of goods and services - Support activities Relevant stakeholders Directors, Executives and Employees Shareholders, customers, partners, /Community representatives	- some key partners are international, like firebrick manufacturers, making it difficult to conduct thorough onsite surveys due to the associated high costs.	(RT15.3) (RT19) (RT23) (RT24) (RT28) (RT34.2) (RT34.4)
G11 Safe Investments (Expansion, Process Improvement, Technology, Innovation, Investment Efficiency) The Company manages and implements capital expenditure policies by assessing the necessity and considering safe investments. • Guidelines 1) Framework for consideration to create growth opportunities through investment and joint venture strategies and business diversification through acquisitions 2) Investment development selected from new innovations/new technologies 3) Investment in businesses related to or supporting the Company's operations 4) Invest in BOI promoted projects	Priority: Fundamental & Enabler Preventing disruptions and achieving growth through expanding production capacity or improving processes to meet demand or reduce certain obstacles requires investment and process development, focusing on technologies and innovations that enhance processes. Every investment project is evaluated for returns, payback periods, and appropriate sources of investment to ensure prudence and safety in order to achieve an appropriate level of return on investment.	- Quarrying process and quarrying areas - Raw material procurement - Production process - Transportation - Security protection - Energy management - Development and improvement of production process efficiency - Investment in expansion	- The returns for some projects may not be as expected. - Investment depreciation may occur in some projects. - Some approved projects may be delayed and tax benefits may change. + Investing in the right projects can create a stable income base and generate good returns.	3 สุขภาพและ ความเป็นอยู่ที่ดี 9 อุตสาหกรรม นวัตกรรม โครงสร้างพื้นฐาน 7 พลังงานสะอาด ราคาถูกลง 8 งานที่ดีและ เศรษฐกิจที่เติบโต

Key sustainability issues Guidelines	Identifying and prioritizing stakeholders Analysis and details and management	Processes under the value chain and Relevant stakeholders	Impact (positive/negative)	GRI / SDGs
Dimension of Economics and Governance				
5) Investing to enhance stability and sustainable performance 6) Investment promoted by credit 7) The feasibility, risk, return, liquidity, annual investment plan must be analyzed and reviewed if there is a change in the materiality of the event, including appropriate monitoring and control. 8) Must pass the opinion of the Executive Committee and/or Audit Committee and/or Board of Directors and/or shareholders to consider according to the size or nature of the report / In the case of a transaction with a person or juristic person in which the contracting party is a related person, it must be performed and consistent with the principles for consideration in entering into a transaction and in accordance with the specified rules, procedures and regulations. 9) Investment projects that have been approved and completed must be monitored and risk managed to assess the return on investment until the payback period is complete and the results are reported to the Board when the payback period for each project is complete.	Management measures ✓ a budget allocation plan and annual capital expenditure (Capex) on business continuity management, including initiatives to enhance production capacity and improve processes, which will be submitted to the executive board and/or committee as part of the annual budget proposal. ✓ The project approved by the Executive Committee that involves related parties, a proposal must include price comparison and calculations based on the established criteria for assessing transactions with related parties. ✓ The evaluation will adhere to assess return on investment, economic conditions, and the necessity and significance of investment characteristics, with a primary focus on ensuring the safe investment. ✓ Evaluate cash flow, prioritise key investments, and prepare contingency plans if funding is unavailable for projects.	- Acquisitions that are relevant and supportive to the business Relevant stakeholders Board of Directors, Executives and Employees Shareholders, customers, partners, Regulatory/Social /Community /Government Agencies related to the investment promotion application process or projects that have been approved by relevant government agencies.		 Risk Management (RT36)

3.3.2 Environmental operating results

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

No.	Goal	2025	
		target	performance
1	Environmental law compliance	100%	99.55%
2	Meet legal indicators of environmental law	100%	96%
3	Community complaints on Impact of dust from process 1 complaint at CS plant 2 complaints at HW plant 5 complains at PB plant	0	8 (rectified and closed)
4	Establishments certified and controlled by environmental management system standards: -Chong Sarika Branch [6 kilns] certified -Huai Pa Wai Branch [1 kiln] under control. -Phra Phutthabat Branch [2 kilns] under control	Certified for 6 out of 9 kilns at the site, representing 66.67%.	66.67%
5	Environmental Certification and Third-Party Auditing: - Issuance of ISO 14001 certification every 3 years. - Air quality is monitored following the Department of Industrial Works standards, performed by a licensed and registered air quality agent from the department.	1 Branch (CS plant) 6 kilns All operating establishments: 100%	1 Branch (CS plant) 6 kilns All operating establishments: 100%
6	Fines or expenses incurred to compensate for or restore environmental damage resulting from disputes.	-	-

- Air Quality measured from the Stack

		Year/ Parameter	Total Suspended Particular (TSP)	Carbon monoxide (CO)	Oxides of Nitrogen (No _x)	Sulfur Dioxide (SO ₂)
(The Average Measurement) From the Stack	Average Result	Standard	320	690	400	700
		2566-2023	109	269	135	5
		2567-2024	98	329	219	1
		2568-2025	81	391	134	15

- Measurement of Air Quality in the work area

Location	Parameter	Standard	2023	2024	2025
1. Maintenance Area	Benzene	10 ppm	0.01	<0.02	<0.016
	Iron Oxide Fume	10 mg/m ³	0.007	<0.001	<0.001
2. Calcium Plant	Respirable Dust	5 mg/m ³	5	1.024	0.624
3. Hydrate Plant	Respirable Dust	5 mg/m ³	1.583	0.917	0.391
4. Kiln Area	Total Dust	15 mg/m ³	1.759	2.454	3.833
5. Lab	Hydrochloric acid	7 mg/m ³	0.01	<0.01	0.090
6. Grinding Plant	Total Dust	15 mg/m ³	10	0.722	4.5
7. Hydrate3-4	Respirable Dust	5 mg/m ³	3.5	4.845	0.167

Environmental operating results – Air quality management

▪ 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	2023		2024		2025	
	Standard	Standard	Standard	Standard	Standard	Standard
	(Leq. 8 hrs. : dBA = 85)	(Lmax: dBA = 140)	(Leq. 8 hrs. : dBA = 85)	(Lmax: dBA = 140)	(Leq. 8 hrs. : dBA = 85)	(Lmax: dBA = 140)
Lime handling Kiln 1	83.5	99.7	81.4	105.1	80.3	93.4
Lime handling Kiln 2						
Lime handling Kiln 3	84.6	102.0	82.4	97.0	88.1	98.2
Lime handling Kiln 4						
Lime handling Kiln 5	85.0	103.0	87.5	101.1	91.6	104.4
Lime handling Kiln 6	84.5	104.7	88.1	102.7		
Packing Area Hyd Plant 1	81.1	96.7	78.2	97.7	67.8	90.4
Packing Area CaCO ₃ plant	75.0	86.6	91.4	96.1	74.5	92.7
Packing Area Grinding Plant RM-3						
Packing Area Grinding Plant RM-4						
Control room Grinding Plant	82.2	101.1	73.9	98.8	69.0	83.0
Average	82.3	99.1	83.3	99.8	78.6	93.7

▪ 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	2023	2024	2025
	Standard (34°C)	Standard (34°C)	Standard (34°C)
1. Conveyor K2			
2. Conveyor K5	29.0	30.3	29.7
3. Maintenance Shop	29.4	31.8	29.9
4. Conveyor K6	29.1	30.6	28.6
Average	29.2	30.9	29.4

• Factory water recycle system effluent quality

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

Environmental operating results – Air quality management

system to circulate the used water back to the cesspit by sedimentation in the pit. After going through a sedimentation process, the water is reused. Sludge in the pit, which includes bits of earth, mud from washing stone mixed with the dust of lime from the production process, will be dumped, scooped out for utilization such as use to adjust the factory areas, donation to the temples, the schools, the villagers for land fill, etc.

As to Water recycle system based on the standard of industrial wastewater according to notification of the Ministry of Industry No. 2 1996 (B.E. 2539) issued under the Factory Act 1992 (B.E. 2535), the Company has measured the quality of used water as follows:

The volume of Wastewater released beyond the factory.

	Unit	2023	Y2024	2025
Water (effluent) discharge	cubic meter	No water drained outside the factory	No water drained outside the factory	No water drained outside the factory
The factory's wastewater system recirculates water internally, ensuring that it is not discharged into the public domain. As a result, it has no impact on the external environment.				

Measurement	Method	Standard	2023	2024	2025
pH*	pH Meter	5.5-9	12.2 ¹	12.400 ¹	12.000 ¹
Suspended Solids	Dried at 103-105 °C	50 mg/l	4,670/2	110.000	<3
Total Dissolved Solids	Dried at 103-105 °C	3000 mg/l	1,950	980.000	1050
BOD5	Azide Modification	20 mg/l	<2	<2	<2
COD	Closed Reflux	120 mg/l	<5	9.000	<5
Oil & Grease	Partition & Gravimetric	5 mg/l	<5	<5	<5

(Latest year data presented)

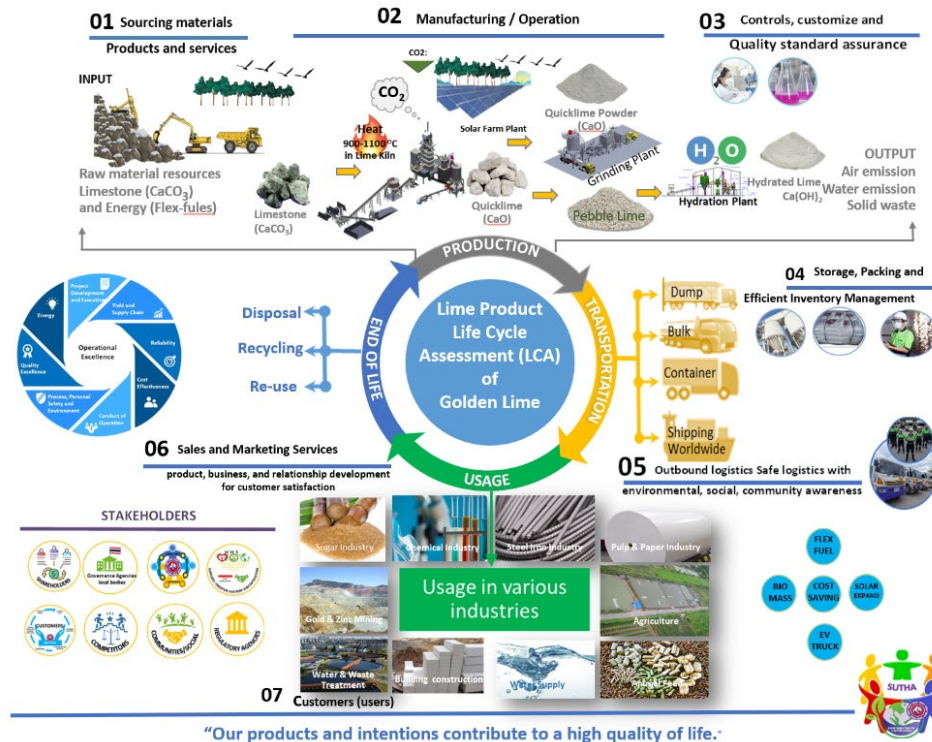
(*) 1) The Water quality test report shown is of the Chong Sarika branch published in the annual report. Every plant obtains this kind of report in accordance with the specified standards, except for the pH value, where the pH value (pH) ranges between 5.5 - 9.0

2) Suspended solids refer to insoluble solids or particles that are suspended in water or a medium. These particles are small and lightweight due to the recirculation of water back into the sedimentation pond. Therefore, measurements of water from the sedimentation pond will show high levels of suspended solids resulting from sediment accumulation during the process.

Volatile organic compound emissions (VOCs)

	Unit	Y2023	Y2024	Y2025
Volatile Organic Compounds Emission (VOCs)	kilograms	Non-volatile substances used in main process	Non-volatile substances used in main process	Non-volatile substances used in main process
Note: The company does not use volatile organic compounds in its operations. Gasoline for vehicles is purchased off-site; there are no on-site fueling facilities.				

Environmental Assessment and Management



SUTHA has implemented the Product Life Cycle (PLC) and Life Cycle Thinking framework as a systematic approach to identifying and managing environmental concerns. This is facilitated through the Environmental Aspects – Product Life Cycle (EMFM0302) assessment document, which comprehensively addresses all major stages, including raw material and fuel acquisition, production processes, storage and utilization of substances and materials, transportation and distribution, as well as waste management and disposal.

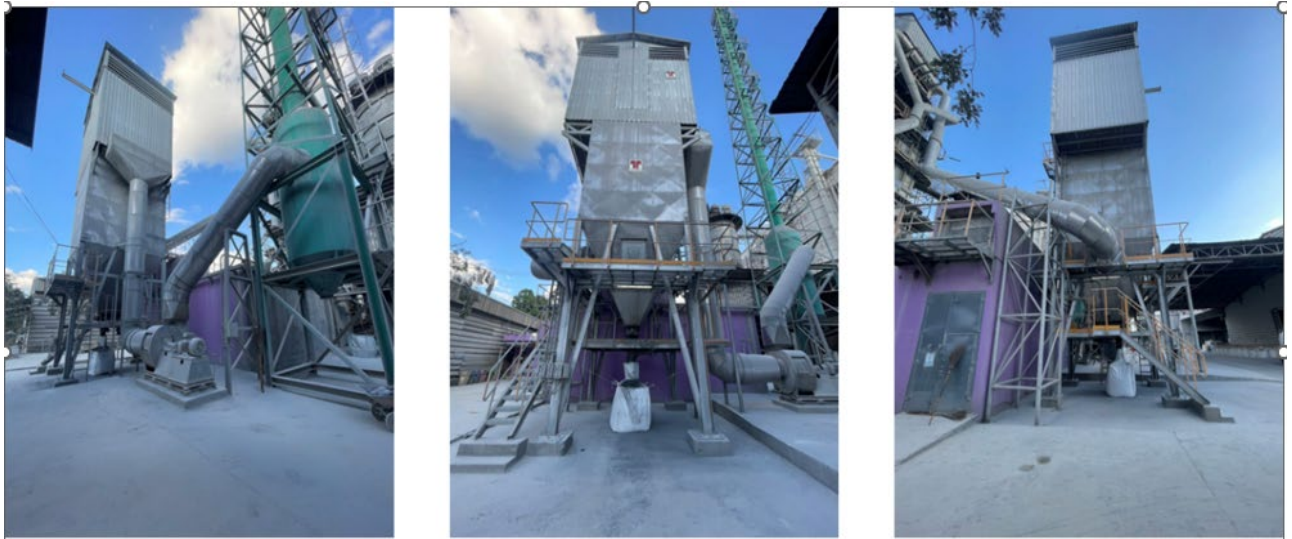
The company assesses activities, products, and services by identifying environmental impacts such as resource depletion, air pollution, noise, odor, nuisance, and health and safety. These findings inform planning and are incorporated into operational controls and environmental strategies, including:

- From the outset, select and assess stakeholders within the supply chain for raw material or resource sourcing to effectively manage impacts.
- Establish occupational health and safety protocols—such as PPE, training, and hazard prevention—for activities involving dust, noise, heat, and electrical hazards, including engineering solutions like grounding.
- Implement preventive maintenance (PM) for machinery and vehicles to minimize risks and reduce malfunctions.
- Carry out waste management and sorting initiatives, targeting waste produced from spare parts, packaging, and cleaning supplies through dedicated programs.
- Regulate wastewater using treatment systems to control related activities.
- Ensure safe transportation and delivery by conducting annual vehicle inspections and executing PM plans to mitigate smoke, noise, and employee risk.

The company maintains assessment and control documentation in compliance with prescribed retention periods and assigned responsibilities, thereby facilitating continuous monitoring and operational evaluations.

In addition, to effectively manage and mitigate dust-related issues originating from operational activities, the company has implemented comprehensive dust control measures. These include upgrading and installing machinery, enhancing dust extraction systems, and minimizing dust accumulation through practices such as water spraying.

Environmental operating results – Air quality management



Replace the wet scrubber with a baghouse filter to reduce industrial dust emissions and decrease water usage.



Dust control is implemented through water spray systems to reduce dust accumulation.

Environmental operating results-Energy Management

Goals, indicators, and controls, including indicators for energy management and compliance with laws and regulations regarding energy management practices, promoting renewable energy, and energy conservation.

No	Strategic objective	2025 target and performance	
		Target	Performance
1	Fines or expenses related to non-compliance with rules and regulations, or submitting reports beyond the legally prescribed deadline.	100%	100%
2	Fines or expenses related to non-compliance with rules and regulations, or submitting reports beyond the legally prescribed deadline.(THB)	0	0

Information on Energy Management

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

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

SUTHA is committed to energy conservation and has established an energy conservation policy with the following key principles and guidelines:

- Integrate energy conservation into daily operations as a shared responsibility across all staff and management.
- Apply tailored energy-saving measures for each department based on their usage.
- Comply with all relevant energy laws, including renewable energy requirements, within business processes.
- Continuously improve energy efficiency through best practices in energy management.
- Allocate necessary personnel, budget, time, and coordination to support effective energy management.

The structure responsible for overseeing energy management includes:

- Senior management (policy oversight)
- Top management of each operational department and management level involved in oversight and supervision
- Appointed and assigned energy management working group
- Supporting teams from relevant core departments, including:
 - Engineering and maintenance teams
 - Logistics/supply chain teams
 - Environmental/ESG Team
 - Representatives from Production, Warehousing, Transportation, and Procurement
 - Representatives from Support Departments: Human Resources, Administration, and Finance

Energy management plan

SUTHA aims to track the use of key resources in processes, has management processes in place for efficient resource utilization, and implements key resource management activities to monitor progress and achieve tangible results. This encompasses the following key resources and energy:

Environmental operating results-Energy Management

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

The company's energy management plan : implemented

Energy Management Plan and Guidelines:

1. Review energy conservation policies and establish a structure for energy governance.
2. Assess and analyze the scope of relevant energy management at the organizational, product, process, and project levels.
3. Define frameworks and processes for energy management.
4. Develop investment projects that support or implement measures to reduce or improve energy costs.
5. Promote and communicate to incentivize and encourage participation in developing more efficient energy management.
6. Collect data, set targets, monitor, and report results on energy management.
7. Promote knowledge and provide training courses to develop personnel to enhance their capabilities and knowledge in developing and managing energy efficiently across all processes.

Coal and diesel fuel management goals

Electricity management

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



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

Renewable / clean energy

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

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

- Solar Farm Phase I generation capacity 2 MW commissioned in Y2020
- Solar Farm Phase II generation capacity 0.5 MW commissioned in Y2021



Solar Farm Phase III Project, 1.5 MW (on progress)

The expansion of the Solar Farm Phase III project, initially planned to increase capacity from 1.0 MW to 1.5 MW across three phases for 2024 investment purposes, has been postponed. This decision follows the reduction in tax incentives by the BOI and an evaluation indicating that returns on investment do not align with established safety thresholds. The postponement allows for further assessment of alternative investment opportunities and ensures optimal management of returns and risks.

At present, land acquisition for project construction has been completed. Subsequent actions, including approval processes and investment allocation, are undergoing thorough review to ensure efficient utilization of resources.

Status Update for 2025:

No additional progress or further investment considerations are scheduled for the project in 2025.

The goal for electricity management

Estimated from the total electricity consumption in all branches in the base year 2019, with the amount of electricity purchased 26,499,722, a decrease of 7 percent or 1,854,980.54 kilowatt-hours compared to the base year.

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

Environmental operating results-Energy Management

Electricity and/or fuel management Goal

goal(s)	Base years (s)	Target year(s)
Reduction of electricity purchased for consumption	2019: purchased electricity for consumption 26,499,720.00 Kilowatt-hour	By 2025: A 7% reduction or 18,548,980.54 kilowatt-hours decrease compared to the base year.
Reduced oil and fuel consumption	2022: 1,154,674.00 liters used.	By 2025: A 5% reduction or 57,733.00 liters decrease.

Energy management: performance and results

Energy management : fuel consumption

Electricity and Fuel Management Targets:

The Company mainly uses coal and other solid fuels like petroleum coke and various types of coal in its lime kiln process. To manage fuel resources efficiently, it implements energy projects such as Flex Fuels to ensure flexibility and cost control, reduces dependency on a single fuel source, and mitigates market price fluctuations from geopolitical conflicts through a multi-source fuel strategy.

For fuel selection, the company reviews options like bituminous coal, steam coal, and petcoke, and assesses key factors for each.

- Fuel quality and properties
- Heating value
- Relevant physical properties
- Price trends
- Quantity and consistency of deliveries
- Transportation costs
- Quantity offered, price, and storage space
- Working capital or credit lines ready for fuel procurement.

The Company has both domestic and international fuel sources. For international purchases, it receives support from Premthai Energy, a fuel expert consultant, who sources quality fuels and coordinates transportation and logistics services for importing fuel from abroad.

During the period 2023–2025, the company shifted its fuel selection from primarily bituminous coal to petcoke, while retaining bituminous coal as a supplementary fuel for some furnaces as per customer requirements.

Petcoke is chosen for its higher calorific value and lower ash content, which help reduce fuel use and minimize ash management needs, supporting cost-saving efforts. The company will continue to use both fuels as needed to meet customer requirements and product applications.

Renewable Fuel Management Goals for Coal Replacement

The Company is working to reduce its reliance on fossil fuels, which are scarce, by exploring sustainable renewable energy solutions. Their efforts include developing strategies and starting projects like biomass initiatives to replace fossil fuels and address upcoming energy needs and environmental concerns.

Environmental operating results-Energy Management

Biomass Project Study and Development (2022–2024)

Throughout 2022–2024, the company conducted a Biomass Project study and development to assess the feasibility of using biomass energy to replace coal and fossil fuels in the lime production process. The primary objective was to reduce greenhouse gas emissions and support the organization's sustainability goals.



Key Project Progress and Activities:

- Study of industry technologies and best practices.
- Exploration of biomass utilization technologies in lime kilns.
- Sending personnel to study and observe biomass-based plants both domestically and internationally.

Assessment of Domestic Biomass Raw Material Availability:

- Surveying the quantity, stability, and security of biomass raw material sources.
- Continuously assessing the suitability for industrial-scale application.

Evaluation in Actual Production Environments:

- Testing the use of biomass in lime kilns at the Huai Pa Wai branch.
- Installed auxiliary equipment for the fuel conveying and preparation system to support the experiments.

Support from the Carmeuse Group:

The company received appropriate technical advice and best practices from the Carmeuse Group, which enabled the company to design experimental approaches suitable for the characteristics of locally available biomass.

Project Evaluation and Ongoing Directions: Technical review shows biomass as a main energy source needs substantial investment and currently offers limited returns. Despite this, the company values its environmental and sustainable potential, so it has designated the project as a Long-term Strategic Project included in future investment plans.

Maintaining the Project Status in the Long-Term Investment Plan:

Although the current returns do not meet the investment criteria, the company believes that the Biomass Project still has the potential to be resumed if the right supporting factors are present, including:

1. Provided that the company maintains adequate cash flow and an additional investment budget, the project may swiftly be reconsidered for restarting operations.
2. Future government support: If there are measures such as:
 - Investment incentives
 - Tax reductions or clean energy benefits
 - National greenhouse gas reduction promotion –an improved return on investment in accordance with the company's established criteria
3. Improved commercial viability:
 - If biomass raw material prices become more stable, or if technology is developed that reduces processing and fuel preparation costs.
 - The project has the opportunity to return in a more economically viable form.

Future directions:

- The company will revisit the study results when supporting factors emerge.
- Push the Biomass Project towards becoming a future investment project.

Environmental operating results-Energy Management

- Prepare production processes for future biomass energy use.
- Conduct studies on other clean energy technologies concurrently to continuously achieve the organization's greenhouse gas reduction target (Scope 1).

Investment value in the Biomass Project:

Expenditures related to research, experimentation, and the installation of essential testing equipment at the Huai Pa Wai branch are allocated for investment in the Bio Fuel Project. The investment is valued as follows:

Investment in research and development (Biofuel Project)	Year	2022	2023	2024	Total investment
Machinery and equipment during installation. - SCAP-HW-Biofuel Ref:189500-HW-Biofuel: Property under construction	THB	432,964	722,624	59,810	1,215,398

Fuel Management Goals: Diesel, Gasoline, NGV

In lime production, fuels are critical for several operations:

- Diesel powers company trucks and production support vehicles like loaders, forklifts, water trucks, and other utility vehicles.
- Gasoline is used in executive, marketing, sales, and support vehicles.
- Natural gas fuels company transport trucks equipped with NGV systems.

To cut diesel and gasoline use, the company is launching an EV Project targeting reduced vehicle fuel consumption.

The Electric Vehicle (EV) Project is designed to cut down on energy use and, as a result, lower greenhouse gas emissions.

Through this initiative, older or high-maintenance gasoline vehicles will be replaced with electric vehicles, including BEVs, PHEVs, HEVs, and others. By investing in the EV Project, organizations can minimize energy expenses and vehicle upkeep while supporting sustainability goals related to reducing greenhouse gases. The project's investment scope is outlined below:

Vehicle Types	Scope:
1. Production support vehicles	For supporting internal factory operations, such as EV front loaders, EV forklifts, etc.
2. Logistics/ product Transportation	Tractor-trailer trucks for regular routes, such as EV trucks for transporting raw materials, or transporting rock within quarries on regular routes, or EV trucks for transporting goods to customers on regular routes.
3. Executive EV cars	Company cars with expired service life or high repair expenses.

Project Objectives:

- Reduce energy costs (fuel costs) and maintenance costs.
- Enhance the operational efficiency of logistics and production support.
- Reduce greenhouse gas emissions (CO₂e) of the corporate fleet.
- Support the organization's ESG/Carbon Neutrality goals.

Environmental operating results-Energy Management

Scope of Investment:

- 1) Vehicle types: production support, logistics (internal/external), and executive cars.
- 2) Replacement based on company mileage/age policies or high maintenance/repair costs.
- 3) Investments cover charging stations (AC/DC), energy management systems (EMS), and safety training.

Business and Operational Benefits:

- Switching to BEVs can lower corporate CO₂e emissions by about 60–70% per vehicle, depending on emission factors and usage patterns.
- Fuel expenses can decrease by 40–60%, as electricity costs less per kilometer than gasoline.
- Maintenance costs may drop by 30–50% because there are fewer moving parts, and no engine oil is required.
- The transition also strengthens ESG reputation and supports sustainability policy reporting within management frameworks.

EV Project	Year	Number	Value (mTHB)	Total investment (mTHB)
EV Charger	2025	2	-	Included in the purchase
Production support – EV front loader	2025	2	5.23	10.46
Production support – EV forklift	2025	2	0.96	1.92
Logistics / delivery – EV truck	2025	1	6.70	6.70
Executive car	2025	1	1.04	1.04
Total				16.89



Environmental operating results-Energy Management

Fuel Consumption	Unit	Business activities	Y2023	Y2024	Y2025
Diesel	Liter	Production and transportation	1,080,172	998,268	856,228
		Sales and administration	16,500	15,265	15,409
		Total	1,096,672	1,013,534	871,637
Benzine Gasoline	Liter	Production and transportation	0	3,363	2,693
		Sales and administration	17,041	19,015	20,670
		Total	17,041	22,378	23,363
NGV (cubic feet)	Kg.	Production and transportation	161,260	125,752	69,117
		Sales and administration	7,805	9,373	992
		Total	169,065	135,125	70,109
Coals (All types)	Tons	Fuel for production	47,496	39,554	32,466

In 2025, the company met its goal of cutting diesel use by 5% from 2022 levels.

Oil and diesel consumption	Unit	Year-over-year variation	2023-2022	2024-2023	2025-2024
Desel	Ltr	Year-over-year variation	58,002	83,138	141,896
	%	Year-over-year variation	-5%	8%	14%
Benzzyne	Ltr	Year-over-year variation	2,450	1,974	1,655
	%	Year-over-year variation	-13%	12%	9%
NGV	KG	Year-over-year variation	94,329	35,508	56,635
	%	Year-over-year variation	-37%	-22%	45%
coal	Ton	Year-over-year variation	94,169	33,940	65,016
	%	Year-over-year variation	36%	20%	48%

Environmental operating results-Energy Management

The company has no data, or uses data, on the following energy and fuels: jet fuel, fuel oil, crude oil, liquefied petroleum gas (LPG), and steam.

Efficient use and management of electricity.

	Item	Unit	Data scope	2019	2023	2024	2025
				Base Year			
Quantity	Consumption forecast (base year)	Kwh	SUTHA	26,499,722	26,499,722.00	26,499,722.00	26,499,722.00
	Electricity purchased	Kwh	All branch	26,499,722	20,444,515	19,516,280.08	18,628,999.00
	% Compared to base year	%	All branch		77%	74%	70%
	Difference in electricity purchased relative to the base year's consumption.	Kwh	All branch		-6,055,207	-6,983,442	-7,870,723
	The amount of electricity purchased decreased by at least 7% compared to the base year. (The target now aligns with the energy management plan for the energy conservation project.)				-23%	-26%	-30%
	Summary of electricity management				ลดลง	ลดลง	ลดลง
	% compared to last year	%	All branch		87%	95%	95%
	Diff. from last year	Kwh	All branch		-3,067,738.00	-928,234.92	-887,281.08
	% compared to last year	%	All branch		-13%	-5%	-5%
	Electricity bills	THB	All branch	87,034,613.89	88,275,124.00	72,430,843.65	68,503,266.40
Electricity bills	Electricity rate per unit	THB/KWh	All branch		4.318	3.711	3.677
	Electricity cost compared to base year	THB/year	All branch		1,240,510.11	-14,603,770.24	-18,531,347.49
	% compared to base year	THB	All branch		1%	-17%	-21%
	Electricity cost compared to previous year	THB/year	All branch		1,963,605.95	-15,844,280.35	-3,927,577.25
	%compared to last year	THB	All branch		2%	-18%	-5%

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 under 4.2.2 Large business (voltage 22 - 33 kV), electricity rates in PEAK range = 4.1839 baht/unit, OFF PEAK = 2.5849 baht/unit which is the fixed rate, but the factor varies the electricity rate per unit is the Ft as below:

3) In the 2025 report presentation, the target was adjusted from the original 3% to 7%, and the presentation method was modified to reflect the changed target.

FT	Y2019	Y2023	Y2024	Y2025
January – April	-0.1160	1.5492	0.3972	0.3672
May - August	-0.1160	0.9119	0.3972	0.1972
September - December	-0.1160	0.2048	0.3972	0.1572
Average	-0.1160	0.8886	0.3972	0.2405

Environmental operating results-Energy Management

Management of renewable / clean energy
Renewable Energy Index

Item	Unit	Scope	Base year Y2019	Y2023	Y2024	Y2025
Overall volume of purchased electricity	kWh	Golden Lime (Not including subsidiaries)	26,499,722	20,444,515	19,516,280	18,628,999
Volume of Use electricity generated from Solar Farm	kWh	Chong Sarika	18,545,960 Base Year	13,282,440	12,987,323	12,077,520
Reduce the amount of purchased electricity by not less than 7% compared to the base year.	kWh	GL	Base Year	28%	30%	35%
				Achieve	Achieve	Achieve
Volume of solar energy generated	kWh	Renewable energy consumption at Chong Sarika	No Power generation with solar energy	3,434,079.10	3,395,754.16	3,176,918.09
	Cost saving	Solar energy generated at Chong Sarika	No Power generation with solar energy	14,902,348.34	13,714,057.39	11,682,284.50

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

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	23,878,594.10	22,912,034.24	21,805,917.09

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

Summary of total energy consumption and Total energy expenditure

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

	Data collected	Unit	Scope of collection	2023	2024	2025
Energy (kwh)	Electricity	Kilowatt-hour	All branches	20,445	19,516	18,629
	Oil	Kilowatt-hour	All branches	13,406	12,155	9,850
	Fuel	Kilowatt-hour	All branches	309,086	310,194	287,573
	Total energy	Kilowatt-hour	All branches	342,936	341,866	316,052
	Energy consumption per unit of product	Mw/ton of product	All branches	0.00115	0.00113 ⁽¹⁾	0.00109
Energy expenditure	Total energy expenditure	THB	All branches	292,028,492	226,659,754	172,292,725

Note 1) The total energy consumption per unit of products for 2024 has been revised to incorporate the updated product volume data.

Information on water resources management

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

Water management plan

The Company's water management plan : Yes

The 4 core strategies are listed below;

1) Governance

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

2) Water Stewardship

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

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

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

4) Practices guidelines

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

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

1. **Preparing raw materials before manufacturing** for minimum impurities such as mud or soil left on limestones before conveying to the silo and burning in the kiln, lime stones as raw materials shall be washed to remove dirt or dust and then fed onto the conveyor belt to the kiln.
2. **Reducing Air Pollution** in a Lime manufacturing by wet scrubbing processes so liquid or solid particles are removed from a gas stream by transferring them to a liquid can eliminate and reduce the amount of gas before releasing into the air.
3. **Production of hydrated lime** by mixing with water as a medium to convert quicklime to hydrated lime ($\text{CaO} + \text{H}_2\text{O} \rightarrow \text{Ca(OH)}_2$)
4. **Cleaning solar panels** for the efficiency of the solar power generation system
5. **General use of water in the plants** to spray water on raw material and roads to reduce the amount of dust diffusion from storage, conveying and transportation, including watering trees as a source of terrestrial ecosystems to increase trees and forest areas. Planting one perennial plant can absorb an average of 9 – 15 kg of CO₂ per year.



• Access to water resources:

Main water resources are;

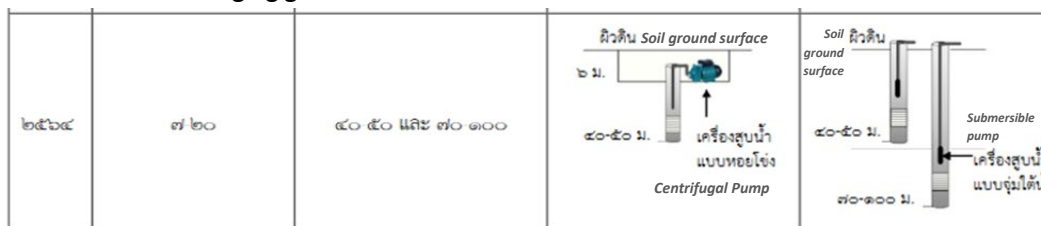
1. **Groundwater** from the artesian that has been legally permitted. Water supplied from artesian wells is used in the production process and general consumption within the establishment.



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



• Guidelines in managing groundwater sources are as follows:



Note: Picture show the groundwater system

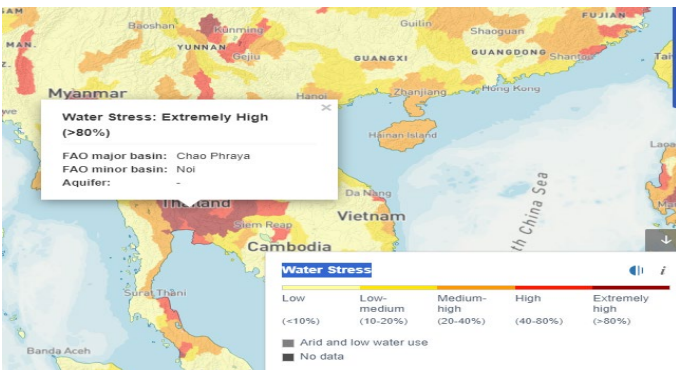
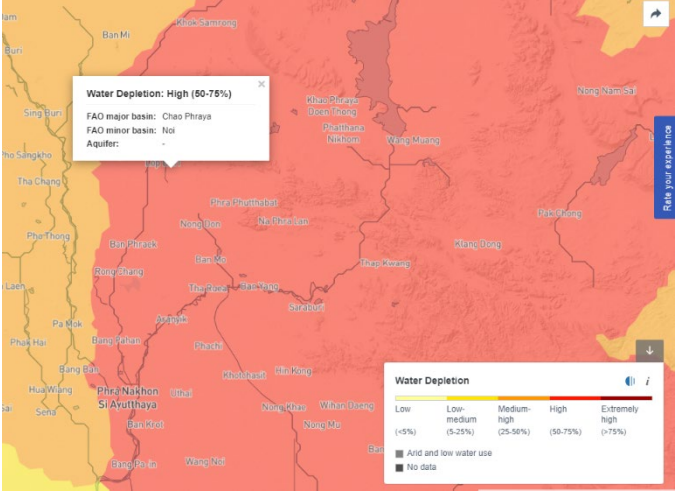
1. In case of new artesian, a legal drilling permit shall be granted in accordance with the rules for granting permission in drilling groundwater wells
2. Maintenance of the pump
3. Measures to reduce water consumption or increasing the water reuse

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

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

Water Resource risk assessment

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

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

Local water resources assessment

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



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

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

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

ตารางที่ ๙ กำลังผลิตและการใช้น้ำประปา

อำเภอ	กำลังการผลิต (ลบ.ม. / ชม.)	น้ำที่ผลิตได้ (ลบ.ม.)	ปริมาณน้ำที่ จำหน่ายแก่ผู้ใช้	ปริมาณน้ำที่จ่าย สาธารณะและ ครัวเรือน	ปริมาณน้ำที่ใช้ใน ระบบ (ลบ.ม.)	จำนวนผู้ใช้น้ำ (ราย)
เมืองลพบุรี	๓,๗๕๐	๒๑,๘๗๔	๑๕,๒๙๕,๗๘๔	๖,๓๒๘,๗๘๙	๔๐๒,๓๒๐	๔๘,๙๖๑
โคกเจริญ	๖๕	๒๒,๗๕๙	๑๖,๐๒๑	๔,๓๗๕	๒,๑๐๐	๑,๔๘๙
โคกสำโรง	๔๐๐	๒๖,๕๑๒	๑๗,๕๕๗	๘๘,๓๐๙	๙,๓๙๘	๑๐,๔๕๒
ชัยบาดาล	๓๗๐	๒๖,๑,๙๒๐	๑๔๐,๑๑๗	๘,๕๒๐	๑๑๔,๔๙๐	๗,๒๕๖
ทำนุ	-	-	-	-	-	-
ท่าหลวง	-	-	-	-	-	-
บ้านหมี่	๔๐๐	๒๐๐,๖๐๖	๑๒๔,๙๗๐	๖๖,๘๖๐	๗,๗๖๖	๗,๔๖๕
พัฒนานิคม	-	-	-	-	-	-
ลำสนธิ	๓๐๐	๒๙,๑๔๕	๒๐,๔๗๗	๔,๕๗๕	๒,๑๐๐	๔,๓๙๑
สระโบสถ์	๒๑	๕,๘๘๘	๓,๐๓๐	๗๑๖	๑,๘๖๐	๑,๗๙
หนองม่วง	๑๕๐	๓๐,๑๒๐	๒๐,๕๒๘	๙,๐๙๒	๑,๒๐๕	๑,๙๐๑
รวม	๕,๕๕๖	๘๓๗,๔๔๖	๑๕,๗๙๖,๕๐๔	๖,๕๑๑,๑๖๖	๔๓๘,๑๘๙	๘๒,๐๘๔

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

Assessment of water stress situation in business locations

Groundwater Resources

Following the Office of Natural Resources and Environment, Lopburi Province as of December 31, 2019, groundwater sources; artesian wells and the amount of groundwater granted to private sectors in Lopburi as of 2019 total at 1,035 wells, mostly for an agricultural sector, followed by the business and consumer sectors, respectively. The average water consumption is 134,323 cubic meters/day or 49.028 million cubic meters/year, which SUTHA's water consumption is compared to the total water consumption of the entire area of Lop Buri Province is at 0.39 percent.

SUTHA uses water in the proportion of less than 1 percent of the total water consumption from provincial groundwater sources when compared to the water situation in the area apart from Phatthana Nikhom District and the other 2 districts that have no tap water supply. Other areas with tap water supply were found much less consumption compared to the volume of water produced. The situation of water then still has a low risk of water scarcity. However, to secure water supply as a mean to develop business sustainability needs to find more water resources including reducing water consumption to reduce water demand exceeding the sustainable supply capacity.

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

Risk and impact assessment:

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

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



Riverine Flood risk assesment

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

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

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

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



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

Water treatment for water circulation and quality of wastewater

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

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

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



Quality of effluent from the water recycle system in the factories

For the Company's activities, water is used for the production process, including spraying water to wash stone before entering the burning process in the kilns. A water consumption system includes the pit and installation of piping system to circulate the used water back to the cesspit by sedimentation in the pit. After going through a sedimentation process, the water is reused. Sludge in the pit, which includes bits of earth, mud from washing stone mixed with the dust of lime from the production process, will be dumped, scooped out for utilization such as use to adjust the factory areas, donation to the temples, the schools, the villagers for land fill, etc.

As to Water recycle system based on the standard of industrial wastewater according to notification of the Ministry of Industry No. 2 1996 (B.E. 2539) issued under the Factory Act 1992 (B.E. 2535), the Company has measured the quality of used water as follows:

Water (effluent) discharge

quantity	unit	2023	2024	2025
	cubic meter	No water discharged	No water discharged	No water discharged
Note: The factory's wastewater/process water system is internally recirculated and does not release any water into public utilities. As a result, it does not impact external wastewater discharge.				

Measurement	Method	Standard	2023	2024	2025
pH*	pH Meter	5.5-9	12.2/1	12.400/1	12.000/1
Suspended Solids	Dried at 103-105 °C	50 mg/l	4,670/2	110.000	<3
Total Dissolved Solids	Dried at 103-105 °C	3000 mg/l	1,950	980.000	1050
BOD5	Azide Modification	20 mg/l	<2	<2	<2
COD	Closed Reflux	120 mg/l	<5	9.000	<5
Oil & Grease	Partition & Gravimetric	5 mg/l	<5	<5	<5

(Latest year data presented)

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

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

3) Due to the recirculation of water back into the sedimentation pond, measurements of the water from the sedimentation pond will show high levels of suspended solids resulting from sediment accumulation during the process.

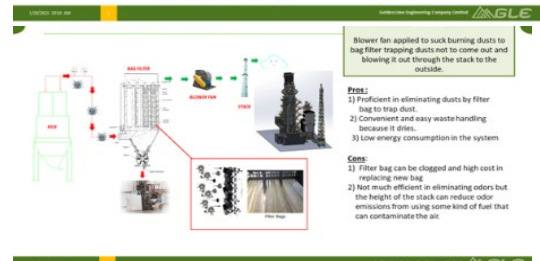
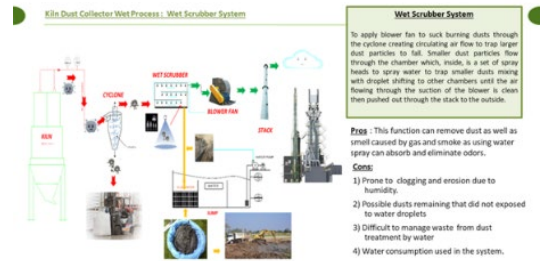
- Water saving Development

- Water saving

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

During Y2022 - 2025, 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 and the other one was installed in 2025, bringing the total number of installed points to four for the Chong Sarika branch.



Setting goals for water management

A new objective has been established for 2026 to further decrease water consumption in production. The aim is to achieve a 5 percent reduction from the 2022 baseline,

-This equates to a reduction of 14,925 cubic meters for Golden Lime Public Company Limited.

-This equates to a reduction of 3,096 cubic meters for Thai Marble Corporation Limited (Subsidiary).

Does the Company's set goals for water management

: Yes

Details of Setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2022: Water withdrawal 298,502.00 Cubic meters	2025: Reduced by 5% or 14,925.00 Cubic meters in comparison to the base year
Reduction of water withdrawal	2022: Water consumption 61,910.00Cubic meters	2025: Reduced by 5% or 3,096.00 Cubic meters in comparison to the base year

Performance and outcomes of water management

Performance and outcomes of water management

: Yes

Water management: Water withdraw by source

	2023	2024	2025
Total water withdraws (Cubic meters)	365,083	320,821	446,968
Water withdraws by groundwater (cubic meters) ⁽¹⁾	365,083	320,821	446,968

Remark : 1) Overall water usage is rising in other branches and subsidiaries because the current recycling system cannot meet total demand, particularly for dust control and pollution reduction.

Water Management performance of Golden Lime Public Company Limited _SUTHA									
Year	Consumption forecast (cubic meter)		Actual Consumption / year (cubic meter)		Cost (THB)		Performance against target		
							Volume	Cost	%
							Consumption reduction target 5% +		
2022	471,536/2	100%	298,502	63%	2.63	783,996.50	Based Year 2022/2565		
2023	471,536/2	100%	278,268	59%	2.63	730,737.88	-20,234	-53,134.93	-7%
2024	471,536/2	100%	265,561	56%	2.63 ³	715,301.13	-32,941	-88,728.14	-11%
2025	471,536/2	100%	338,908	72%	2.63	949,859.76	40,406	106,267.78	14%

Note: 1) Year 2020 - 2024, increased volume of water consumption from solar cell cleaning activities.
2) Revise the target figures to align with the updated water demand from the 2024 report.
3) The adjusted unit water cost for 2025 shows an average of 2.69, while the correct average is 2.63, unchanged. The displayed average of 2.69 resulted from adjustments for minimum usage costs due to faulty equipment, where actual usage was lower than the billed value for groundwater.

In 2025, some branches reduced water usage by upgrading from wet to dry dust removal systems. However, overall water usage is rising in other branches and subsidiaries because the current recycling system cannot meet total demand, particularly for dust control and pollution reduction. Subsidiaries' increased water usage reflects efforts with government and local businesses to address PM2.5 and PM10 issues, with higher consumption during March–April and October–December to comply with dust reduction policies near concession areas.

Water Management performance of Thai Marble Corporation Limited (Subsidiary)									
Year	Consumption forecast (cubic meter)		Actual Consumption / year (cubic meter)		Cost (THB)		Performance against target		
							Volume	Cost	%
							Consumption reduction target 5% ++		
2022	100,000	100%	61,910	62%	2.63	162,823.30	Based Year 2022/2565		
2023	100,000	100%	86,815	87%	2.63	228,323.45	24,905	65,500.15	40%
2024	100,000	100%	100,776 ¹	101%	2.63	265,040.88 ¹	38,866	36,717.43	63%
2025	100,000	100%	108,060	108%	2.63	284,197.80	46,150	19,156.92	75%

Note: 1) In 2024 (B.E. 2567), the water consumption figures for Marble Co., Ltd. were revised. The reported amount for 2024 was adjusted from 55,260 to 100,776 cubic meters, reflecting the actual total water consumption for the entire year



บริษัท หินอ่อน จำกัด
บริษัท หินอ่อน จำกัด (มหาชน) TMC มีการบริหารจัดการน้ำ โดยมีแหล่งน้ำใช้จากแหล่งน้ำใต้ดินซึ่งได้รับอนุญาตรวม 3 ฉบับ และมีการควบคุมการจัดการใช้น้ำและลดการใช้น้ำโดยระบบซีดีเคิลน้ำและบำบัดการบำบัดน้ำเพื่อให้น้ำที่บำบัดมาหมุนเวียนใช้ซ้ำในกระบวนการ

ระบบน้ำหมุนเวียนใช้ในโรงงานผลิต
ใช้ปอดักตะกอน บำบัดน้ำขึ้นไปยัง ระบบน้ำหมุนเวียน water treatment ตั้งบำบัดจะตกตะกอนเป็นครั้งแรก ถึงถังที่ 2 และน้ำจะใสในถังที่ 3 แล้วนำมาใช้หมุนเวียนในการผลิตต่อไป

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

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

Part	Article	Photo Number
01	3.3.2.	010302_006

Golden Lime Public Company Limited

Water management of Thai Marble Corporation Limited, subsidiary company

Information on waste management

The company's waste management plan Yes

Waste management plan

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

Waste and sewage disposal management

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

1. Sorting of waste or unused materials

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

2. Identifying and labeling all waste containers

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



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

- Management of sewage or controlled hazardous waste adhering to the legislations and law requirements are as below;
 - Application for permission/renewal of permission for the transferring of industrial waste out of the plants by the management representatives or authorized persons to contact/employ authorized permitted contractors to transport or disposal of waste or unused materials
 - The assigned management or personnel submits Form SoKo.2 for requesting a permit for off-site waste management.
 - Collection of sewage or unused materials according to the containers specified.
 - The assigned person examines the disposal of sewage or unused materials to specified containers at least once a month throughout the plants
 - The occupiers of facilities may store the hazardous and other wastes for a period not exceeding ninety days and shall submit the form prescribed by the government agency (So Ko. 1) for an extension of storage period of hazardous waste beyond 90 days

- Transferring sewage and unused materials out of the plants, the management representative or assigned personnel contact the contractor to pick up at the designated area and time.
- The management representative or assigned personnel has to report to the authorities every time the details of industrial waste that is transferred for disposal outside.
- The management representative or assigned personnel has to submit by March 1 of the following year the Waste Summary Report (So Ko 3)

Setting goals for waste management

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

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

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2022 : non-hazardous waste 5,630.00 Kilograms	2025 : Increased by 3% or 169 Kilograms in comparison to the base year	• Landfilling • Reuse • Recycle • Other : Categorize and store data for management purposes

Performance and outcomes of waste management

Performance and outcomes of waste management Yes

• Enhancing the segregation of waste, unused materials, and recyclable resources

Units of increase: Activities/Projects/Volume

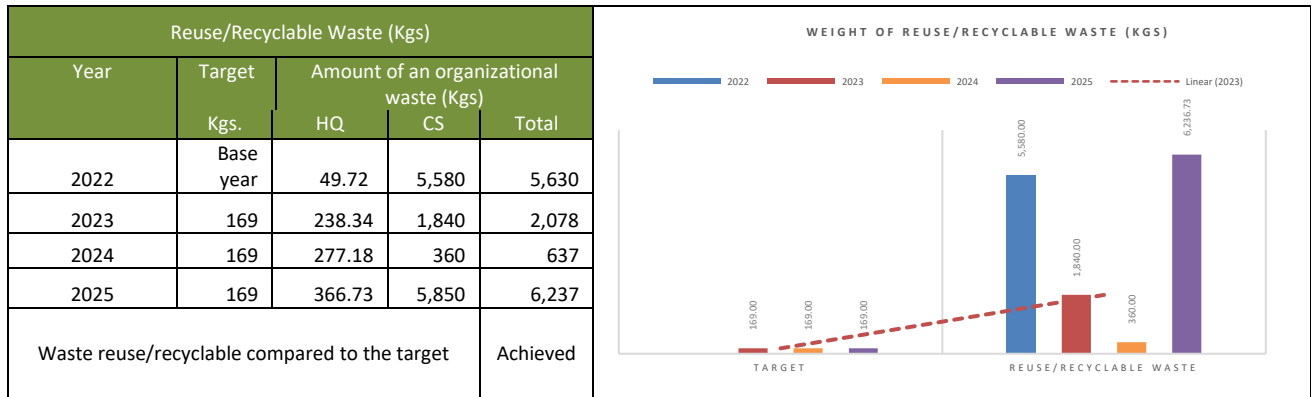
The company has set an overall framework for this goal.

Enhancing the segregation of waste, unused materials, and recyclable resources is essential.

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

• Goal: Achieving Zero Landfill Waste

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



In 2025, waste sorting data will be added by collecting data from the Chong Sarika branch.

Activities: Waste Sorting

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

The program, which began in October 2022 and aims to achieve its target in 2023 using the 2022 base, focuses on separating recyclable waste for the country's circular economy. The separated waste is then sent to recycling collection points located near the business premises. The sorted waste will be sent to a nearby recycling facility. Organizations that receive the sorted materials can utilize them in various beneficial ways, such as:

- Aluminum wires or materials sent to the International Association of the Physically Disabled for the production of prosthetic legs.
- Old calendars, which accumulate annually, can be donated to the Foundation for the Blind in Thailand under Royal Patronage for the creation of Braille materials for the visually impaired.

"Ting To Trash"

Representatives from SUTHA received an award of commendation for their concrete contribution to the "Ting To Trash" project from Dr. Kobsak Pootrakul, Vice President of the Thai Listed Companies Association, at the Securities and Exchange Commission (SEC) on May 30, 2025. This reinforces the company's image as a serious ESG (Environmental, Social, and Governance) driven organization.

The "Ting To Trash" project is organized by the SEC, in collaboration with the Thai Listed Companies Association and Kid Kid Co., Ltd., with the goal of creating an environmentally conscious corporate culture through efficient waste management using a system that can be tracked and measured.



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

Good governance

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

Social:

- As a stakeholder engagement with the capital market , joining Stock Exchange Working Group and the Thai Listed Companies Association through the “Waste Sorting Project.”
- To raise awareness and educate to encourages employees in demonstrating environmental responsibility.

Project Outcomes

Overall, the quantitative results in waste management at SUTHA may not be very high, as the project's primary goal focuses on cultivating a sense of social responsibility and fostering socially and environmentally conscious behavior. However, if personnel within the organization become increasingly aware and cooperate consistently, this behavioral positive impact will extend to colleagues and even family members.

Therefore, the true indicator is not just the amount of 'reduced waste,' but the amount of 'individual participation' in sharing and caring for the same social space. If everyone becomes aware and willing to take shared responsibility, the small contributions of each individual will combine to create a powerful force that helps improve society, the environment, and our world, in line with our motto:

“We contribute to a better world.”



Environmental:

- to reduce greenhouse gas emissions by waste management effort

The other activities:

To promote circular economy throughout organization.

1. Preventative maintenance extends the life of the machine and reduces the estimated cost of replacing machine parts and equipment.
2. separating waste into distinct categories and processing each type of waste in the most appropriate way to reduce the amount of waste enabling easier recycling or disposal
3. Reducing consumption with technology for paperless in the Workplace, using renewable energy to replace purchased electricity, selecting fuels to reduce fuel consumption, turning off lights in areas not in use.
4. Reusing such as used pallets, used packaging when necessary, circulating water from water treatment, and circulating energy in the kiln process according to the Generative Vertical Shaft Kiln technology to reduce energy consumption in the kiln process.



Waste management: Waste Generation

	Unit	2023	2024	2025
Total waste generated	Kilograms	2,078.34	637.18	1,286.73
Total non-hazardous waste	Kilograms	238.34	277.18	386.73
Non-hazardous waste - Landfilling	Kilograms	-	-	-
Non-hazardous waste - Incineration with energy recovery	Kilograms	238.34	277.18	386.73
Non-hazardous waste - Incineration without energy recovery	Kilograms	-	-	-
Non-hazardous waste – Others	Kilograms	-	-	4,950
Total hazardous waste	Kilograms	1,840	360	900
Hazardous waste - Landfilling	Kilograms			
Hazardous waste - Incineration with energy recovery	Kilograms			
Hazardous waste - Incineration without energy recovery	Kilograms			
Hazardous waste – Others	Kilograms	1,840 * used lubricating oil recycled to produce fuel blending (042)	360 * used lubricating oil recycled to produce fuel blending (042)	900 * used lubricating oil recycled to produce fuel blending (042)

Waste management: Waste reuse and recycling

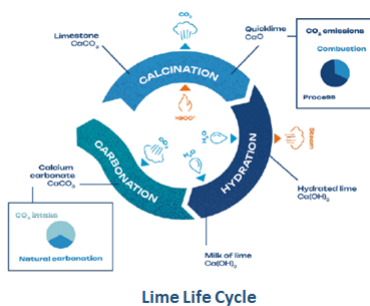
	Unit	2023	2024	2025
Total reused/recycled waste	Kilograms	2,078.34	637.18	6,237.00
Reused/Recycled non-hazardous waste	Kilograms	238.34	277.18	5,337.00
Reused non-hazardous waste	Kilograms	-	-	-
Recycled non-hazardous waste	Kilograms	238.34	277.18	5,337.00
Reused/Recycled hazardous waste	Kilograms	1,840.00	360.00	900.00
Reused hazardous waste (Kilograms)	Kilograms	1,840.00	360.00	900.00
Recycled hazardous waste	Kilograms	-	-	-

Note: Amount of non-hazardous waste recycled: -Head Office: 386.73 kg / -Chong Sarika Branch: 4,560 kg
Total: 5,337 kg

Greenhouse gas management

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

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



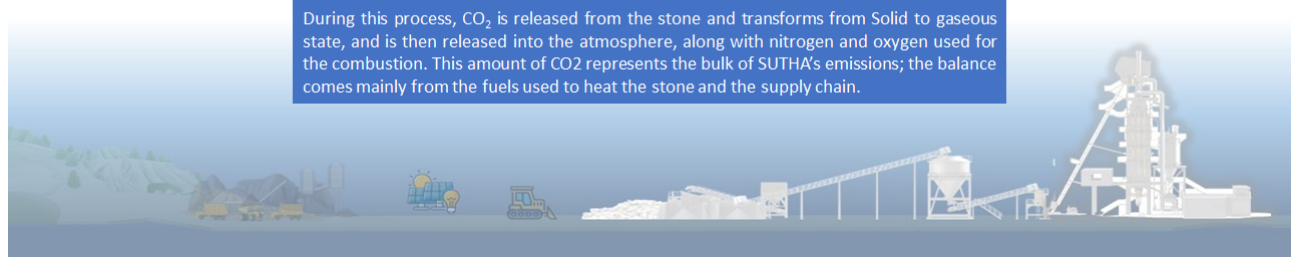
Climate change is undeniable. Limiting greenhouse gas emissions is one of the largest and most urgent challenges of our times.

Combustion emissions. These originate from burning fossil fuels to obtain the required heat. Depending on the kiln technology and the type of fuel, combustion CO₂ emissions account for 25% to 40% of the total direct CO₂ emissions.

Process emissions. These result from the chemical reaction (calcination, the decomposition of limestone to lime by releasing the embedded CO₂) that occurs when limestone is heated. The thermal decomposition releases the CO₂. More specifically, for each tonne of lime 0.78t of CO₂ is emitted. This is what we call the process emissions, which represent 60% to 75% of the direct CO₂ emissions and cannot be avoided

Lime is an essential product in daily life and a key Enabler to many industries, but its production emits CO₂. To produce lime (CaO) from limestone (CaCO₃), the process is to remove the CO₂ by heating the stone at a precise temperature in a special oven called a "Kiln".

During this process, CO₂ is released from the stone and transforms from Solid to gaseous state, and is then released into the atmosphere, along with nitrogen and oxygen used for the combustion. This amount of CO₂ represents the bulk of SUTHA's emissions; the balance comes mainly from the fuels used to heat the stone and the supply chain.



The Company is dedicated to enhancing corporate governance in alignment with the sustainability framework, incorporating the Climate Change Management Policy and Risk Management as key components of its environmental management strategies, as outlined below.

E3. Climate management

Principles

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

Guidelines

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

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

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

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

Climate change associated risks and impacts

Physical Risk

- Flood-related disasters may impact the transportation of goods for delivery to customers.
- High temperatures can lead to various disasters that may impact certain customer industries.

Transition Risk

- Participate in the execution, advocacy, and enhancement of collaboration aimed at achieving carbon neutrality and Net Zero, while addressing both national and international climate change objectives.
- The SEC Office requires the preparation and disclosure of information related to climate change, following the IFRSS2 standard. This involves gathering GHG Scope 1, 2, and 3 data from the Company and its subsidiaries as part of the consolidated financial statements. Additionally, verification and certification must align with the GHG Protocol 2004 standard. The data collection is expected to be finished by 2028, and the auditor-verified disclosure of GHG 1, 2, and 3 data is due by 2029
- Financial institutions are increasingly restricting their lending practices to focus solely on businesses that actively take steps to lower greenhouse gas emissions.
- Carbon Tax trend
- Additional costs from research / investment / system development / testing
- + Opportunities for distributing products to mitigate the effects of air pollution.

Greenhouse Gas Management Strategy

Mitigation measures for the effects of climate change

- Implement the established policies
- Develop strategies and assess SEC, Stock Exchange, Climate Change Act, and Carbon Tax regulations.
- Manage climate change-related risks in line with IFRS S2 (ISSB).
- Foster business partnerships and engage stakeholders in projects to reduce environmental impacts and greenhouse gas emissions.
- Appoint personnel to the Risk and Sustainability development Committee for better representation in climate change sub-committees, aligned with the Committee's sustainability framework.
- Provide training on regulatory standards to enhance disclosure for One Report and financial statements, ensuring compliance with ISSB IFRS S1 and S2 standards, which the SEC will enforce for all publicly listed companies by 2030.

Greenhouse gas management performance

https://goldenlime.co.th/en/climate_management/

Principles and standards for greenhouse gas or climate change management

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

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

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

Setting carbon neutrality targets

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

> 5 core strategies

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

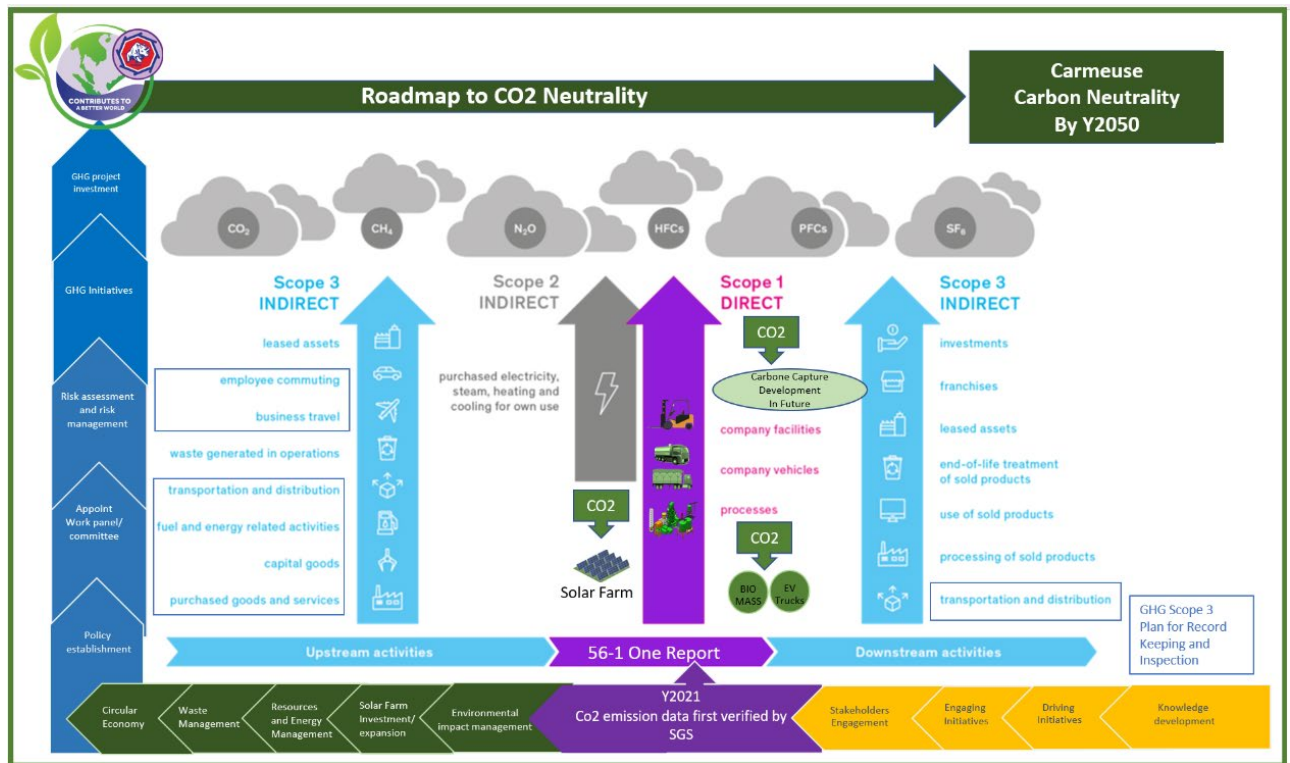
SUTHA aims to act on climate change and collaborate with commercial stakeholders through Application engineering and support to design environmental product to combat climate change and reduce carbon emissions

Details of setting carbon neutrality targets

Greenhouse gas emission	Base year(s)	Target year(s)	Certification
Scope 1-3	2022 : Greenhouse gas Emissions 434,099 ^(Updated) tCO ₂ e	2030 : Reduced by 25% or 108,525	None

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

During Y2022 - 2025, 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. In 2024, data collection and verification of Scope 3 began, but the goal could not be achieved due to obstacles in data collection and compilation. The data collected for Scope 3 did not meet the standards set by the verifiers, thus preventing data verification. Furthermore, due to budget control policies stemming from economic consequences, the company hired expert consultants to advise on data collection and verification. However, the Scope 3 verification plan was postponed until data collection is complete. The scope of data collection in Scope 3 includes categories such as employee travel, business travel, goods transportation in the procurement process, fuel and energy activities, capital goods, purchased goods and services, and transportation and distribution in the delivery process. The following activities and operations have been developed and implemented:



Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Year	Unit: Tons CO2e ⁽¹⁾						Unit: Tons CO2e / (2022- 2021)						% Dif
	Scope 1	Scope 2	Scope 3	Other	Total	Per kgs Product	Scope 1	Scope 2	Scope 3	Other	Total		
GRI	305-1	305-2	305-3			305-4							
2021	421,695 ^(V)	12,295 ^(V)	-	124.0	433,990 ^(V)	0.00125							
2022(*)	422,930 ^(V)	11,169 ^(V)	-	81	434,099 ^(V)	0.00122	1,235	- 1,126	-	- 43.0	109	0.03%	
2023(*)	340,369 ^(V)	10,221 ^(V)	-	59	350,590 ^(V)	0.00118	- 82,561	- 948	-	- 22.0	- 83,509	-19.24%	
2024(*)	352,718 ^(V)	9,757 ^(V)	14,661	81	362,475 ^(V)	0.00120	12,349	- 464	-	22.0	11,885	3.39%	
2025(*)	329,123	8,849	-	193	337,972 ^(V)	0.00117	- 23,595	- 908	-	- 112.0	- 24,503	-6.76%	

Remark: Updated value (*)

Greenhouse gas management: Corporate greenhouse gas emission

GHG emission intensity	Unit	2023	2024	2025 (*)
Total greenhouse gas emissions Scope 1-2 Scope 1-3 (Year 2024)	Tons CO2e	350,590 ^(V)	362,475 ^(V)	337,972 ^(V)
Total greenhouse gas emissions - Scope 1	Tons CO2e	340,369 ^(V)	352,718 ^(V)	329,123 ^(V)
Total greenhouse gas emissions - Scope 2	Tons CO2e	10,221 ^(V)	9,757 ^(V)	8,849 ^(V)
Total greenhouse gas emissions - Scope 3	Tons CO2e	-	14,661 ^(GHG note)	-
GHG emission intensity ratio for the organization (GRI 305-4)	Tons CO2e /Kgs. Product	0.00118	0.00120	0.00117

Note : (*) Updated Value

Carbon Credit from Solar Farm (GRI 305-5)

Year	Unit: (MWh) Solar generated					Unit: Tons CO2e / (2565- 2564)					% Credit in scope 2
	Scope 1	Scope 2	Scope 3	Other	Total	Scope 1	Scope 2	Scope 3	Other	Total	
2021/*		3,058					1,528.5				12.43%
2022/*		3,384					1,691.8				15.51%
2023/*		3,434					1,716.7				16.80%
2024/*		3,396					1,697.5				17.40%
2025		3,177					1,588.1				17.95%

Remark: * Updated information

- Scope 1** Direct emissions from owned operations, including company-owned vehicles and buildings; carbon dioxide emission occurs during the decarbonation of limestone to lime and remains from fuel burning, thermal energy derived from coal petroleum coke, Bituminous coal. Additionally, burning fuel in our fleet of vehicles, gas consumption or the amount of CO2 consumption for fire extinguishers, etc.
- Scope 2** Indirect emissions from the generation of purchased electricity, heating, and cooling consumed by the organization, not directly owned or controlled by the organization but are related to its energy consumption.
- Scope 3** Other Indirect GHG Emissions that originate from activities outside an organization's scope of control upstream as well as the downstream emissions, such as those emitted by suppliers and customers, transportation of goods, employee commuting, business travel, and waste disposal in which the Company is studying and considering data to keep.

(GRI:2-5)

Greenhouse gas mitigation:

Verifying the company's greenhouse gas emissions in the past year

Verification of the company's greenhouse gas emissions: YES

List of agencies that verify greenhouse gas emissions data: SGS (Thailand) Co., Ltd.

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

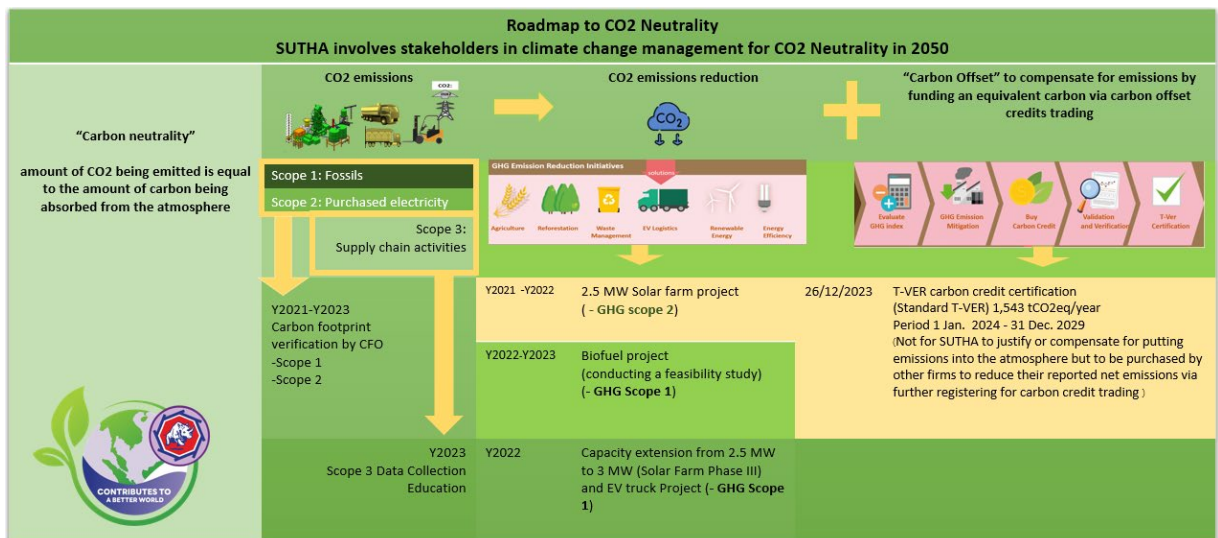
The company has established business operation guidelines with management processes to reduce environmental impacts by mitigating risks from climate change and natural disasters as follows:

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



Information of greenhouse gas management

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



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

Renewable energy: Solar Farm

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.

Information of greenhouse gas management

For 2024-2025, the Company has allocated investment funds to implement EV systems as an alternative energy solution to reduce fossil fuel use. The current investments are:

EV Project Golden Lime PCL	Year	Number	Value (mTHB)	Total investment (mTHB)
EV Charger	2025	2	-	Included in the purchase
Production support – EV front loader	2025	2	5.23	10.46
Production support – EV forklift	2025	2	0.96	1.92
Logistics / delivery – EV truck	2025	1	6.70	6.70
Executive car	2025	1	1.04	1.04
Total				16.89

The Company is also encouraging its subsidiaries to switch to alternative energy sources, even though complete energy consumption data needed for greenhouse gas emission calculations is not yet available. Still, these subsidiaries have already implemented policies to include electric vehicles (EVs) as part of their plans to replace older vehicles. Their EV-related investments include:

EV Project Thai Marble (Subsidiary)	Year	Number	Total investment (mTHB)
Electric front loader (EV front loader)	2025	2	10
Installation of EV charging stations	2025	1	2
Total			12

The project aims to cut diesel and gasoline use starting in 2025, supporting efforts to lower greenhouse gas emissions as part of project 1.



Substituting coal with biomass as fuel demands not only a suitable and quality biomass source with proper temperature and calorific value, but also a dependable and consistent supply of raw materials. Additionally, developing methods to grind and pulverize biomass into powder for solid fuel injection into kilns is essential. According to research from 2023 and 2024, these development initiatives need substantial investment and are currently undergoing evaluation, feasibility studies, and monitoring. Ongoing oversight of government policies supporting investment and tax incentives is important to ensure investments are both secure and efficient.

The Biodiversity Management Data

Target and indicators

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

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

Year	Target - compared to the previous year	Performance	+/-
2022	Upward trend	43%	-4%
2023	Upward trend	53%	+10%
2024	Upward trend	50%	-3%
2025	Downward trend	36%	-14%
	Adequate information is accessible, and the communication and sharing of biodiversity management data are conducted in compliance with relevant standards.	- Preparation of biodiversity assessment reports - Disclosure of biodiversity performance data - Channels for receiving complaints regarding violations related to biodiversity	- Complaints related to biodiversity and complaints about business process impacts - Sustainability assessment results on biodiversity operations
		Target	Performance
		-Completed Evaluation report - Successful Annual data disclosure - No complaints about biodiversity	-Y2025 report prepared. -Y2025 disclosure in the Annual report -No complaint in Y2025

Management Approach and Strategy

Commitment to biodiversity management

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

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

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

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

Strategy 1: Promote biodiversity by ensuring that all relevant government agencies actively implement policies at the governmental level.

Strategy 2: Integrate biodiversity into the operations and practices of the business sector, particularly in key economic areas such as agriculture, services, industry, and finance.

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

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

Principle

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

Guidelines

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

Governance Structure

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

Board of Directors

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

Executives

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

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

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

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

Employee

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

SUTHA 's sustainability
“ We contribute to a better world.”



SUTHA 's Biodiversity Management Objectives and Strategies

E Mitigate risks to biodiversity	S Sustainable use and promote sustainable society and consumption	G Encourage the integration of biodiversity considerations across all sectors, fostering inclusive participation
1 Biodiversity Check is conducted at business establishments and kept reassessed as needed, especially when new projects or assets are located or when significant changes occur. 2 Oversee environmental restoration efforts based on established plans and strategies to prevent and reduce impacts from land or resource utilization. 3 Refrain from engaging in business or investing in areas, projects, or processes situated in protected regions as classified by the IUCN.	4. Partnering with external organizations to enhance biodiversity, involving stakeholders in management efforts, expanding green spaces, and fostering sustainable ecosystems.	5. Adhere to all laws, regulations, and mandatory standards concerning biodiversity and forests. 6. Implement land use and operational management strategies to prevent and reduce impacts on biodiversity. 7. Utilize a "tiered mitigation" strategy that prioritizes avoiding significant impacts, minimizing effects through operational improvements, and restoring or offsetting any losses. 8. Incorporate biodiversity value opportunities into SUTHA's business growth and marketing strategy. 9. Ensure that adequate information is accessible and that biodiversity management details are communicated and disclosed according to relevant standards.

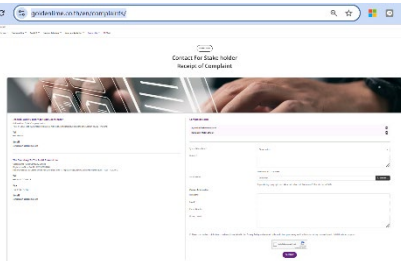
Communication, policy communication channels and training

The Company disclosed its Biodiversity Policy through its website and electronic communication methods, such as email, while also storing it in a Share Folder that contains various company policies. Key individuals within the organization, including directors, executives, and staff, will receive policy documents through suitable internal communication channels. These individuals can access information for training purposes. The HR department will conduct orientation sessions to familiarize employees with the Company's policies, ensuring they understand the best practices. Additionally, designated personnel will effectively communicate with relevant stakeholders and choose suitable methods to share knowledge about biodiversity, enhancing employees' understanding of the topic such as https://www.youtube.com/watch?v=Rf_e9bDz2QM8 or <https://www.facebook.com/watch/?v=1418018581586465> <https://www.youtube.com/watch?v=kaJFJ3-jlgs>

Whistleblowing

All who observe actions that could potentially breach the policy are encouraged to submit a complaint and provide information via the following channels:

<https://goldenlime.co.th/en/complaints/>



The procedure will adhere to the Whistle-blowing Policy. The individual making the complaint or acting as a whistleblower will receive protection, and all information will remain confidential, ensuring that their position and compensation are not impacted during the investigation and after its conclusion.

Contact Location

GOLDEN LIME PUBLIC COMPANY LIMITED

Internal Auditor/Internal Auditor Coordinator
7 Soi 11, Sai 3, Moo 12, New Saraburi-Lom Sak
Chong Sarika Subdistrict Phatthana Nikhom District
Lopburi 15220

Phone: 036-436 178

Email: complaint@goldenlime.co.th

The secretary to the audit committee
89, Cosmo Office Park, 6th Floor, Unit H, Popular
Road, Banmai Sub-district, Pakkret District,
Nonthaburi Province 11120
Tel. 0 2017 7461-3 Fax.0 2017 7460
E-mail : complaint@goldenlime.co.th

Punishment

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

Performance and previous initiatives

1. The company successfully managed the documentation of its policies and statements of intent related to biodiversity. It carried out biodiversity assessments and presented the resulting policies, management plans, and strategies, along with the biodiversity assessment report, at the risk management sustainable development committee meeting held on February 18, 2026.

Biodiversity Policy and Statement	Biodiversity Check Report
Link: https://goldenlime.co.th/en/managing_biodiversity/	

Assessment of risks and impacts on biodiversity

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

Result : Non - Impact

The survey conducted on the locations of assets utilized for primary business operations and production processes, which engage with the ecosystem and resource utilization, has identified a total of 11 sites, including head offices and branches. Notably, all 11 sites, encompassing both factory locations and areas designated for limestone and marble quarrying, are situated at a considerable distance from national forest reserves, with the nearest reserve being over 200 kilometers away. Furthermore, these locations are not situated within protected areas or regions characterized by high biodiversity, such as national parks, wildlife sanctuaries, forest parks, non-hunting zones, marine and coastal protected areas, or any areas that may be adjacent to or potentially impact biodiversity protected under international law.

- 1.2) Reliance on ecosystem services, freshwater supplies, and the utilization of natural resources or assets, including land, minerals, energy, and fuels.

Result: Business operations rely on ecological services, including fresh water from underground reserves.

- 1.3) Plant and animal species on the IUCN Red List in the specified areas within the scope of the provinces of the business establishments

Result: The Company has not conducted a survey in the area to assess the distribution of the mentioned plant species. In terms of production and related processes, there is no utilization of raw materials or any materials that may include species or plants listed for conservation. To reduce impact, the Company plans to utilize the data from the survey to collaborate with local agencies for future management strategies.

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

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

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

Result: In 2025, three locations received eight complaints about dust pollution affecting the community. All complaints were resolved without any environmental disputes or negative consequences.

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

Mitigation measures for Water Depletion Risk

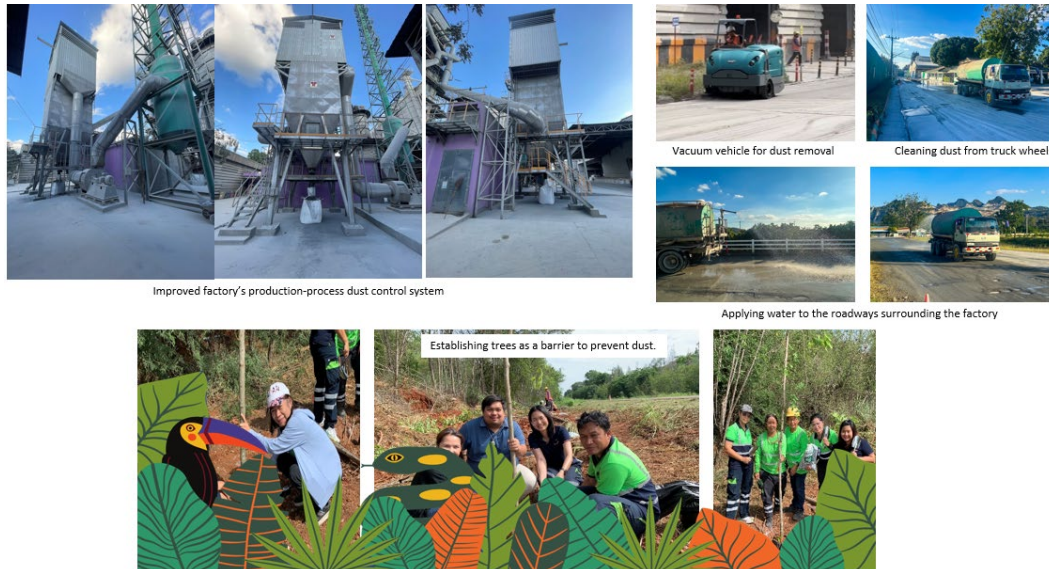
- 1) Develop guidelines for managing water resources and implement strategies to oversee water usage, enhance water recycling, and minimize water consumption.
- 2) The issue of freshwater scarcity due to limited tap water availability has been mitigated by obtaining authorization to access underground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

Mitigation on Dust pollution

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

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

Information on other environmental management



Mitigation on Carbon emissions

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

Mitigation on Change in utilizing land

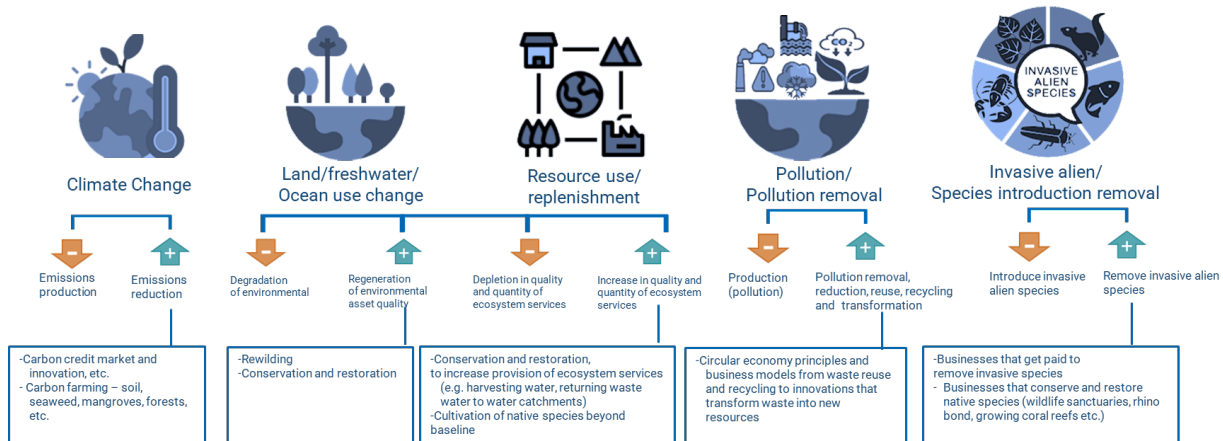
- Control and supervision are in place to ensure proper compliance with laws and taxes.
- Management to comply with the Biodiversity Action Framework
- proper land use management.
- Implementation of the plan for prevention and management of impacts, including monitoring of operations to ensure compliance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

Mitigation on the utilization of natural resources

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

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

The business factor related to negative and positive impacts to biodiversity



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

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

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

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

The company conducted training session focused on human rights, climate change, and biodiversity was arranged, involving employees from procurement, human resources, and core operations departments, as well as key business partners and contractors.



4. Manage the environmental restoration to prevent and mitigate impacts from land or resource use.

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

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

Concession No. 32499/15852

The concession period is 10 years, starting from 21 April 2009. Expiry date 20 April 2019.

The concession certificate has been renewed for another 15 years, starting on 21 April 2019. The expiration date is 20 April 2034.

Land use after mining ends: Developed as a public water source.

Date of operation: 18/7/2024

Results of rehabilitation at the mine site in 6 locations, area 2 rai.

Measure: Plant trees along the edge of the road leading up to the mine. The mineral transportation route and the edge around the concession line are an area of 2 rai.

Planting area at the foot of the mountain to the north

Types of trees planted:

1. Bamboo, total 300 trees, total budget 28,929 baht
2. Neem trees, total 123 trees, budget 32,161 baht
3. Rain trees, total 23 trees, budget 6,910 baht

Total tree planting to compensate and increase green areas, total 446 trees, total value 68,000 baht



การจัดการความหลากหลายทางชีวภาพ

โดยในระหว่างปี 2567 ได้มีการดำเนินการในการปลูกต้นไม้ตามแผนการฟื้นฟูและชดเชยพื้นที่จากการใช้ประโยชน์ที่ดินแล้วดังนี้

ประธานบัตรเลขที่ 32499/15852
ว.ด.ป.ที่ดำเนินการ: 18/7/2567

พื้นที่ปลูกข.เชิงเขาทิศเหนือ
ประเภทต้นไม้ที่ปลูก:

1. ต้นไผ่ รวม 300 ต้น งบประมาณรวม 28,929 บาท
2. ต้นสะเดา รวม 123 ต้น งบประมาณ 32,161 บาท
3. ต้นทุกระจง รวม 23 ต้น งบประมาณ 6,910 บาท

รวมการปลูกต้นไม้ชดเชยและเพิ่มพื้นที่สีเขียว รวม 446 ต้น
มูลค่ารวม 68,000 บาท

Part	Article	Photo Number
01	3.3 & 3.4	010332_001



Golden Lime Public Company Limited

การปลูกต้นไม้ การฟื้นฟู และการเพิ่มพื้นที่สีเขียวจากการใช้ประโยชน์ที่ดิน
ตามประธานบัตรที่ 32499/15852

The water circulation system for water treatment and recycle

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



Concession No. 32517/16065 Khao Khao

Concession period 20 years, starting from October 29, 2023, expiration date April 28, 2043

Land use pattern after the end of mining: Developed as a public water source

This area has been permitted to use forest land and the Phra Phutthabat Self-Reliance Settlement area

Date of operation: December 2024

Planting area, distance 200 meters, total number of trees planted 108 trees

Details and budget

1. Backhoe Zx200, 3.8 hrs., price 1,300 baht, total budget 4,940 baht
 2. Backhoe 130, 6 hrs., price 500 baht, total budget 3,000 baht
 3. Soil, 600 bags, price 8 baht, total budget 4,800 baht
 4. Neem trees, 100 trees, total budget 20,000 baht
 5. 1-inch Kuka wood, 200 pieces, price 10 baht, total budget 2,000 baht
 6. 1 box of nails, 180 baht, total budget 180 baht
 7. Cost of planting 108 trees, price 40 baht, total budget 4,320 baht
- Total operating budget 39,240 baht



ประธานบัตรเลขที่ 32517/16065 เข้าวาง
 ว.ด.ป.ที่ดำเนินการ: ธันวาคม 2567
 พื้นที่ปลูก ระยะทาง 200 เมตร จำนวนต้นไม้ที่ปลูกรวม 108 ต้น

รายละเอียดการดำเนินการและงบประมาณ

1. แบคโฮ Zx200 จำนวน 3.8 ชม. ราคา 1,300 บาท รวมงบประมาณ 4,940 บาท
2. แบคโฮ 130 จำนวน 6 ชม. ราคา 500 บาท รวมงบประมาณ 3,000 บาท
3. ดิน จำนวน 600 ถุง ราคา 8 บาท รวมงบประมาณ 4,800 บาท
4. ต้นสะเดา จำนวน ต้น ราคา 100 บาท รวมงบประมาณ 20,000 บาท
5. ไม้คูกา 1 นิ้ว จำนวน 200 ท่อน ราคา 10 บาท รวมงบประมาณ 2,000 บาท
6. ตะปู 1 กล่อง จำนวน 180 บาท รวมงบประมาณ 180 บาท
7. ค่าจ้างปลูก 108 ต้น ราคา 40 บาท รวมงบประมาณ 4,320 บาท

รวมงบประมาณดำเนินการทั้งสิ้น 39,240 บาท



Golden Lime Public Company Limited

การปลูกต้นไม้ การฟื้นฟู และการเพิ่มพื้นที่สีเขียวจากการใช้ประโยชน์ที่ดิน
ตามประธานบัตรที่ 32517/16065 เข้าวาง

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

Information on other environmental management



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

Information on incidents related to legal violations

Information on incidents related to legal violations or negative environmental impacts.

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

- The company group has no disputes, issues, or incidents of legal violations or environmental impacts that contravene laws or regulations related to environmental protection, resulting in damage to natural resources or living organisms.
- The company group has no non-financial impacts, meaning no actions or omissions that violate environmental laws or regulations, causing damage to the environment in ways that cannot be directly monetarily assessed but harm quality of life, ecosystems, cultural heritage, reputation, and business operations. Examples include a decline in wildlife, extinction of endemic plants, denial of project permits, or health impacts on the population due to company activities.
- The company group has no financial impacts, meaning no actions or omissions that violate environmental protection laws or regulations, causing financial damage to the organization.
 - The company has no expenses for environmental remediation due to violations, such as chemical spills, wastewater treatment, or hazardous waste disposal.
 - The company has no incidents requiring compensation for the loss of natural resources, with costs following legal plans for reforestation or land rehabilitation from mining activities, without expenses due to the loss of natural resources like forests, wildlife, and water sources, causing long-term economic damage.
 - The company has no violations resulting in fines or civil damages, and no actions that could lead to fines or compensation to affected parties.

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

	2023	2024	2025
Number of legal infractions or environmental impacts. (cases)	-0- case	-0- case	-0- case

Environmental Complaints

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

Number of environmental complaints

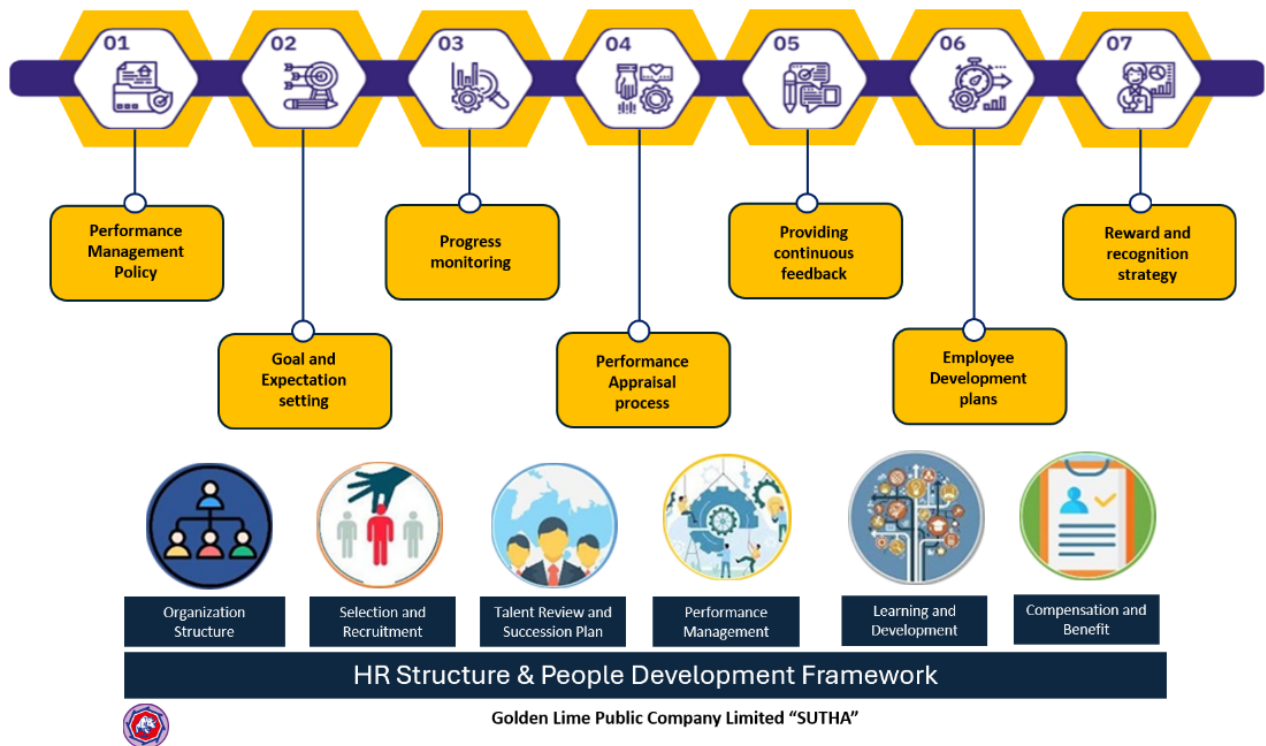
(GRI : 308-2)

	2023	2024	2025
Number of cases filed	4	4	8
Number of cases closed	4	4	8
Number of cases pending for rectification	0	0	0

Social dimension – Information on employees and labor

3.4.2 Social operating results

Diagram of performance and outcomes for employee and labor management



Information on employees and labour

Employees and labor management plan

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

The Annual plan on employees and labor

1. Throughout Y2025, 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. Compliance training programs address the Code of Conduct, anti-corruption measures, and conflict of interest awareness. Every employee—across all job levels and within subsidiaries—participates in these programs, resulting in complete (100%) engagement.
2. No illegal labor, no child labor, No forced labor. According to the evaluation conducted by key stakeholders, there were no violations of human rights, nor any instances of illegal labor, child labor, or forced labor identified.
3. The treatment of foreign workers follows the established procedures, goals, and measures to prevent human rights violations among foreign workers.
4. Promoting employment of the disabled in a number as required by law and the establishment of a welfare committee, under Human rights principles in collective bargaining for welfare
5. Organizational restructuring, BC reduction, replacement on boarding, change management, and succession planning for key positions.

Social dimension – Information on employees and labor

6. None of loss and damage compensation given to those who have suffered as no damage and impact arises
7. Promote creativity and inclusivity via encouraging constructive comments/suggestions and engagement via employee satisfaction survey and other means for personnel development
7. Encourage employees to take part in social and environmental responsibility via suppliers events, suppliers development programs, product responsibility program, process development for customer satisfaction
8. Promote employee involvement in social and environmental responsibility initiatives, as well as participation in value chain development alongside customers. Coordinate to develop business partners and freight ,logistics providers by delivering safety training and assessing adherence to human rights and labor standards. Additionally, advance product responsibility with innovation and optimize production methods to align with customer expectations.
9. Fair employment based on work performance, capability, and economic conditions.
10. Follow Personal Data Protection policy in compliance with the Personal Data Protection Act towards employees and stakeholders as disclosed in the Company website.
11. Conduct the review of the Human Rights Policy in an appropriate manner.

Middle term / Long term Action Plan

1. Development of an HR information system to support sustainability-related data, create employee index and individual profiles for analysis and Personalized Development Programs, and provide end to end HR management through core functions such as Employee Self Service (ESS), allowing employees to manage personal information, submit leave requests, and request pay slips, and the Manager Self Service (MSS) system for supervisors to approve requests, manage team data, and evaluate performance. This aims to automate HR processes, integrate data, and enable strategic, long term workforce planning.
2. Evaluation and analysis of the organizational structure, workforce management strategies, capability development initiatives, and succession planning for critical roles.
3. Ensure proper staffing by developing internal talent or subcontracting as needed for each role.
4. Suggestions of employees are processed appropriately.
5. Complaints of employees (if any) are quickly and fairly resolved to reduce conflicts.
6. Employees are involved in various activities of the company and other units in the community.
7. Cultivate safety at work to minimize hazard at work and incident for zero LTI
8. Develop cooperation in enhancing human rights practices of key stakeholders in the business value chain.
9. Provide relevant and useful online training courses for employees aligning with the development objectives.

Setting employee and labor management goals

Does the company set employee and labor management : Yes

Details of setting goals for employees and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
- Fair employee compensation - Non-discrimination	Labor disputes and complaints	2025: - Zero- of Labor disputes and complaints	2025: -No Labor disputes and complaints -No violations of the Code of Conduct were reported. -One employee committed a serious breach of company regulations resulting in termination. (Achieved)

Social dimension – Information on employees and labor

• Migrant / foreign labor • Child labor	No use of illegal migrant/foreign/Child labor	2025: - No use of illegal Migrant /foreign/child labor	2025: - No use of illegal migrant/foreign/child labor (Achieved)
• Employee training and development	Average development and training hours provided to employees: 9 hours per person per year.	2025: average of training hours 9 hours / employees / year	2025 : Actual: average of training hours 17 hours /employees / year (Achieved)
• Promoting employment of the disabled in a number as required by law	Employment of 1 disabled employee per 100 employees	2025: a total of six persons with disabilities were employed.	2025 : a total of six persons with disabilities were employed.
• Promoting employee relations and participation	Survey results show an increase in engagement and satisfaction compared to the previous year	2025: Engagement Survey participation rate is 90%	2025 Engagement Survey participation rate is 97% (Achieved)
• Safety and occupational health at work	- Zero of Lost time Accident (Zero of LTA)	2025 : - Zero of Lost time Accident (Zero of LTA)	2025 : - Actual times LTA -Employees -0-time (meet target) -Subcontractors -0- time (meet target)

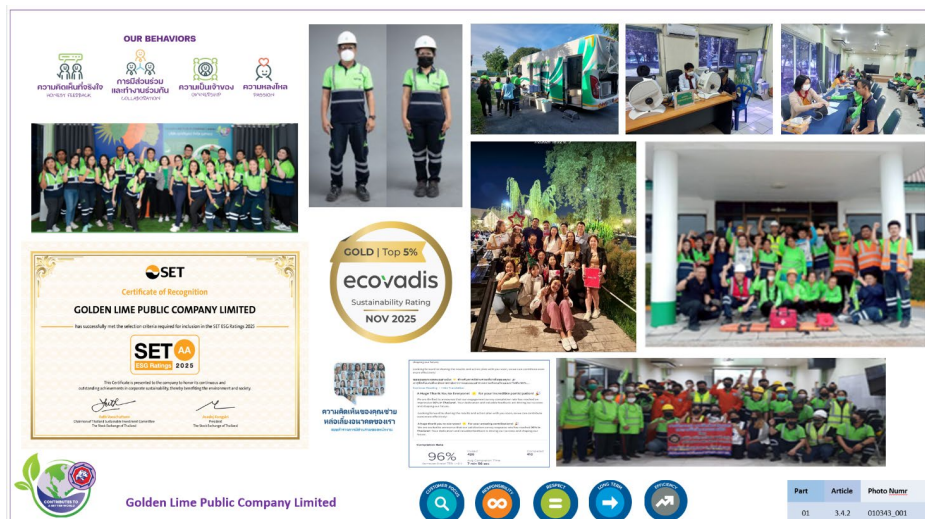
Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes management

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

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

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



Employee and labor management: Employment

Employee Fair Treatment

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

Human Resources
Policy and
practices towards
employees



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

Personal Data
Protection Policy



Personal Data
Protection
Notification for
Stakeholders



Prevention on human rights violation for labor

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

1. Strict compliance with local labor laws:

- **Wages:** Employees are paid no less than the minimum wage specified for different areas of the country.
- **Working Hours and Leave:** The law sets a maximum of 8 working hours per day and 48 hours per week, including the right to at least 6 days of annual leave after one year of service, in accordance with employment contracts.

In 2025, at the Nomination, Remuneration, and Corporate Governance Committee (NRCG) meeting on 4 April 2025, the Human Resources Department proposed to the Nomination, Remuneration, and Corporate Governance Committee (NRCG) to revise annual leave entitlements. The Nomination, Remuneration, and Corporate Governance Committee (NRCG) subsequently approved the revised vacation days, now determined by employees' length of service as outlined below:

- 1–3 years: 6 days
- 3–5 years: 7 days
- 5–7 years: 8 days
- More than 7 years: 10 days.

Social dimension – Information on employees and labor

- **Welfare and Protection:** Employees receive various benefits such as social security, sick leave, maternity leave, and leave for illness.
- **Workplace Safety:** The company ensures a safe and hygienic work environment and provides appropriate protective equipment.
- **Rights and Freedoms Protection:** The company operates in compliance with the law, treating labor fairly without discrimination based on gender, age, race, or religion.
- **Collective Bargaining:** Employees form groups and establish a labor welfare committee to negotiate with the employer on issues such as wages and benefits.

2. FAIR and EQUAL Employment – Human Resources Policy and Code of Conduct

- Hiring only workers aged 18 years and over, both company employees and business partners/contractors.
- Hiring voluntary workers, no forced or unlawful workers both Thai and foreign workers
- Hiring qualified, competent workers without discrimination.

3. Health and Safety – Occupational Health and Safety

(GRI:403-6)

- Monitoring to ensure workplace free from violence and harassment to prevent sexual harassment, violence both physically and mentally
- Annual health check for employees in accordance with operational risk issues
- Medical Support
At the Nomination, Remuneration, and Corporate Governance Committee (NRCG) meeting held on 4 April 2025, the Human Resources Department proposed the implementation of a medical benefit for 2025. By setting an individual budget limit without restriction on the number of treatments or types of treatment. Dental care, vision care, cosmetic surgery, and alternative treatments (including acupuncture, traditional medicine, and chiropractic care) are excluded. HR determines allowance amounts according to the budget and company performance, then formally communicates this information to staff.
- 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
- The Company conducts thorough risk assessments to set prevention measures, including managing infectious disease risks and monitoring key health issues identified by the World Health Organization like tuberculosis, malaria, and emerging diseases.
- The Company evaluates operational risks in procedural production to establish safety measures, such as controlling equipment hazards, reducing environmental impacts and emissions, preventing chemical spills, improving emergency preparedness, and assessing radiation risks if relevant.
- Appoint occupational health and safety committee and the supervisor for patrol weekly safety patrol inspection to monitor and establish preventive measures.

4. Wages and Welfare - Human Resources Policy and Code of Conduct

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

5. Knowledge and skills development – Personnel Development

- Provide needful and proper training for employees to develop their knowledge and skills
- Organize training and study visits both domestically and abroad.
- Organize the engagement activities to develop and increase employee potential

Social dimension – Information on employees and labor

Based on the practice guidelines above, there is none of human rights violations related to labor either from the company and its business partners, or disputes from the company's business processes.

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

In 2025, the company disclosed the total number of employees under contract, including those of Golden Lime Public Company Limited and its subsidiaries: Thai Marble Corporation Limited and the employees of Golden Lime Engineering Co., Ltd. had been transferred to Golden Lime Public Company Limited since 2024.

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

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

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

Hiring employees**(GRI: 2-7)**

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

The Company and subsidiaries company	2023	2024	2025
Total employees (persons)	488	451	450
Male employees (persons)	341	314	309
% Male employees	70%	70%	69%
Female employees (persons)	147	137	141
% Female employees	30%	30%	31%

Employment of workers with disabilities

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

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

The Company and subsidiaries company	2023	2024	2025
Total employment of disabilities workers (persons)	6	6	6
% of disabilities contract	1%	1%	1%
Total employment of disabilities workers (persons)	6	6	6
Total male disabilities employees (persons)	5	5	4
Total female disabilities employees (persons)	1	1	2
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

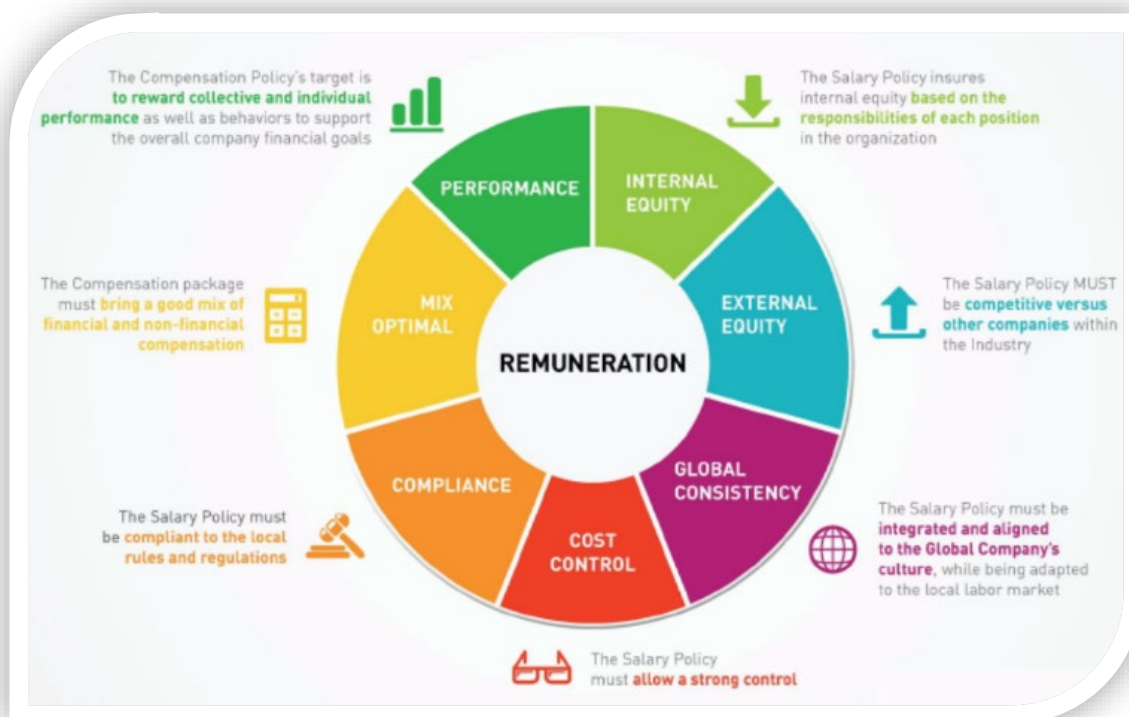
Employee and labor management: Remuneration

Motivation and retention of employees (S3)

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

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

(GRI:2-20)



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

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

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

Compensation consists of **monetary rewards and non-monetary rewards**

Salary policy is **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.

Social dimension – Information on employees and labor

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

- Annual performance results are evaluated based on comprehensive financial and performance metrics to determine eligibility for bonus payments or performance-based incentives. Assessment and disbursement occur in April of the subsequent fiscal year.
- Based on project / initiatives achievement paid according to performance delivery

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

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

Individual Performance Appraisal using KPI	
Level	KPI Guideline
 Below standard	Fail to follow job standards practices and basic requirements ✓ No reliability in delivering performance. ✓ repetitive errors ✓ Little to none efforts ✓ No progress ✓ zero self-improvement at work
 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
 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
	Deliver greater performance than others in similar level of responsibility ✓ Proactive ✓ Adaptable and good teamwork skill ✓ Deliver greater results.

Social dimension – Information on employees and labor

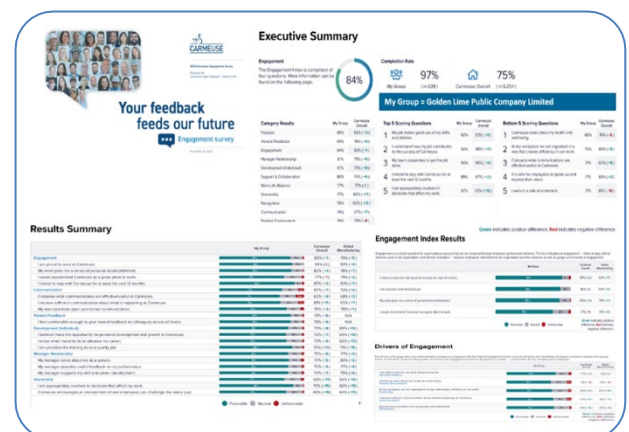
Individual Performance Appraisal using KPI	
Level	KPI Guideline
Greater performance	✓ high level of individual responsibility and as a teamwork to hold each other accountable for task results. ✓ Exceed job requirements and expectations. ✓ Deliver continual progress
 Excel performance	extraordinary performance 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 ✓ Approachable and engaging colleagues at all levels

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

2. Employee engagement and employee satisfaction surveys

In 2024-2025, the survey conducted for SUTHA employees, including those in subsidiaries, revealed that 97% of the total workforce participated. Among these respondents, 84% expressed a strong commitment to the organization. The survey gathered employee opinions across various aspects such as Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance.

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



3. Survey Results utilized for improvement

- 1) The company has updated its annual leave policy, now granting more days off depending on years of service: 6 days for 1–3 years, 7 days for more than 3–5 years, 8 days for more than 5–7 years, and 10 days for over 7 years. This arrangement will remain in place for at least five years unless there are changes in relevant laws or regulations. While the increased leave may lead to overtime for some employees, the company will continue supporting medical expenses up to 3,000 baht per visit. This coverage includes all

Social dimension – Information on employees and labor

treatments except dental care, eye exams, cosmetic surgery, and alternative medicine. Employees must provide a medical certificate and the original receipt to Human Resources for reimbursement.

- 2) Developing a framework to boost engagement through participation incentives, like the Cost Saving Program, and recognizing project achievements that yield financial benefits.
- 3) Promoting work-life balance by implementing remote work guidelines for eligible employees, with upgraded tools allowing designated work-from-home days.
- 4) Organizing initiatives to enhance employee happiness, including collaborative meetings and celebrations for events like New Year, Songkran, and birthdays, to foster joy and unity among staff.
- 5) Promoting Employee Health through the "Be Well Be Happy Be Active" Program, the "Be Well Be Happy Be Active" initiative aims to encourage employees to take proper care of their health. This program focuses on promoting self-care through regular exercise and balanced nutrition. The duration of the program is set for 180 days. Throughout the program, employees' progress will be monitored based on their body fat reduction. Each month, the employee who achieves the highest reduction in body fat will be rewarded with a Super Sport gift voucher. At the end of the 180-day period, the overall winner, who has achieved the most significant reduction in body fat, will receive a cash prize. This initiative is designed to motivate employees to adopt healthier lifestyles and improve their overall well-being.



4. Internal mobility promotes retention.

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

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

1. Determine vacant positions to be recruited internally.
To define qualifications for an open role and determine whether recruiting internally for the role will benefit the company by collaborating with the hiring manager to develop a plan for communicating the job opening and the application requirements.
2. Post vacancies Internally
Clearly define what experience, skills and contributions will be required to be successful in this role and add the job post to the company's internal job board.
3. Conduct a screening selection process.
Partner with frontline managers as well as senior leaders to scope out for the qualified and interested applicants in an internal job posting.

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4. Respond to Every Internal Candidate

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

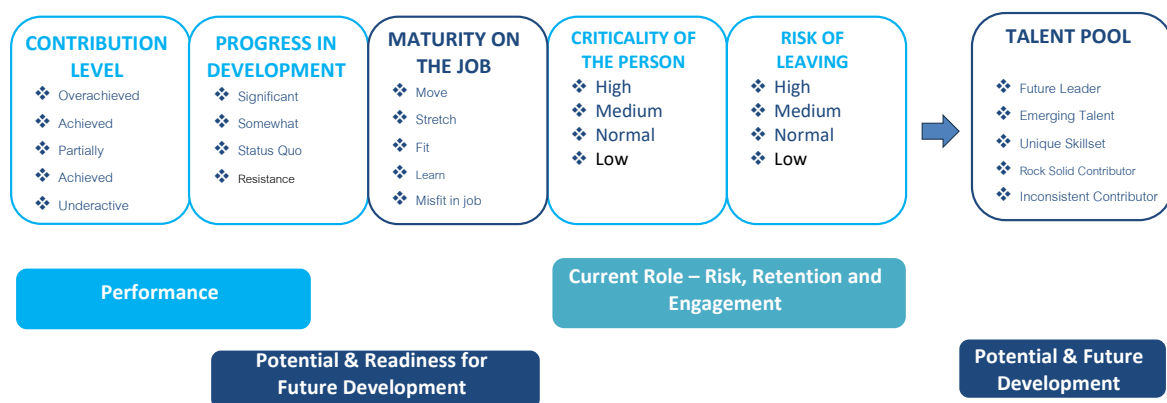
Career growth for high-potential employees will be fostered alongside motivation and the development of job roles for operators in the following ways:

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

- 5. The succession planning** process follows key steps, beginning with the creation of a list of key positions, which has already been completed, covering executive and key department head roles. This is followed by the selection of a talent pool, the evaluation of individuals in terms of potential and competencies, the development of individual development plans, and the monitoring of development results. The Carmeuse Group's talent review framework is used for development. The identified key positions are presented in the succession policy and plan documents. Furthermore, the company has established employee qualification evaluation criteria to support succession planning and career path creation. These guidelines will be systematically applied to the organization's human resource management.

The company has implemented a systematic succession approach, starting with the identification of key positions that impact business continuity and selecting a talent pool with outstanding abilities and growth potential to support future succession.

The personnel evaluation process uses a five-dimensional framework covering performance, potential, maturity, role importance, and turnover risk. It also categorizes personnel according to the five Talent Tools, such as unique skills, high potential, and future leaders. The evaluation results are then used to create Individual Development Plans (IDPs) involve development activities such as project assignments, job rotations, coaching and mentoring, and quarterly progress monitoring to enhance skills and prepare individuals for growth.



All of these approaches reflect the company's commitment to **retaining outstanding talent, supporting career growth, and creating a sustainable human capital** of effectively adapting to future changes.

- 6. Enhance the communication of engagement survey results and employee turnover statistics to demonstrate a commitment to ongoing development and the improvement of employee welfare.** The executives overseeing human resource management within the corporate group have established an internal communication platform,

Social dimension – Information on employees and labor

“Bee Keeper,” which grants employees access to a communication application that facilitates their participation and expression of opinions. The outcomes of the satisfaction survey will be shared with employees across all levels through suitable communication channels.

Compensation Payment:

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

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

Employee compensation

The Company and subsidiaries company	2023	2024	2025
Total employee remuneration (baht)	169,074,326	179,808,330	187,998,297
Total male employee remuneration (Baht) % male employee remuneration	123,577,520 73%	130,536,376 73%	132,242,094 70%
Total female employee remuneration (Baht) % female employee remuneration	45,496,806 27%	49,271,954 27%	55,756,204 30%

Employee and labor management: Employee training and development**S2. Employee development** (GRI : 404-2)

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

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

Potential and Knowledge development approaches

1) Training need analysis

1.1) Basic training needs analysis as an individual development plan

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

- **Orientation:** conducted by the HR department to train and introduce new employees about their roles and company policies, the company's culture, values, and norms to help them assimilate faster and align their behaviour with corporate goals.
- **On the Job training:** is a practical approach to acquiring new competencies, the practical skills and knowledge they need to perform their job via the program designed from their tasks and instructions manual.

1.2) Organizational training needs analysis

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

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2) Segmenting training into its objectives

No.	Training/Workshop	Objectives	
1	Productivity and Efficiency To develop knowledge and comprehension among staff or to enhance skills that will lead to increased productivity and improved performance efficiency.	-Maximize performance efficiency to rectify trouble and handle with obstacles to prevent production discontinuation.	- Operations staff and production support services
2	Laws and regulations To gain the knowledge and skills to manage legal permits, requests, certification, and continuing business worthiness as per the regulations and requirements	-To be aware and stay relevant on changing and new rules and regulations and adopt into corporate practices to mitigate consequences for non-compliance; fines, damage to the company's reputation, cancellation of operational permits	-Departmental chief and all relevant with authorities / rules and regulations
3	Occupational Health, Safety, Environment and Energy To be aware of environmental impacts under control, of continuously improvement of energy efficiency and of creating a healthy and safe work environment to create a safer and more environmentally conscious working environment in reducing the ecological footprint and preserving natural resources.	- To conduct safe operations under Occupation Health and Safety Policy and mitigate negative impact to communities. - To control the operation and activities related to the company's environmental factors and hazards, ensure that the process results sustainably meet the requirements of the environment and occupational health and safety policies, objectives, and indicators. - To ensure the realization of the energy efficiency to optimize the use of natural resources, thereby promoting responsible consumption and renewable energy consumption	- All relevant department and staff
4	HR Management Promote human resource management skills to meet the organization's objectives.	- Employees can handle personnel tasks to enhance and support human resources effectiveness in hiring, recruiting, benefits management, enforcing human rights, preventing conflicts, salary management, performance assessments, and fostering employee motivation and development.	Human resources dept. staff and relevant Welfare Committee members
5	Preventive Maintenance Dedicated to maintenance staff responsible for inspecting, repairing, and maintaining the equipment, systems, machines, vehicles, and facilities that keep the plant and process running.	-To execute the safe and careful upkeep of a facility and the assets within that facility and perform maintenance tasks safely and allow them to create preventive maintenance strategies, prolong the lifespan of machines and equipment, minimize costs associated with repairs and maintenance, or efficiently oversee repair and maintenance operations.	Operations and maintenance Dept.
6	ISO standards and risk assessment To learn how to apply, comply with and benefit to improve and enhance operations following the Company's standardized practices regarding risk management, ISO 9001 , ISO 14001 , ISO 45001	To build awareness and understanding of their roles concerning required standards and expectations for a greater understanding of the Company's management system, and how it can be integrated into daily activities to prevent a variety of threats: operations, compliance, security, and reputation so employees can perform their jobs professionally and productively.	ISO relevant staff, daily workers, and contracted workers
7	Job-Specific Skills To upskill or reskill employees to become more effective at various tasks or job roles e.g. Driving, Loader, Forklift, Craftsman	To provide targeted professional training that focuses on the safe practices responding to immediate needs of an organization, particular safe work instructions, guided operational practices	Relevant staff to the courses provided, daily workers and contracted workers
8	Account & Financial To educate staff on accounting and financial responsibilities, including investment promotion, requesting tax benefits, training on internal controls for accurate financial data, and guidelines for approving financial transactions per the internal control manual.	To improve employees' knowledge and comprehension of accounting standards, including any revisions or new definitions, as well as guidelines for financial management, control, and estimation to prepare complete and accurate financial reports, understand tax accounting, and follow procedures for investment promotion and proper use of tax benefits as they should be capable of conducting accounting practices and issuing financial reports according to established standards	Accounting/ Finance Department and relevant business units conducting finance accounting work routines

Social dimension – Information on employees and labor

No.	Training/Workshop	Objectives	
		or methods, while also managing taxes effectively and in compliance with accounting and tax regulations.	
9	Good CG Policy, ESG Practices, Code of Conduct and Sustainability related Courses Sustainability framework such as corporate governance policy, business ethics, anti-corruption policy, DAP, DCP, CSR, ESG, greenhouse gases, Internal controls, and risk management, etc.	-To encourage personnel to perform their duties inconsistent with good corporate governance guidelines - To promote organizational sustainability development in workplace to create value to stakeholders.	Directors, Executives, employees related to business /activities
10	Language To gain knowledge and capability on communication	- Enhances communication and comprehension, promoting collaboration and motivation for work development with international stakeholders.	-Personnel working with foreigners
11	Corporate Team-Buildings and stakeholders engaging activities workshop, teamwork activities to foster knowledge sharing, organize activities, encourage teamwork, and strengthen relationships among team members, while also engaging with relevant stakeholders in value chain.	- Personnel acquire knowledge and foster relationships within the team. - Formulation of team strategies and initiatives. - Enhancement of collaboration among team members. - Minimization of conflicts and promotion of unity within the team. - share information and knowledge aimed at improving various processes in supply chain management.	Executives, employees related to business /activities
12	IT / Cybersecurity uses the KnowBe4 platform to deliver current cybersecurity training to all employees. The program helps staff recognize and respond to threats, like phishing, through interactive lessons and simulated tests. Employee participation is key to strengthening the organization's security culture and reducing cyber risks. The training program is delivered through Carmeuse's IT network application, which provides automated, individualized training based on risk assessments and user behaviours testing related to IT security. The courses and training hours under this system are not included in the company's general training evaluation or hour-tracking programs.	- Increases cybersecurity awareness (Cyber Awareness Culture) - Reduces the risk of attacks such as phishing and social engineering - Develops skills in responding to real-world threats including: Detecting malicious emails Password management Secure internet usage Protecting personal and customer data - Helps reduce the risk of organizational security incidents	-Personnel using IT application / system

- 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 plans.



Social dimension – Information on employees and labor

Training Courses (GRI : 404-2)		Training 2025 (Hours)		
		GL	TMC ^{/2)}	SUTHA
1. Communication Language Skill		-	13	13
2. Productivities & Management		375	883	1258
3. Legal & Law		20	6	26
4. Safety, Environment, Energy		1,995	1368	3363
5. HR Management		21	6	27
6. Preventive Maintenance		-	357	357
7. ISO & Standard System		87	714	801
8. Job-Specific Skills		38	17	55
9. Account & Financial		49	77	126
10. Good Governance and Policy support: Anti-Corruption, Good Corporate Governance, CSR, Code of Conduct, etc.		885	287	1171
11. Computer, IT , Cyber securities		264	51	315
Summary report	unit	3,734	3778	7,512
Training Results of the Company and Its Subsidiaries for the Year 2025		Summary of Training Year 2025 (GL + TMC)		
		GL	TMC	Total
Total training hours:	Hour	3734	3777	7512
Amount of participating personnel	person	766	757	1523
Amount of headcount personnel ^{/1)}	person	270	180	450
Participation average rate	Hour/person/year	14	21	17
Training expense	THB/Year	381,820	258,251	640,071
Note : 1) Amount of headcount personnel reference Number of employees report ended 31 December				
2) In 2025, training data for Thai Marble Corp, Ltd. (TMC) (the subsidiary) began to be collected and disclosed in the report.				

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



Employee training and development

The training data pertains to the company only. During 2025, the company has not yet collected training history data from its subsidiaries.

Social dimension – Information on employees and labor

	2023	2024	2025
Average employee training hours (hours / person /year)	13.50	11.30	17.00
Training and development expenses for employees(baht)	277,600	480,780	640,071

Note: Training hours in 2023–2024 exclude data from the subsidiary. In 2025, training hours include the subsidiary's training records.

Employee and labor management: Safety, occupational health, and environment at work

(GRI: 403-9)

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	1	0 ^(*)	0

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

Employee and labor management: Employee engagement

(GRI:401-1)

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	87	86	57
Total number of male employee turnover leaving the company voluntarily (persons)	65	64	51
Total number of female employee turnover leaving the company voluntarily (persons)	22	22	6
Proportion of voluntary resignations (%)	18%	19%	13%
SUTHA (*) / SUTHA and its subsidiaries company	2023	2024	2025
Evaluation result of employee engagement	Yes (*)	Yes ^(*)	Yes

Employee internal groups

Employee internal groups : Yes

: Welfare committee

3.4.2 Social operating results

Safety, occupational health, and environment at work



2025 Occupational health and Safety Goal		
 Prioritize safe operations and build a culture of safety in the workplace	Indicator	Result
	ZERO LTI	Employee -0- Subcontractor – 0 - Behind the target
Comply with safety and occupational health laws.	100%	100%
Establishments certified and controlled by environmental management system standards: Occupational health and Safety (ISO 45001) -Chong Sarika Branch [6 kilns] certified -Huai Pa Wai Branch [1 kiln] certified -Phra Phutthabat Branch [2 kilns] under control	Certified for 7 out of 9 kilns at the site, representing 78%.	78%
Fines or costs from safety or occupational health law disputes.	-	-

Employees' quality of life and good working environment Safety, Occupational Health, and Working Environment of Employees				
Yearly data	Unit	(excluding Subsidiaries)		
		Y2023	Y2024	Y2025
Total working hours of all employees	Hour	48,382	48,365	42,527
Accidents and injuries statistics				
> Lost time injury and Lost time incident	Time	1	0	0
> Injured worker with more than a day away from work	Person	1	0	0
> Work-related fatality	Person	-None-	-None-	-None-
Accidents and injuries statistics of sub-contractor				
		(excluding Subsidiaries)		
	Unit	2023	2024	2025
> Lost time injury and Lost time incident	Time	-	3	-
> Injured worker with more than a day away from work	Person	-	3	-
> Work-related fatality	Person	-None-	-None-	-None-

Health and Safety at Work

(Occupational Health & Safety) Managed according to ISO 45001 standards

Implementation is carried out based on these policies:

1. Ensure employee health and workplace safety within a suitable environment.
2. Set and regularly review objectives and targets for occupational health, safety, and the workplace environment.
3. Maintain high standards of health and safety for all employees.
4. Assess safety measures for contractors and partners.
5. Focus on prevention and risk mitigation.
6. Record and investigate safety incidents, including metrics such as Lost Time Injury Frequency Rate (LTIFR), Lost Time Incident Rate (LTIR), and Absent Rate (AR).
7. Provide safety awareness training.
8. Promote safe work practices.

The company is committed to safe operations and upholding occupational health standards by setting clear performance indicators, with the objective of achieving zero accidents and zero lost time incidents or injuries.

Management Measures

- Circulate incident reports for safety awareness, helps identify causes, and prevents recurrence.
- Ensure a safe work environment by preventing injuries and illnesses
- Comply with all safety regulations
- Eliminate hazards, reducing risk
- Continuously improve health and safety systems
- Engage suppliers, subcontractors or their representatives for feedback.
- All employees, contractors, and partners receive safety training to prevent workplace accidents.
- Safety projects undergo external evaluation and serve as benchmarks for management effectiveness

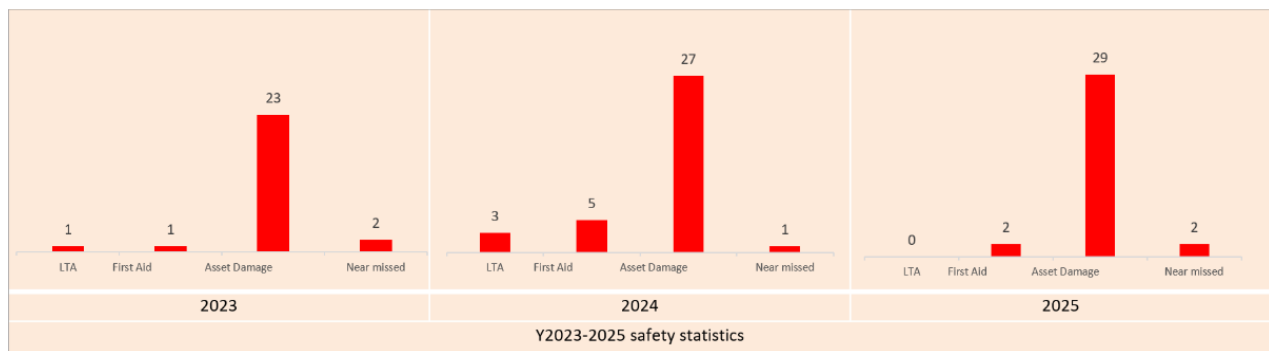
Key operations involve mining, sourcing raw materials, activities that produce dust, transportation by the company and its subcontractors, manufacturing, service provision, and supporting functions.

Relevant Stakeholders: The Board of Directors, executives, staff, shareholders, clients, partners, and community representatives all work together on environmental and safety efforts.

Operations are carried out with a strong commitment to minimizing potential impacts and incidents that may arise from the processes, as follows:

Process safety impacts and strategies for reduction and mitigation	Meeting goals for incident management and impact reduction.
- Injury or injury to employees. - Accidents during the transportation of goods and raw materials. - Accidents during product delivery occurring on customer premises by subcontractors. - Accidents affecting the health and safety of employees and related stakeholders. - Incurring medical, treatment, or compensation costs for those affected. - Damage to company property. - Damage to customer property. - Community impact or disruption from accidents during transport or risks in business operations. - Inadequate management or major incidents can harm the company's reputation.	Achieved Incidents persist. Incidents persist. Incidents persist. Through insurance management Incidents persist. Incidents persist. Achieved No serious accidents

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



S4. Health and safety at work

Safety and Healthy work environment

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

Production process

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



Reliability & Integrity management

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



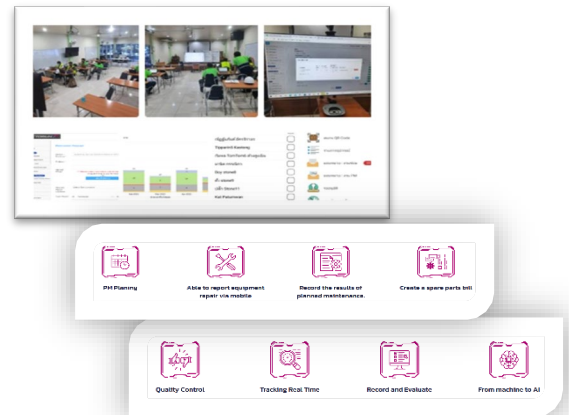
PLC workshop training for a basic knowledge and application of a digital computer-based control system commonly used in industrial automation to monitor and control machinery or processes.

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

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

agency including planning safety and occupational health training in all process.



Cultivating a Culture of Safety

The company conducts personnel training to reinforce and provide fundamental knowledge on power source isolation and equipment lockout (LOckOUT TAGOUT - LOTO). This includes safety procedures for isolating machinery (electrical, mechanical, hydraulic) using lockout and tagout to prevent accidental activation during maintenance. The primary goal is to protect employees from serious accidents and fatalities, reduce workplace risks, and comply with safety laws. Safety practices are implemented in both theoretical and practical sessions for employees and contractors at all levels across all sites. The Safety Committee also conducts site inspections to monitor employee and contractor understanding, ensure adherence to procedures, and reinforce the principles of safety awareness and behavior across all levels. The training scope is extended to contractors, subcontractors, and key business partners to integrate safety into the overall culture.



Personnel training educates employees to prevent accidents and minimize workplace risks.

Cultivating Safety behavior, known as Behavior-Based Safety (BBS),

This approach focuses on minimising workplace accidents among employees and their peers by promoting "Behavior-Based Safety (BBS)." It works by identifying hazardous actions and addressing them before incidents occur. The aim is to cultivate a strong safety culture where everyone stays mindful of their own conduct and observes the behaviours of others. Key steps include setting clear goals, offering immediate feedback about safe habits, and conducting training so people can regularly reflect on both individual and team activities.

SUTHA has refined its communication strategy to promote safety behavior, which includes the following key elements:

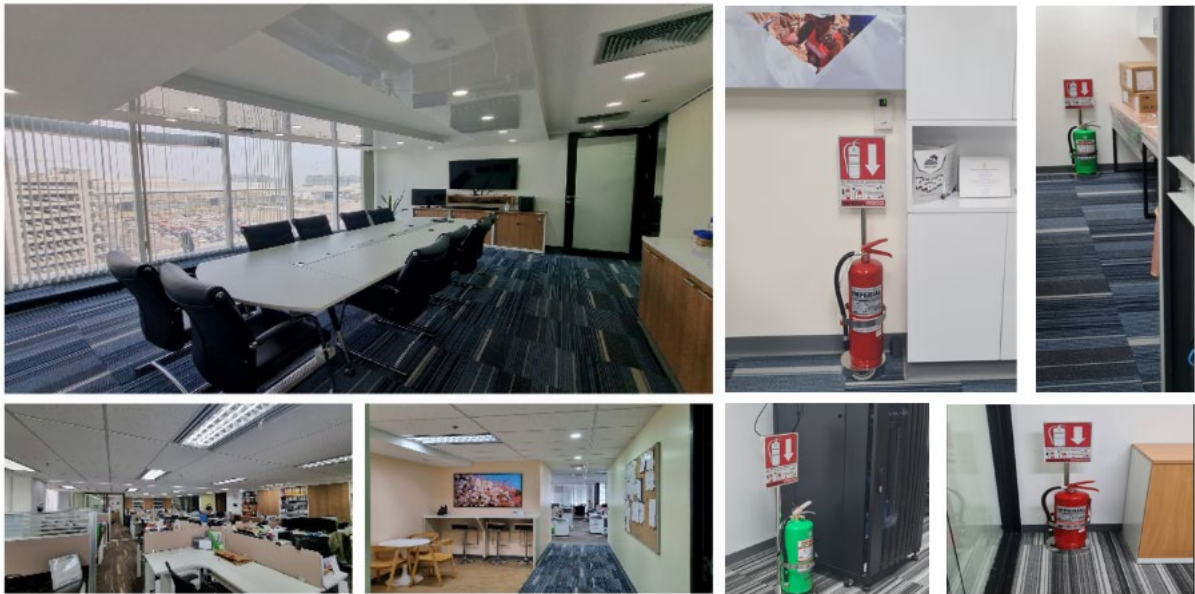
1. **Open Mind:** Engaging in open discussions, valuing diverse opinions, and fostering mutual respect as a foundation for collaboration.
2. **Observation:** Monitoring colleagues' safety practices during work to identify potential risks.
3. **Intervention:** Encouraging interaction through greetings,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

Promoting occupational health and safety in the workplace

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



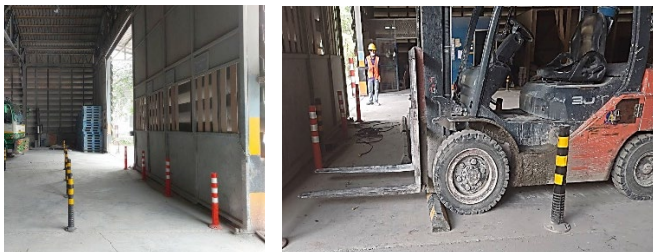
- > The Company adheres to workplace compliance to maintain a clean, healthy, safe, accessible and well maintained and productive workplace for all employees so work can be carried out without risks to worker health and safety.



Photos of SUTHA head office work area and fire extinguishers for emergency control.

> Improving operational processes and environments for safety:

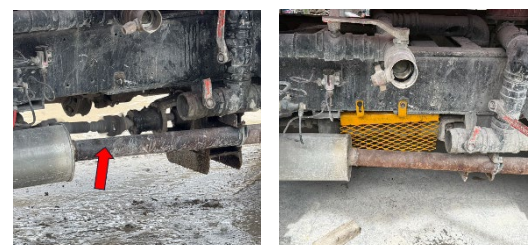
- Install forklift parking stoppers to prevent forklift wheels from rolling/colliding into walls in the warehouse.



- Set up employee rest areas away from workspaces.



Install guards at the pivot points of machinery.



- > Dedicated to adhering to legal and regulatory requirements, including regular updates and reviews to align with evolving legal standards.
- > Committed to identifying and mitigating hazards, focusing on enhancing the safety of the Company and its subsidiaries.

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

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

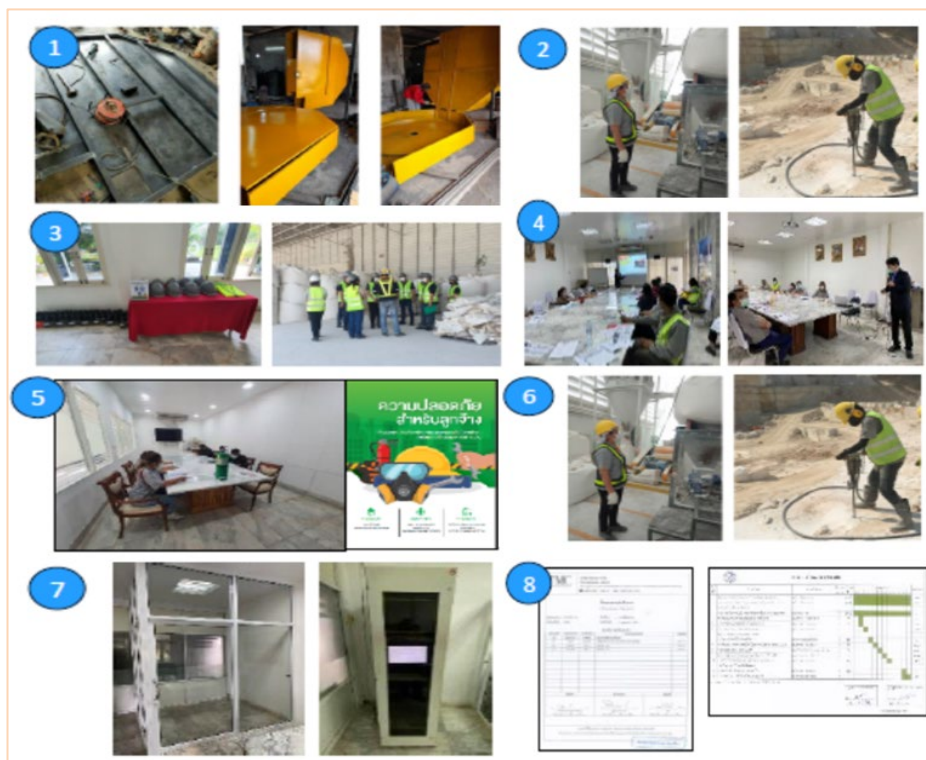
- Conducting annual risk assessments and addressing noncompliance that fails to meet control standards in the operational area.
 - > Adhere to safe operations ,strictly follow safety rules, and always update safety regulations
 - > Eliminate risk and dangers in all establishments including subsidiaries'
- Subsidiaries process improvement in response to inspection comments

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

- 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 - sse 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.Although 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

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



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

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



Subcontractors ' drivers

Course : Keys To Safe Driving: The Smith System

Venue : Chong Sarika Plant training room

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

The Company allocates proper resources, time, budget, and training to promote ongoing occupational health and safety. Worker input and participation are essential, and this policy applies to all employees and will be accessible to the public and stakeholders.

This also covers assessing health and safety risks for employees and contractors during operations.

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.



The company has set up a healthcare unit to organize annual employee check-ups at accredited facilities. Results showed no work-related health risks or issues among staff.

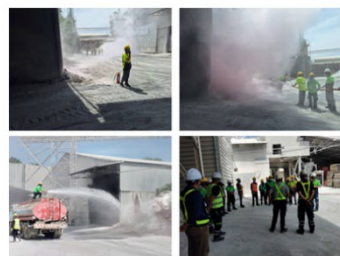
"Basic Firefighting and Fire Evacuation Drill"

The training provides essential firefighting knowledge and hands-on practice, enabling participants to handle emergencies, plan operations, rescue victims, and assess situations. It is certified by a fire prevention unit authorized by the Department of Labor Protection and Welfare.



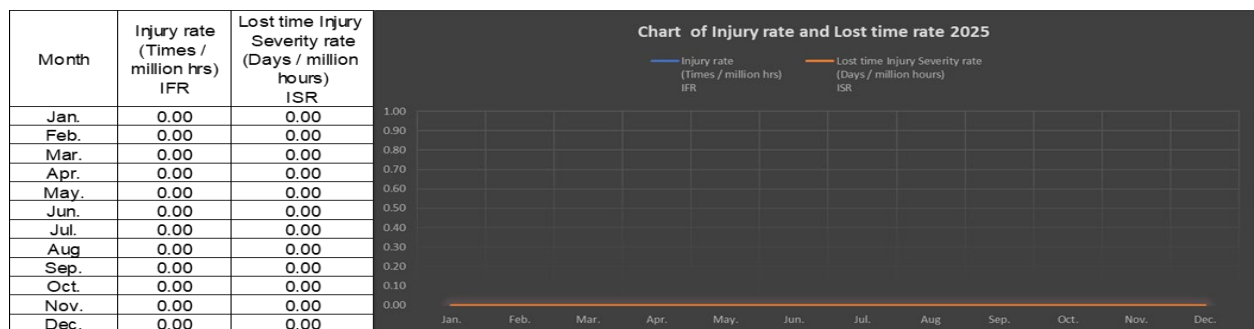
Social operating results – Safety, occupational health, and environment at work

Preventive and risk reduction measures for operations involve creating a Business Continuity Plan (BCP) for emergencies and holding quarterly emergency drills—known as Safety Snap Audits—that simulate different incidents at every branch.



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

Safety data statistics												
Summary All Branch 2025												
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 First aid (Employees)	Number of Near misses (Employees)	Lost time (Days)	Calculated working hours	Injury rate (Times / million hrs) IFR	Lost time Injury Severity rate (Days / million hours) ISR
Jan.	217	8	26	50840	0	0	0	0	0	1,000,000	0.00	0.00
Feb.	214	8	23	45366	0	0	0	0	0	1,000,000	0.00	0.00
Mar.	215	8	26	50320	0	0	0	0	0	1,000,000	0.00	0.00
Apr.	212	8	23	46634	0	0	0	0	0	1,000,000	0.00	0.00
May.	209	8	25	47312	0	0	0	0	0	1,000,000	0.00	0.00
Jun.	208	8	24	44957	0	0	0	0	0	1,000,000	0.00	0.00
Jul.	206	8	25	47208	0	0	1	0	0	1,000,000	0.00	0.00
Aug.	210	8	25	47476	0	0	0	0	0	1,000,000	0.00	0.00
Sep.	211	8	26	45546	0	0	0	0	0	1,000,000	0.00	0.00
Oct.	209	8	26	45957	0	0	0	0	0	1,000,000	0.00	0.00
Nov.	208	8	25	42527	0	0	0	0	0	1,000,000	0.00	0.00
Dec.	203	8	23	42432	0	0	0	0	0	1,000,000	0.00	0.00
Summary	210	8	25	556,575	0	0	1	0	0	1,000,000	0.00	0.00



Safety Performance			
ISR		IFR	
Goal	Result	Goal	Result
Less than 2 days / 1 million man-hours worked	Approx. 0 day / 1 million man-hours worked. (behind target)	Less than 3 times / 1 million man-hours worked	0 times / 1 million man-hours worked (meet target)

Safety training

Safe backhoe/loader operations



Safe crane operations



health, safety, and occupational health training

Occupational Safety and Health Courses	2023	2024	2025
Employee and trainee count	218	220	212

Short-term / Long term goals	
2025 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	2026-2028 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 Y2025 - 2028	
1. Dedicated to establishing a safe and healthy workplace to prevent workplace injuries and illnesses, ensuring compliance with safety objectives. 2. Safety management involves assessing the enforcement of safety regulations and preparing accident documentation. 3. Conducting safety inspections and identifying causes across all factory branches, which includes checking equipment and tools, performing annual inspections of electrical systems and equipment, evaluating the work environment, inspecting the factory building annually, and reviewing general work areas. 4. Initiatives to minimize accident severity and monitor safety include setting up a general medicine cabinet, conducting annual health check-ups, assessing employee health, providing personal protective equipment, and offering training to aim for zero accidents. This also encompasses chemical management, which involves listing chemicals and hazardous materials, calibrating tools and equipment to meet standards, renewing necessary licenses, and organizing safety training sessions, along with inspecting safety standards in operations and the safety control measures of business partners and contractors working on-site. 5. The long-term strategy focuses on enhancing standards to foster a culture of safety within the organization.	

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

Occupational safety and health management certification.



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,
Customer management plan implemented by
the company over the past year

: Yes

: 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

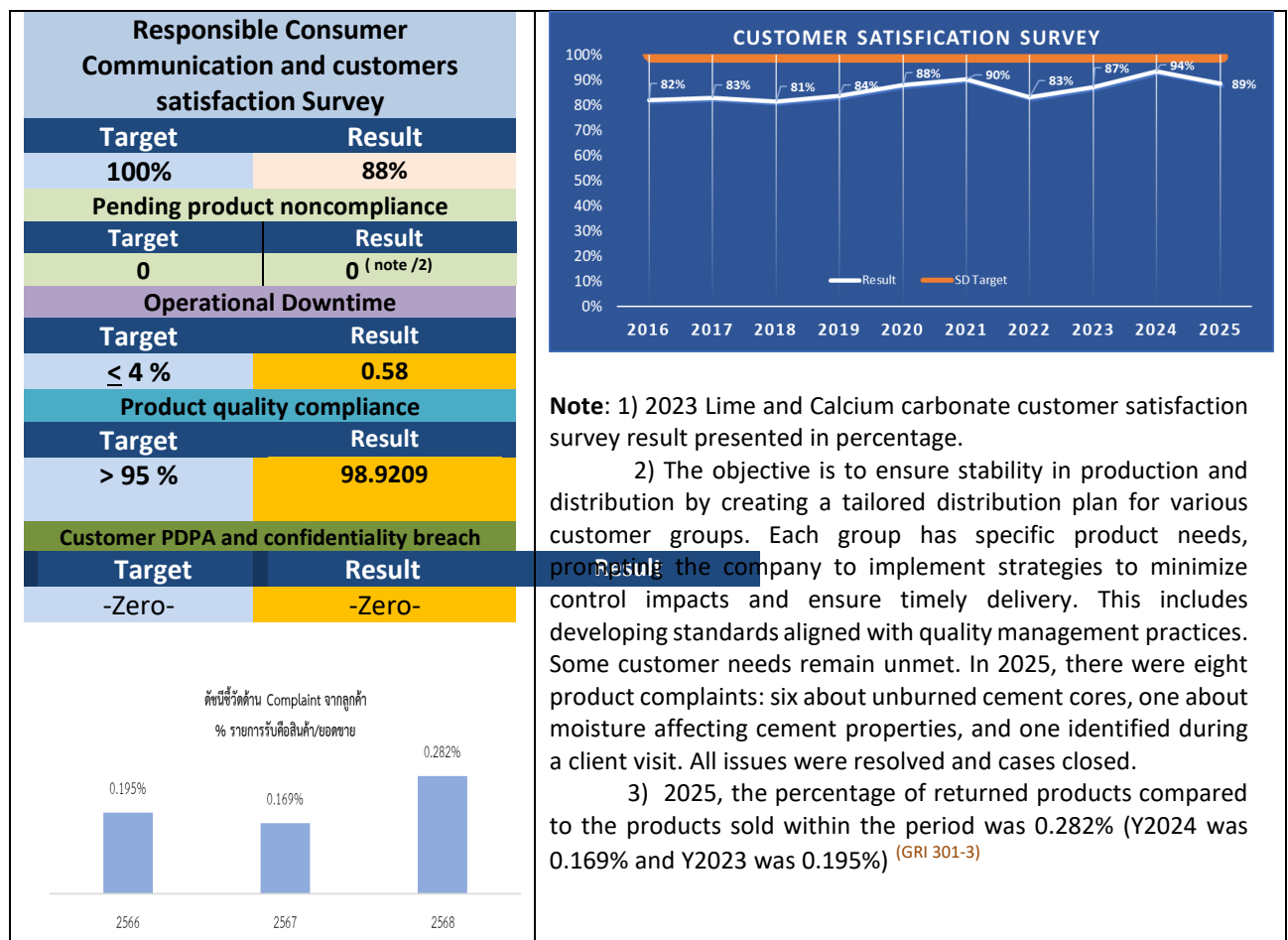
Performance and outcomes of customer management

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 สิ่งทอ เคมี และน้ำตาลการอบรมไม่เพียงให้ความรู้ด้านบทบาทของปูนขาวและผลิตภัณฑ์ที่เกี่ยวข้องในกระบวนการผลิตเท่านั้น แต่ยังให้ความเข้าใจเชิงลึกด้านการเพิ่มประสิทธิภาพการควบคุมคุณภาพ และการแก้ปัญหาทางเทคนิคเฉพาะและอุตสาหกรรม ซึ่งช่วยยกระดับศักยภาพบุคลากรให้สามารถสื่อสารเชิงเทคนิคกับลูกค้าได้อย่างมีประสิทธิภาพยิ่งขึ้น ไปจนถึงการเข้าถึงข้อมูลเสริมเสริมแนวคิด Customer Focus และการทำงานเชิงรุก สนับสนุนวัฒนธรรมการเรียนรู้ตลอดชีวิต รวมถึงสร้างความร่วมมือและความสัมพันธ์กับลูกค้าอย่างยั่งยืน 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.

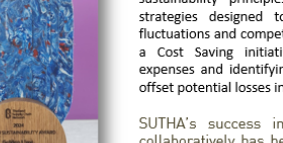
- The business operates under ethical standards, adhering strictly to rules and regulations regarding fair competition and compliance with the law.
- Employees must refrain from any actions that could lead to unfair trade practices, disrupt market mechanisms, or hinder free competition, as well as avoid 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

การทำงานร่วมกัน  COLLABORATION	การทำงานร่วมกันหมายถึงอะไร? การทำงานร่วมกันคือการทำงานร่วมกันไปสู่เป้าหมายร่วมกัน เป็นการทำงานที่ดีที่สุดในทุกมิติและทุกคนไม่แข่งขันหรือมีเจตจำนงเพื่อแพ้กัน การทำงานร่วมกันคือการรวมเอาความสามารถหลายรอบเป็นกำลังคนคิดเห็นที่หลากหลายและส่งเสริมความคิดสร้างสรรค์และการเติบโตขององค์กรร่วมกัน การทำงานร่วมกันหมายถึงการสร้างความสัมพันธ์ที่แน่นแฟ้นความไว้วางใจ และการพึ่งพาอาศัยซึ่งกัน การเปิดใจ และการเรียนรู้จากกันและกัน
ตัวอย่างเช่น: → เพื่อตอบสนองต่อสิ่งที่เกิดขึ้นได้ถูกต้องรวดเร็ว โดยหลากหลายทีม (ฝ่ายผลิต ฝ่ายขาย ฝ่ายซัพพลายเออร์ ฝ่ายซ่อมบำรุง ฝ่ายคุณภาพ ฝ่ายความปลอดภัย ฝ่ายโลจิสติกส์) → ต้องมีการทำงานร่วมกันโดยทีมเดียวกันตั้งแต่ต้นถึงท้ายกระบวนการจนจบลงอย่างสมบูรณ์ และมีการปฏิบัติหน้าที่อย่างต่อเนื่องด้วย → เพื่อสร้างความมั่นใจกับลูกค้ามากกว่าอื่นใดส่วนนี้ในการให้บริการกับลูกค้าที่พัฒนาไป (แบ่งปันข้อมูลเชิงลึกในอุตสาหกรรม แนวทางปฏิบัติที่ดีที่สุด แลกเปลี่ยนความรู้มาซึ่งกันและกัน) → เพื่ออำนวยความสะดวกในการเรียนรู้และการเปลี่ยนแปลงร่วมกันพร้อมด้วยแผน → พนักงานเข้ามามีส่วนร่วมอย่างเต็มที่ (มีจิตใจ ในครอบครัว การเงินสมอง กิจกรรมทางสังคม ฯลฯ) และยึดหลักเป็นที่ปรึกษา มีความรู้เกี่ยวกับพวกเขา สิ่งต่าง ๆ ไว้ใจ และกระตือรือร้นในทีม ... ร่วมแบ่งปันสถานการณ์ที่เกิดขึ้นใหม่ได้	  

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

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



Continuous investment in process improvement to meet customer satisfaction

Golden Lime Public Company Limited

Continuous improvement to enhance customer satisfaction

การปรับปรุงและพัฒนาอย่างต่อเนื่องเพื่อเพิ่มระดับความพึงพอใจแก่ลูกค้าของเรา

Part	Article	Photo Number
01	3.4.2	010343_004 Customer

Community and society



Community and social management plan

Performance summary of Human Rights	2025 Target and performance	
	Target	Performance
Community complaint The number of pending complaints	Zero	8 complaints closed
The report identified 8 process-related complaints at specific times: 5 about dust at Phra Phutthabat, 2 at Huai Pa Wai, and 1 at Chong Sarika. All issues have been addressed and closed by responsible parties.		Zero pending complaint -Achieved-

S5. Community and society engagement

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

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

Community and Social Engagement Goals

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

1. Community and Social Engagement: Implementing surveys to identify societal issues stemming from the company's activities and formulating ongoing strategies to alleviate impacts on communities and society.
2. Emphasis on Sustainable Projects: Prioritizing initiatives that foster community development or address social challenges in a sustainable manner through business practices.

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

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

Objective:

- Develop engagement between company personnel and community stakeholders.
- Align activities with the company's sustainability goals, particularly UN Sustainable Development Goal 15.

These goals support protecting and restoring terrestrial ecosystems, sustainable tree planting, forest management, and halting biodiversity loss. Businesses rely on land for resources and have a duty to maintain and restore ecosystems. Emphasizing restoration and biodiversity throughout operations is vital. Managing water quality, planting trees, and collaborating with others help ensure business-related land and community ecosystems are effectively restored.



Goals:

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

Benefits and Promotion for Company Operations:

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

Benefits to Community, Society, and Environment:

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

KPI for Evaluating and Measuring Sustainability Progress:

1. Quantitative Indicators:

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

2. Qualitative Indicators:

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

In 2025, SUTHA held a tree-planting and waste collection event at Chongsarika factory with employees from all branches, supporting the objectives and goals outlined above.

CSR budget	ESG values	
- Increased Green Space: 500 square meters - Number of Trees Planted: 27 in 2025 - Cleaning and landscape area around the factory Budget paid: 15,980.00 THB	Economic	Licensed business operations, developed in partnership with civil society, create non-monetary benefits that help build sustainable communities and reduce negative impacts.
	Society	Positive corporate image in enhancing community's good relation, healthy ecosystem, and environment
	Environment	- mitigating dust impact, environment awareness - promoting environmental conservation activities resonating the corporate goal of CO2 neutrality - 9-15 Hg. Per year of CO2 absorption rate - provides oxygen to 2 people / year - capture dust and air pollution 1.4 Kg. / Year - Air purifier - a temperature goes down 2 – 4 Celsius - Activities to promote environmental conservation and balance the ecosystem and biodiversity. - Clean-up and waste collection activities near the factory help maintain a tidy environment and improve the local landscape.

Activity: Reforestation Project “Save the World, Reduce Pollution,”

SUTHA launched a reforestation project at Chongsarika branch to support conservation, reduce dust, and limit local impact. The “Save the World, Reduce Pollution,” initiative involved planting 27 pine trees along a 500-meter boundary as a dust barrier, with 43 company staff participating. The project budget was 10,980 Baht.



CLEAN – UP ACTIVITY

SUTHA aims to reduce operational impacts and strengthen community ties. The company held a ‘CLEAN-UP Activity’ to clean and collect waste around the factory, promoting sustainability. Within a 1-kilometer radius, 43 participants gathered 22.84 kg of waste—including 20.04 kg general and 2.80 kg metal—on a budget of 5,000 Baht.



Community Volunteer Initiative: Aquatic Species Release in Commemoration of H.M. King Rama X, July 24, 2025

SUTHA joined a volunteer project for King Maha Vajiralongkorn’s birthday, releasing aquatic species and enhancing the local environment.

Partners & Location

- **Partners:** Chongsarika Subdistrict Administrative Organization and private sector partners
- **Location:** Around Nong Pho Weir, Moo 8, Chongsarika Subdistrict, Phatthana Nikhom District, Lopburi
- **Participants:** 12 employee representatives from Golden Lime Public Company Limited (SUTHA)

Activities Conducted

- Aquatic species release
- litter removal, and site cleanup
- grass cutting, tree pruning, and brush clearing nearby

Environmental & Social Outcomes

- **Ecosystem benefits:** Restored ecological balance, increased biodiversity, and boosted fish populations in local waters.
- **Community engagement:** Enhanced cooperation between authorities, private partners, and SUTHA employees to protect water resources and improve environmental safety.

Alignment with SUTHA's Sustainability Goals

This initiative furthers SUTHA's social sustainability by engaging the community and supports its biodiversity commitment to reduce operational impact and benefit ecosystems over time.



2. Collaboration with Local Organizations to Address Community Issues

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

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



Benefits promoting the Company's Operations:

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

Benefits to Community, Society, and Environment:

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

KPI for Evaluating and Measuring Sustainability Progress:**Quantitative Indicators:**

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

Qualitative Indicators:

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

SUTHA is collaborating with local organizations to enhance community development through the initiative **"Clean Drinking Water from SUTHA for Everyone's Hygiene."** This effort aligns with the objectives outlined in Section 2.2, which focuses on occupational health, safety, and the overall quality of life. The initiative aims to improve sanitation management by ensuring access to clean drinking water, thereby promoting the health of community members. **For the year 2025, the objective is to foster a better quality of life for individuals within the community as follows:**



Budget allocation	ESG values	
61,553 THB	Economic	Value that can be subtracted prior to tax calculations
	Social	-Fostering a positive reputation and relationship with local organizations. -Promoting hygiene, and encouraging safe driving that align with safe transportation project and community welfare, contributing to the sustainability development of SUTHA.

Focus group activity at public service points during the Songkran Festival, New Year's Festival, and community Kathin events in 2025

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

- 1) Phatthananikhom District Office, Lopburi
- 2) Chong Sarika Subdistrict Administration, Lopburi, at Sai Si Intersection on the Saraburi-Lomsak New Road.
- 3) Phra Phutthabat District Office, Saraburi Province
- 4) Huai Pa Wai Municipality, Saraburi, and the communities surrounding the Huai Pa Wai branch.
- 5) Phukrang Municipality, Saraburi.
- 6) Phuk Rang Subdistrict Patrol Unit, Saraburi.

Social operating results – Community Engagement

A total of 126 packs, containing 2,268 bottles of drinking water, were supplied. The combined value amounts to 8,820 baht.



ESG Social Initiative: “Sharing Love, Spreading Happiness to the Community”

Date: 25 March 2025

Location: Chongsarika Subdistrict Administrative Organization, Lopburi Province

1. Objective

The “Sharing Love, Spreading Happiness to the Community” initiative is designed to improve the lives of vulnerable groups such as elderly people, individuals with disabilities, women, children, and low-income families by donating essential consumer goods. This effort supports SUTHA’s commitment to Social Sustainability through **Community Engagement**.

2. Partnership and Participation

This project was carried out in collaborating engagement with:

- Chongsarika Subdistrict Administrative Organization
- Private sector partners in the community

SUTHA donated **10 cartons of vegetable oil worth THB 17,790** to support better food security and living conditions. Five SUTHA representatives, including executives and staff, joined the event.

3. Key Activities

- Donation of essential goods (vegetable oil) to vulnerable groups within the community
- Support for improving household welfare and food availability
- Strengthening cooperation between local authorities, private partners, and SUTHA employees

4. Social Impact

- Reduced household expenses for vulnerable families through essential goods support
- Enhanced community relations and trust between SUTHA and local stakeholders

Social operating results – Community Engagement

- Contributed to social welfare and well-being in Chongsarika Subdistrict
- Encouraged employee engagement in community development activities

5. Alignment with SUTHA's Sustainability Goals

This initiative supports SUTHA's:

- **Social Sustainability (Community Engagement):** Strengthening relationships and collaboration with the community
- **Social Well-being Goal:** Enhancing quality of life for vulnerable groups
- **Stakeholder Partnership:** Promoting cooperative development between employees, local authorities, and private partners



Community visits on Songkran Day 2025

SUTHA held a community outreach at its Chong Sarika branch for Songkran 2025, covering Chonphat Village and Village No. 12. The event aimed at fostering good relations and gathering feedback to address local issues. Cooking oil was distributed to residents as part of efforts to improve quality of life. The activity involved 20 participants from management and staff, with a total cost of 15,435 baht.

Social operating results – Community Engagement



ชาวบ้าน หมู่ที่ 12 ตำบลช่องสาริกาหมู่บ้านเลพัฒนา - Village No. 12, Chongsarika Subdistrict Chonpattana Village

Evening home visit of Khao Khaw community, surrounding the Na Phra Lan factory branch.

SUTHA organized an evening home visit for Khao Khaw community residents near the Na Phra Lan factory, working with the village headman to foster relationships and address local concerns to distribute essential goods to 70 households (worth 21,700 baht) and donate 100 blankets to the Na Phra Lan Subdistrict Municipality.



Blood Donation

Golden Lime Public Company Limited (SUTHA), in collaboration with the National Blood Service Center Region 2, Lopburi Province, organized a blood donation event to support the supply of quality blood for saving the lives of patients in hospitals within its service area. Seven SUTHA executives and employee representatives participated in the donation.

Objectives:

1. To increase the supply of quality blood reserves to meet medical needs.
2. To promote volunteerism and social responsibility among employees.
3. To foster collaboration between the business organization and local public health agencies.

Partnership Scope:

- Main Agency: National Blood Service Center Region 2, Lopburi Province

Social operating results – Community Engagement

- SUTHA's Role: Coordinate and mobilize volunteers within the organization; provide communication resources within/around the event area (as appropriate).

Value & Impact Analysis:

1) Health Support:

- Increased blood reserve security for emergency/surgical/chronic disease treatment.
- Enhanced readiness of the healthcare system. Within the hospital network in the responsible area:

2) Social and Human Capital:

- Create a volunteer culture within the organization, encouraging employees to continuously see the value of helping society.
- Enhance employee engagement through purpose-driven activities.

3) Stakeholder Collaboration:

- Strengthen relationships with local health agencies and civil society networks.
- Increase the credibility and trust of the community towards the organization.

4) Alignment with the Sustainability Framework:

- ESG – Social: Community Engagement / Employee Volunteering
- Relevant SDGs: SDG 3 (Good Health and Well-being), SDG 17 (Partnerships for the Goals)



3. Youth development promotion

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

3.1. Promotion of Education

3.2 Promotion of Sports and Recreation

3.3. Development of Vocational Skills

3.4. Mitigating Inequality through Educational Opportunities for Underprivileged Youth

Objectives:

- Funded by the Carmeuse Foundation as a shareholder.
- Organized by the company in collaboration with government bodies.
- Supported by the annual budget allocation.
- Involves participation from company personnel and executives and financial contributions

Goals:

Enhancement and promotion of the company's operations

by aligning with strategic plans based on community feedback, focusing on societal support and youth education. This initiative fosters collaboration with local organizations through an annual plan that targets Sustainable Development Goal 4, ensuring inclusive and equitable quality education.

Social operating results – Community Engagement

Community, Society, and Environmental Benefits

- Engages local civil society organizations, benefiting community members.
- Organized by the company or in partnership with government agencies, prioritizing community benefits.
- Allocates annual budgets to support initiatives, aiding the social sector.
- Involves company personnel and executives, potentially contributing additional financial resources to support the community.

Youth Knowledge Development Project

Activity 1: The “English Camp” course aims to improve students’ English skills and confidence through engaging activities outside regular classrooms. Held on December 19, 2025, at Chong Sarika School and opened by Mr. Panya Srisapha from Golden Lime Public Company Limited, the camp was organized in partnership with the JA Thailand Foundation. Teachers received training to better support students’ English learning for everyday use. Three local schools—Chong Sarika School, Wat Manee Srisophon School, and Ban Pho School—took part, with a total of 100 student participants.



This community service not only strengthens civil society but also encourages collaboration with local groups to support social initiatives that build positive relationships and improve Golden Lime Public Co., Ltd’s reputation among regional educational institutions and young people. It also aims to increase trust within the community and may reduce labor migration, potentially leading to more local employment opportunities in the future.

Budget Allocation	ESG values	
The Carmeuse Group has provided support through JA Worldwide and its branch in Thailand.	Economic	Strengthening the organization's reputation by prioritising local employment initiatives and proactively addressing potential labor shortages.
	Social	Building a positive image and strong connections with local community organizations.

Social operating results – Community Engagement

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

4.1 Religion and culture

4.2 Employment and vocational skills development

4.3 Sports and recreation



4.4 Programs supporting Sustainable Development Goal 11, which focuses on inclusive, safe, resilient, and sustainable urban development.

4.5 Programs supporting Goal 16: fostering peaceful, inclusive societies, ensuring justice for all, and building effective, accountable institutions at every level.

▪ **Benefits for the company's operations include:**

- to meet the expectations of stakeholders within the community, society, government agencies, and local organizations
- to cultivate relationships and garner cooperation and support, facilitating the ongoing success of the business
- to receive timely information, mitigate impacts, and reduce the likelihood of negative relationships that could adversely affect the company's operations
- These activities offer more than financial benefits through tax deductions; they help build relationships, enhance communication, and support the License to Operate goal. Strong community ties also ensure resident concerns reach the company quickly for prompt action.

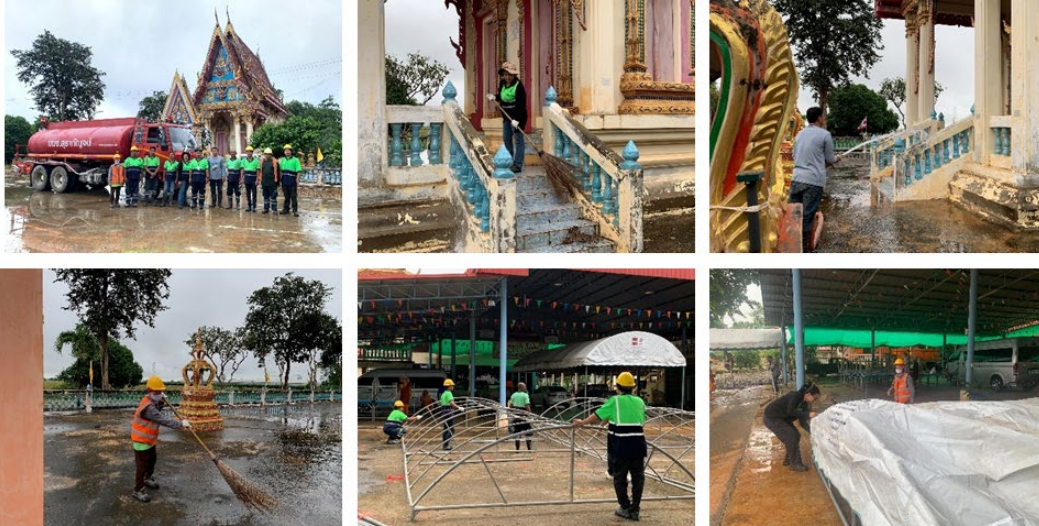
▪ **Benefits to the community, society, and the environment include:**

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

Budget Allocation	ESG Values	
93,300 THB	Economy	- Monetary value subtracted prior to tax calculations
	Social	- Enhancing the company's reputation and fostering relationships with local community organizations

Community service at Wat Chong Sarika in Lopburi

SUTHA sent volunteer staff to help clean Wat Chong Sarika in Lopburi Province before the Kathina Samakkhi collective merit-making ceremony alongside residents of Village 12 in Chong Sarika Subdistrict. The team also joined the 2025 annual Kathina Samakkhi event with local temples and participated in the Royal Kathina ceremony, where they contributed donations, served food to the attendees, and provided clean drinking water.



- Support cultural activities and important religious sites in the community and improve the cleanliness and orderliness of public spaces.
- Strengthen unity, camaraderie, and trust between the company, the community, and local authorities.
- Promote volunteerism and pride in employee participation.

1. Wat Chong Sarika - o donation: 61,000 baht - o Clean drinking water: 50 packs (valued at 3,500 baht) - o Food booth (charity stall) provided for villagers and donors. 2. Wat Sri Chom Thong - o Donation: 5,000 baht - o Clean drinking water: 20 packs (valued at 1,400 baht) 3. Wat Khok Selao - o Donation: 4,000 baht - o Clean drinking water: 20 packs (valued at 1,400 baht)	4. Wat Kanyanabanphot - o Donation: 5,000 baht 5. Royal Kathina Ceremony (with the Lopburi Provincial Industry Office) - o Donation: 5,000 baht Total Kathina donation: 86,300 baht Additional supports: Clean drinking water, 90 packs (total value 6,300 baht) + food for the temple's alms giving (value/quantity as per activity receipt) Total staff and team members participating in the activity: 13 people
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Activities Undertaken:

- Cleaning the temple grounds and common areas.
- Providing clean drinking water and food for the Kathina ceremony.
- Participating in the Kathina ceremony with local temples in the vicinity of the company, continuing the tradition of religion and local culture.

Social operating results – Community Engagement

Social Outcomes:

- Clean and usable public spaces for community religious events.
- Strengthening unity and trust between SUTHA and the local community, continuing local cultural traditions in promoting religion.
- Increased employee participation in community activities (volunteer work/food donation).

Alignment with SUTHA's Sustainability Goals:

- Community Engagement: Community involvement and development.
- Social Well-being: Supporting basic welfare and community culture.
- Stakeholder Partnership: Collaborating with religious institutions and government/local agencies.



Local Culture & Community Collaboration

SUTHA focuses on preserving local traditions and building strong community relationships by supporting cultural activities. This year, SUTHA contributed 7,000 baht to Phukrang Municipality's Loy Krathong festival, helping maintain tradition, foster unity, and celebrate Thai culture. This support reflects the company's commitment to community engagement and sustainable quality of life improvements.



5. Engage with local organizations and government agencies, and provide funding for community development when appropriate.

SUTHA prioritizes youth development in the communities surrounding its operational areas and participated in "National Children's Day" activities with various local organizations. The company supported these events with prizes and scholarships to inspire, promote learning opportunities, and sustainably develop the potential of children and youth in the community.

1. Prize Support for Children's Day

o Bicycles and prizes for Children's Day activities at:

- Wat Chong Sarika School
- Chong Sarika Subdistrict Administrative Organization
- Huai Pa Wai Municipality
- Phu kRang Municipality

Total value: 44,000 baht

2. Scholarships

o Scholarships for Chong Sarika School: 10,000 baht

Total support value: 54,000 baht

Social Outcomes

- Promotes learning opportunities and inspires children and youth in the community.
- Builds positive relationships with local authorities, educational institutions, and communities surrounding the factory.
- Enhances the company's image as one that prioritizes youth quality of life development.
- Encourages employee participation in public service activities.

Alignment with SUTHA's Sustainability Goals:

- Social – Community Engagement: Supporting activities and improving quality of life in the community.
- Social Well-being: Promoting welfare and educational opportunities for youth.
- Stakeholder Partnership: Strengthening collaboration with local authorities and educational institutions.



To Be Number One: Pracha Bamrung Community, Saraburi Province. Golden Lime Public Company Limited (SUTHA) provided a budget of 10,000 baht to District Chief Manasphan Donkonphai for the "To Be Number One – Street Art: Who's Addicted to Drugs, Raise Your Hand" art competition in Pracha Bamrung Community, Phra Phutthabat District, Saraburi Province. This project promotes youth and community participation.

Description:

The community and youth collaboratively created artwork, including:

- Painting street art around the community.

Social operating results – Community Engagement

- Creating an Art Toy: “Giant Kumbhakarna Doll.”

All activities provided a creative space for youth to use their free time constructively, develop their artistic skills, and reduce the risk of drug involvement.

Social Outcomes:

- Promotes youth potential and creates a creative space for beneficial activities.
- Generates income for the community through the production of artwork and Art Toys.
- Fosters local pride and community unity.
- Serves as an example of an activity that reduces social risk factors and supports drug prevention.
- Promotes “Self-reliance for Sustainable Communities” by helping people develop skills and additional jobs in the arts.

Alignment with SUTHA's Sustainability Goals:

- Social – Community Engagement: Promoting community involvement.
- Youth Development: Supporting youth development and reducing drug abuse.
- Local Economic Empowerment: Enhancing community potential for income generation and job creation.



Human Rights and Equality for People with Disabilities

SUTHA has supported and empowered people with disabilities through a donation of 10,000 baht to support their participation in the Miss & Mister Deaf Thailand 2025 and Rare Fashion Designer , an ASEAN-level competition for the deaf, held in Da Nang, Vietnam. This year, Mr. Aniruth Wongnim, a hearing-impaired individual from Chong Sarika Subdistrict, was selected as Thailand's representative to participate in the competition.

The company recognizes the importance of promoting the abilities and potential of people with disabilities and therefore provides support to open opportunities for them to participate in international activities, bringing pride to the community and concretely promoting the inclusion of people with disabilities in society.

This support reflects the company's commitment to operating according to its Social (S) sustainability principles and promoting human rights, aiming to create an inclusive society, reduce barriers, and increase opportunities for people with disabilities to develop their potential and access international stages equally.



Volunteer activities to honor and commemorate the benevolent reign of the Thai monarch and the birthday of Her Royal Highness Princess Maha Chakri Sirindhorn: SUTHA supported Phra Phutthabat District, Saraburi Province with 30 packs of drinking water, costing 2,100 baht.

Charity run event “Phraphutthabath HERO RUN”

SUTHA supported Phra Phutthabat Hospital, Saraburi Province with 30 packs of drinking water, costing 2,100 baht, for use in the charity run event.

Sports day, Phukrang Subdistrict Municipality, Saraburi Province: SUTHA provided 6,000 baht to Phukrang Subdistrict Municipality, Saraburi Province, for the organization of the event.



Social operating results - Stakeholders Engagement

Social management



Stakeholder engagement



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

Social operating results - Stakeholders Engagement

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

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

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



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

Stakeholder Prioritization

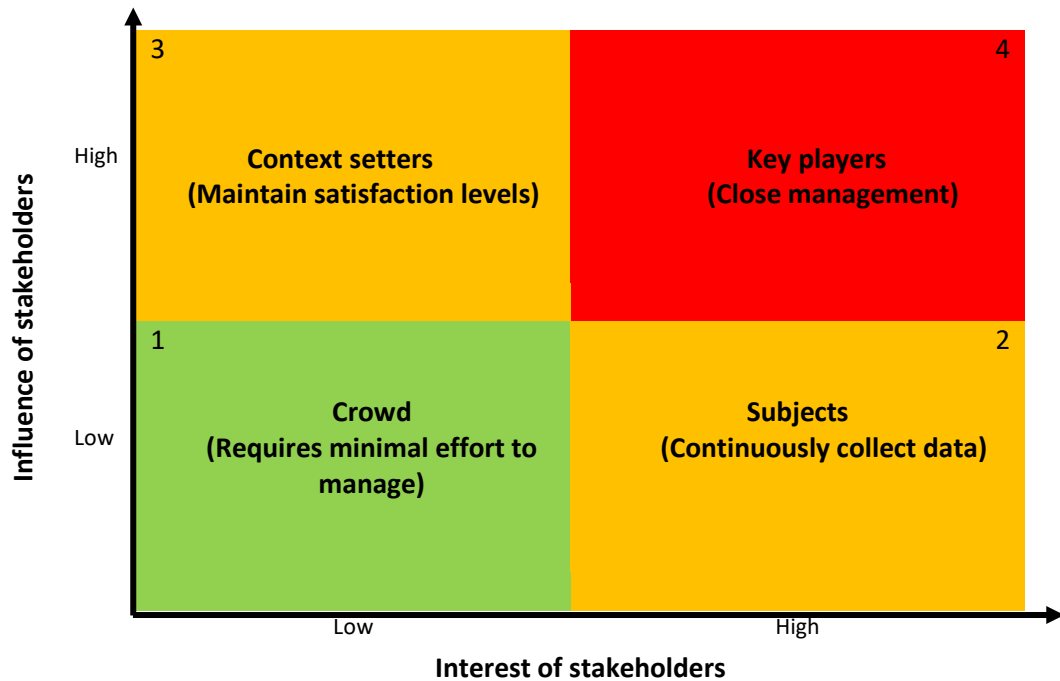
Prioritizing stakeholders involves assessing their level of interest and influence. Stakeholders with a high level of interest and influence should receive more attention and resources than those with low levels of interest and influence.

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

Score	Y-axis (Influence)		X-axis (Interest)	
1	Low	Low power or influence in determining company outcomes.	Low	Low interest or place little importance on determining company outcomes
2	Moderate	Moderate power or influence in determining company outcomes.	Moderate	Moderate interest or placing of importance on determining company outcomes.
3	High	High power or influence in determining company outcomes.	High	High interest or placing of importance on determining company outcomes.

Social operating results - Stakeholders Engagement

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

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

Item	Stakeholders Priorization	Influence	Interest	Stakeholder Matrix			
1	Customers	4	4	4x4			
2	Shareholders	4	3	4x3			
3	Employees	3	4	3x4			
4	Business partners/Sub-Contractor	3	3	3x3			
5	Communities	3	3	3x3			
6	Regulators	3	2	3x2			
7	Governance Agencies local bodies	4	1	4x1			
8	Competitor	2	2	2x2			

To establish the stakeholder engagement

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

Minimize environmental impact and advocate for environmental development.

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

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

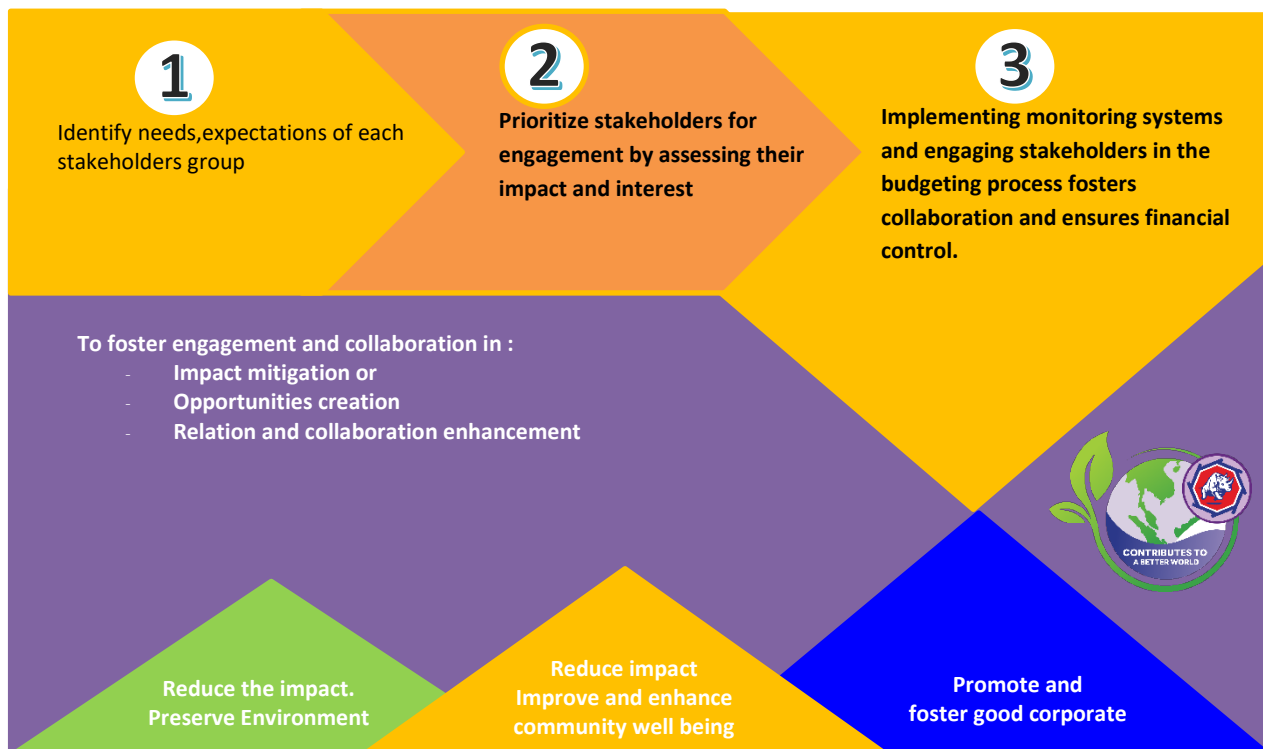
- Foster labour relations initiatives that enhance safety, hygiene, and employee engagement.
- Create programs that align performance with the expectations of key stakeholders influenced by business operations.
- Encourage activities that foster a safe work environment, promote hygiene, enhance happiness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

Advance business growth and governance.

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

Social operating results - Stakeholders Engagement

Framework for stakeholder engagement



Roles and Responsibilities

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

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

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

1. Inform: Provide stakeholders with balanced and objective information to assist them in understanding the ongoing operations, problem, alternatives, threats, opportunities and/or solutions informed in a transparent, correct, reliable manner (There is no opportunity for stakeholder input or decision-making.) via accessible channel.
2. Consult: Gather feedback on the information given. Consultation involves information exchanges among the stakeholders ; government, the implementing authorities, project executing suppliers, in which level of input can range from minimal interaction (online surveys, etc) to extensive either formal or informal to provide opportunities to give feedback to be considered in the decision-making process

Social operating results - Stakeholders Engagement

3. **Involve:** Work directly with stakeholders during the process to ensure that their concerns and desired outcomes are fully understood and taken into account at each stage. Final decisions are still made by the company, but with well-considered input from stakeholders such as environmental management initiatives taken in the operational establishment areas.
4. **Collaborate:** Partner with stakeholders at each stage of the decision-making, including developing alternative solution ideas and choosing the preferred solution together. Goal is to achieve consensus regarding decisions. For examples, to partner with customers in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
5. **Empower:** Place final decision-making power in the hands of stakeholders. Voting ballots and referenda are common examples conducted via a general meeting of shareholders and agenda meeting with major shareholders.

Engagement tools applied.

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

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.

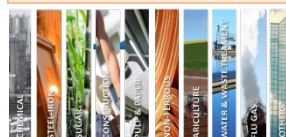
Stakeholder Engagement: Customers

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
2023	100%	87%
2024	100%	94%
2025	100%	88%



Social operating results - Stakeholders Engagement

Open Space Meeting: Customer Visit

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

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



Objective:

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

Corporate Benefit:

- Gain valuable insights into customer needs and expectations.

Stakeholders benefit:

- Obtain information guidance on how to meet those expectations.

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

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



Relevant Research

Historical and ongoing studies highlight the limited scope of research on lime and hybrid lime soil stabilization within Thailand. To address this, SUTHA has established a formal partnership with the Civil Engineering Department of Rajamangala University of Technology Isan to jointly develop lime-based soil stabilization products.

The project is currently in the final research conclusion phase, and results are anticipated to guide future product development and commercial implementation.



Photo Source: <https://www.carmeuse.com/th/en/products/civil-engineering/solutions>

Objective:

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

Corporate Benefit:

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

Stakeholders benefit:

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

Social operating results - Stakeholders Engagement

Shareholders Engagement:

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

Annual general meeting of shareholders
IR and management team participate
Opportunities Day arranged by SET

The shareholders' meeting, which minority shareholders attend annually, is expected to be an open meeting at the designated venue. The Company has arranged the meeting to meet these expectations.



SET Opportunity Day

The Company presents its annual and quarterly operating results at least twice a year, depending on available opportunities and scheduling procedures. These events can be scheduled through the Stock Exchange of Thailand system for 2024. The following three sessions are planned to report operating results:

- 1) Annual operating results for 2023 on March 15, 2024
- 2) Quarterly results for Q1 2024 on May 17, 2024
- 3) Quarterly results for Q2 2024 on September 4, 2024.



- Engaging ECOVADIS sustainability assessment in collaboration with the Carmeuse, the shareholders group, during which Thailand has achieved the milestones of "SILVER Y2022, GOLD Y2023, SILVER Y2024, GOLD Y2025."
- The Annual audit of the internal control system was conducted by the auditor team from the indirect shareholder group, the Carmeuse, which had been approved by the Audit Committee for the 2025 audit. This team evaluated the internal

Objectives:

- Adhering to legal requirements in disclosing performance and key information for minority shareholders.
- Working together to enhance business operations and generate new opportunities

Corporate benefit

- Report operating performance and obtain expectations / opinions

Stakeholders benefit

- To acknowledge operating results and practices to respond expectations

Objectives:

- Ensure compliance to verify that the Company's internal control system is sufficient and suitable.
- Foster collaboration among shareholders, the Board of Directors, the Audit Committee, and management to collectively oversee and follow up on the effectiveness of the internal control process, making necessary improvements and corrections annually to maintain an adequate and appropriate internal control system.

Corporate benefit

- obtain recommendations and strategies for enhancing the internal control process, ensuring it operates effectively and efficiently to safeguard and manage assets comprehensively while improving overall efficiency and effectiveness.

Stakeholders benefit:

Social operating results - Stakeholders Engagement

	control system, production processes, and operational systems, including support functions and office activities. The audit took place in April 2025, followed by a review of responses and corrective actions based on their recommendations. The findings were compiled into a report and presented to the Audit Committee in November 2025, with participation from the Company's senior management, seniors from the operation, and finance executives. 	confidence regarding the adequate and proper internal control system, assured by regularly monitoring and reporting to the Audit Committee each year, along with transparent disclosure and complete report for stakeholders.
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Personnel, directors, and executives' engagement

Customer Visit : The Carmeuse group's Directors and Executives

In October 2025, Sales and Marketing Executives, under the leadership of Executive Director Mr. Ben Harrath Faouzi and Mr. Timothe Van den Bossche, visited key customers to obtain valuable insights into their needs. The collected information will be evaluated to improve product integration in customer processes and maximise benefits.



Objective :

The newly appointed directors visited the customer's operations to familiarize themselves with how the company's products are utilized. Their goal was to collaboratively identify the best solutions for maximizing the benefits of these products.

Corporate benefit

To foster trust and demonstrates the commitment of the Company's directors and executives. It highlights the significance of engaging with customers regularly to support product development strategies and to find tailored solutions that enable customers to fully leverage the products for optimal results.

Stakeholders benefit

The directors gain valuable insights from customer feedback, allowing them to offer recommendations or assemble a team of experts from both the Company and Carmeuse. This collaboration aims to enhance product development and ensure effective integration of the products into the customer's operations.

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



The Employee Satisfaction and Engagement Survey conducted by SUTHA, as a subsidiary of the Carmeuse Group, utilizes the Oracle HCM system and applications provided by the Carmeuse Group to enhance its human resource management.

Social operating results - Stakeholders Engagement

SUTHA has utilized a tailor-made survey to assess employee satisfaction. The findings from the survey are utilized to identify potential improvements in human resource management, employee engagement, meeting expectations, work development, and overall efficiency in advancing the organization.

To establish the format, ideology, process, and methods have been established, and a schedule has been set to gather employee feedback from the management group every 18 months. In the most recent round (Y2024-Y2025), the survey was conducted and monitored online by an external operator, Perceptyx, between October 28 and November 15, 2024. This survey covered 11 key categories; Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance and included a total of 34 questions; Employees take pride in their organization and are motivated to stay, feeling a sense of personal achievement and often recommending it as a great workplace. Internal communication is open and honest, fostering personal growth through training and support from supervisors. The well-organized work environment promotes efficiency, safety, and health, contributing to a sense of security. Senior management provides a clear vision and goals, helping employees understand expectations and recognize their skills. Contributions are valued, workloads are manageable, and compensation is fair. Employees have the necessary tools and work collaboratively, benefiting from effective cooperation that helps balance work and personal life while managing stress.



In 2024-2025, the survey conducted for SUTHA employees, including those in subsidiaries, revealed that 97% of the total workforce participated. Among these respondents, 84% expressed a strong commitment to the organization. The survey gathered employee opinions across various aspects such as Engagement, Communication, Honest Feedback, Development (individual), Manager Relationship, Ownership, Positive Environment, Purpose, Recognition, Support & Collaboration, Work-life Balance.

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

Additionally, the three areas identified for development, with response rates between 68% and 71%, included enhancing employee health and well-being, fostering an efficient work environment, and improving comprehensive and beneficial communication.

The next survey will be in 2027.

Social operating results - Stakeholders Engagement

Executive engagement with a major shareholder



The seminar and workshop scheduled for November 13–14, 2025, aimed at educating participants on Social Style communication to assist executives, managers, and essential staff in gaining a deeper insight into the behaviors and personalities of their colleagues. This understanding, in turn, fosters improved collaboration and coordination, leading to enhanced efficiency.

Furthermore, significant material from the Change Management course was presented to equip personnel with the necessary skills to comprehend and prepare for organizational change through analytical exercises and simulations. This enables them to effectively apply their knowledge to collaboratively manage and drive change within the organization.

Objective :

Organize tailored training programs for executives featuring interactive workshops through group activities. Participants gained hands-on experience to effectively implement in their roles.

Corporate Benefits :

to enhances soft skill enabling executives to integrate their knowledge into daily work routine

Stakeholders Benefit:

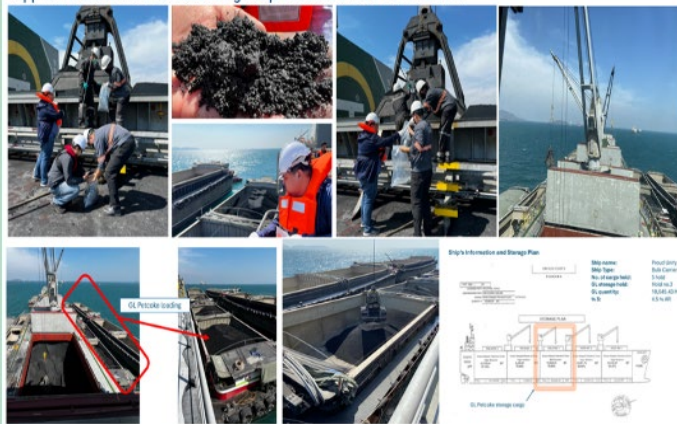
Executives gain knowledge and build relationships through collaboration, fostering coordination and teamwork.

Suppliers' engagement

Suppliers' engagement : Supplier Site Visit :

Monitoring the fuel import process for products purchased from suppliers during the year 2025

Supplier visit activities for assessing the processes of fuel raw material



Objective:

Analyze the value chain and origins of key raw materials.

Corporate Benefits:

Stakeholders gain insights into processes and resource origins, boosting confidence for significant investment loans.

Stakeholders Benefit :

oversee operations and retrieve information on essential asset sources, which helps in assessing the business's stability.

Participation with TSD, in the Project: Supporting the adoption of QR Code Sealer service



Participation in the Project:
Supporting the adoption of the QR Code Sealer service to achieve the goal of reducing greenhouse gas (GHG) emissions.

เข้าร่วมโครงการ : สนับสนุนการใช้บริการ QR Code Sealer เพื่อเป้าหมายการลดปริมาณการปล่อย GHG



Key Highlights

- Promote sustainability by reducing paper usage, lowering carbon emissions, and cutting operational costs for listed companies.
- Support measures for participating companies include:
 - ✓ 10% annual discount on registrar service fees for three consecutive years (2026–2028).
 - QR Code Sealer must be used exclusively for sending shareholder meeting invitations for every meeting.
 - Companies must invest in licenses to continuously support the project for 3 years.
 - Special privilege: Securities with legal obligations are entitled to use the QR Code Sealer service once.

For further information, contact: SRG_TSD@set.or.th

Project Background:

The Thailand Securities Depository Co., Ltd. (TSD) launched the TSD e-Services for Net Zero project to promote sustainability and reduce environmental impact by inviting listed companies to use the QR Code Sealer service for sending electronic shareholder meeting invitations.

Project Objectives:

- Reduce paper usage
- Reduce greenhouse gas emissions
- Reduce operating costs for listed companies
- Increase work efficiency

Benefits for Participating Companies:

- Receive a 10% discount on annual securities registrar fees for 3 consecutive years (2026–2028)

Expected Positive Impacts:

- Reduce paper usage by over 3,817 million sheets per year
- Reduce carbon emissions by 53 tons per year
- Equivalent to the CO₂ absorption of over 5.6 million trees
- Reduce average annual costs by over 25%

What is QR Code Sealer:

It is a service developed by TSD that allows listed companies to send shareholder meeting invitations and supporting documents in QR code format instead of printing documents. This allows shareholders to access information conveniently, quickly, and in an environmentally friendly manner.

Environmental

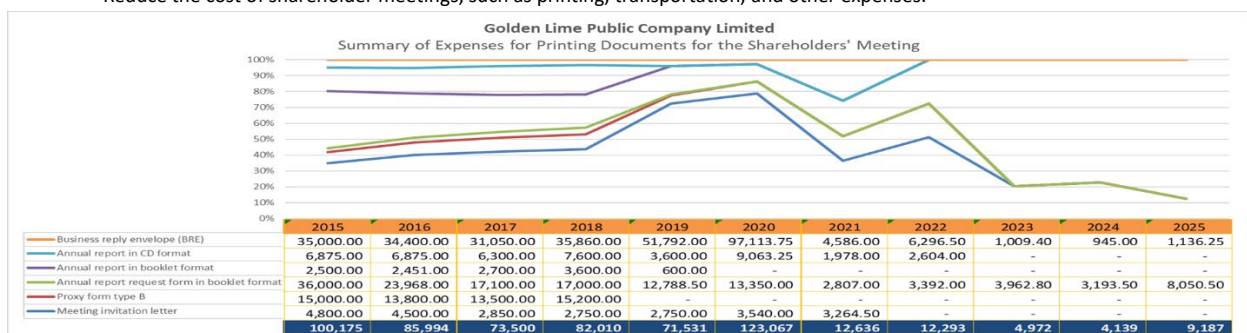
- Reduce the use of natural resources such as paper and energy.
- Reduce greenhouse gas emissions, which helps mitigate global warming.
- Support the organization's and country's Net Zero goals.

Social

- Promote ethical and honest cooperation with local partners.
- Create equality within the organization and foster a fair work culture.
- Support paperless work both inside and outside the office.

Governance

- Strive to create a transparent and highly accountable organizational culture.
- Adhere to quality standards in all areas to enhance data management capabilities.
- Reduce the cost of shareholder meetings, such as printing, transportation, and other expenses.



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://goldenlime.co.th/en/tax_action/.

Income Tax

❖ Income Tax of the Company (in aspect of separate financial statement)

In 2025, the company made a loss for the period of 1.74 million baht before income tax. The income tax expenses for the year were 5.15 million baht, resulting in an effective tax rate of 296%. 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.

In 2024, the company made a profit of 75.936 million baht before income tax. The income tax expenses for the year were 16.48 million baht, resulting in an effective tax rate of 22%. 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.

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 a loss for the period of 3.96 million baht before income tax in the year 2025. However, income tax expenses for the year amounted to 5.14 million baht, resulting in an effective tax rate of 130%. It is important to note that the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

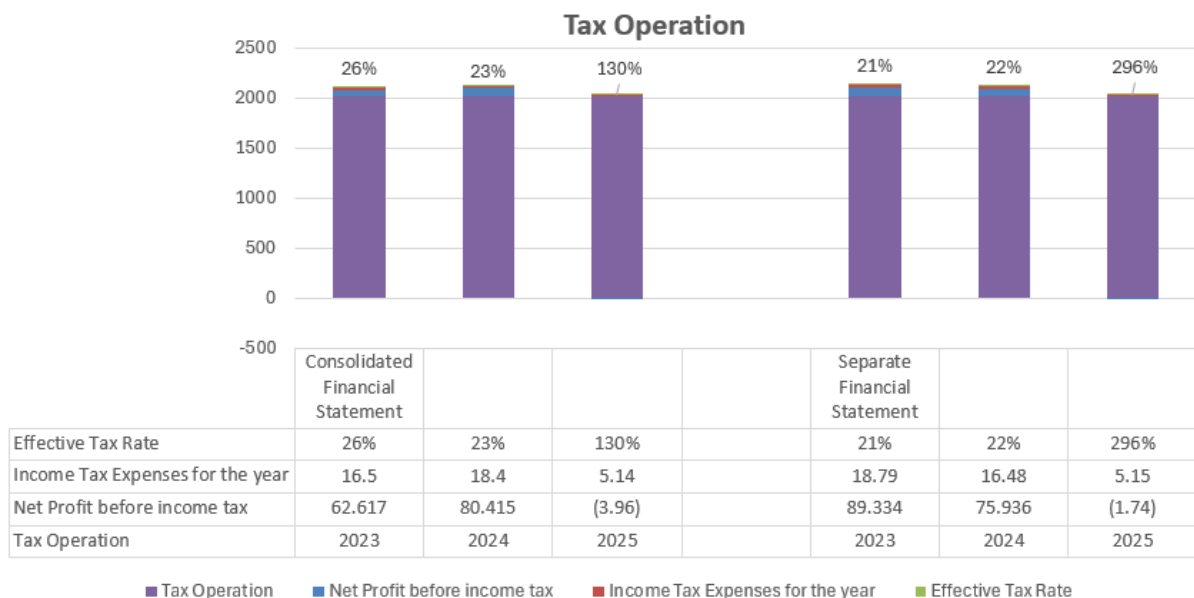
The Company earned a profit of 80.415 million baht before income tax in the year 2024. However, income tax expenses for the year amounted to 18.40 million baht, resulting in an effective tax rate of 23%. It is important to note that the effective tax rate was higher than the corporate income tax rate of 20% due to differences in tax calculations arising from the discrepancy between accounting and taxation principles (Revenues that are granted income tax exemption or expenses that are deductible at a greater amount). These discrepancies are clarified in the company's financial statements.

Tax operations

https://goldenlime.co.th/en/tax_action/

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.

Tax Operation	Consolidated Financial Statement			Separate Financial Statement		
	2023	2024	2025	2023	2024	2025
Net Profit before income tax	62.617	80.415	(3.96)	89.334	75.936	(1.74)
Income Tax Expenses for the year	16.5	18.4	5.14	18.79	16.48	5.15
Effective Tax Rate	26%	23%	130%	21%	22%	296%



Information on Legal or social and human rights violations.

A Summary regarding cases that represent serious breaches of laws or social regulations, or those alleged to have adverse effects on social issues, particularly those highlighted in public news that could influence the company's business, image, reputation, and assets. Outline the facts, developments, causes, consequences, and preventive actions taken including any major labor disputes the company has experienced in the last three years.

Number of cases and incidents of significant legal or social and human rights violations.

Number of cases , incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents leading to significant labor disputes (cases)	-0-Case	-0-Case	-0-Case
Total number of incidents or complaints related to business partner's rights violations (cases)	-0-Case	-0-Case	-0-Case
The total number of cases or complaints related to partner rights violations (Cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents leading to disputes with the community/society (cases)	-0-Case Note	-0-Case Note	-0-Case Note
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	-0-Case	-0-Case	-0-Case
Total number of cases or incidents related to workplace safety and occupational health (cases)	-0-Case	-0-Case	-0-Case

Note: Environmental Complaints

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

The Company has received complaints from the community regarding the dust issue, which align with previously reported environmental concerns.

	2023	2024	2025
Number of cases or incidents that violated the law or created a significant negative impact on the environment (cases)	4 Rectified and closed	4 Rectified and closed	8 Rectified and closed



Golden Lime Public Company Limited

MANAGEMENT DISCUSSION AND ANALYSIS

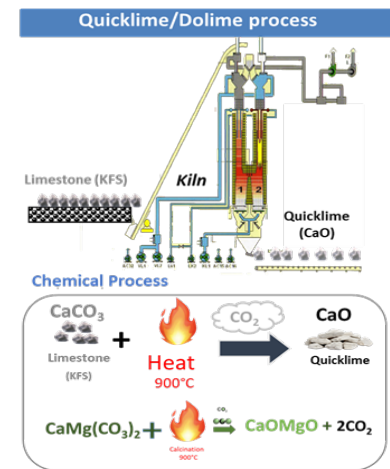
For period ended 31 December 2025

4.1 Operation, financial condition and material changes

Operation Overview

With extensive experience as a producer and distributor of lime products—including calcium oxide, calcium magnesium oxide, calcium hydroxide—and powdered calcium carbonate, primarily serving large-scale industrial sectors, SUTHA remains committed to continuous product development and innovation. The company emphasizes a high level of supply reliability, efficient logistics services, customized packaging solutions, and technical support in product applications to enhance market opportunities and deliver maximum value and satisfaction to its industrial customer base.

SUTHA is dedicated to sustainable growth, integrating Environmental, Social, and Governance (ESG) principles into its operations while maintaining a strong focus on business performance targets. Through relentless improvement and customer-centric strategies, the company aims to strengthen its position as a trusted partner across diverse industrial sectors and emerging markets.



Economy, Industry Conditions and impact to our business

Thailand's economy in 2025 expanded modestly within the projected 1.8–2.3% range, reflecting slower momentum amid structural challenges and external trade pressures. The outlook softened through the year as U.S. tariff measures and geopolitical uncertainties weighed on exports, investment sentiment, and manufacturing activity.

The Thai Baht experienced bouts of appreciation during 2025, influenced by capital flows and global monetary shifts, affecting cost competitiveness for exporters.

Thailand's steel consumption continued to grow in 2025, with finished steel demand rising 10.7% in Jan–May 2025, driven primarily by construction activity and infrastructure investment.

Exports, however, recorded strong headline growth, rising 12.9% to USD 339.6 billion, driven mainly by electronics and technology-related products, despite continued weakness in agricultural categories.

Inflation stayed subdued within 0.0–0.5%, supported by low energy and fresh food prices. The Bank of Thailand maintained an accommodative stance, cutting the policy rate multiple times to 1.50% to support liquidity amid weak domestic demand and high household debt.

DOMESTIC LIME MARKET segment performance:

This letter is part of Sutha's Annual Report. As a public company, we publish mandated quarterly data, but we also feel responsible for sharing our perspectives on your investment and our business approach. We aim to communicate transparently, as we would expect if our roles were reversed, reporting both positive and negative developments at Sutha. Our goal is to provide you with all relevant facts, figures, trends, and insights needed to assess your investment—fulfilling the true purpose of an Annual Report.

Quicklime, the product Golden Lime makes via calcination of limestone from the Thai Marble owned Khao-Kao quarry. Revenue generated from the sale of lime products represents SUTHA's core income stream, accounting for **82%** of total revenue from Sales and Services in the previous fiscal year. Of this amount, **96%** was derived from domestic sales and **4%** from export markets. The Company serves a broad range of domestic industrial sectors, while export sales were distributed to Bangladesh, Taiwan, Singapore, Korea, the Philippines, Laos, and other countries.

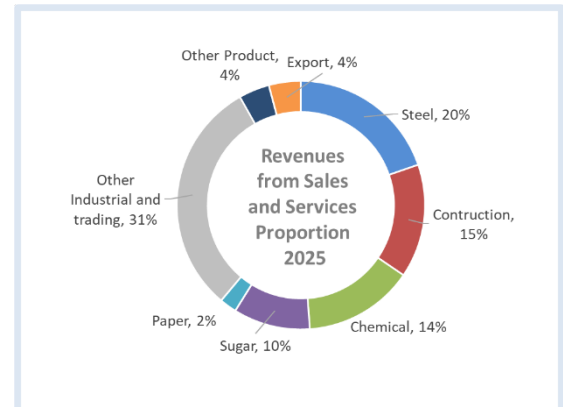
Production volumes remain under pressure due to market conditions characterized by excess supply and limited demand, coupled with intensified competition among numerous producers. The Company's key business activities

and major customers continue to center around lime products, with demand concentrated in the following core industries:

Steel Industry

The steel sector remains the principal consumer of lime and contributes **20%** of the Company's revenue. The industry has shown signs of stabilization and modest recovery following a downturn in 2023 and continued contraction in 2024, largely driven by a slowdown in construction activities. Several domestic steel manufacturers ceased operations in prior years, while the remaining producers continue to face competitive pressures from imported steel and low-quality steel produced locally using induction furnaces.

Although regulatory momentum emerged after the collapse of a large building impacted by the major earthquake in March 2025—prompting authorities to strengthen industrial standards to curb the use of substandard steel—these measures have not yet provided sufficient protection for domestic producers against unfair competition from Chinese imports. Despite slight improvements supported by construction projects and automotive manufacturing, the sector continues to face structural challenges from subdued construction demand and persistent oversupply from China.



Construction Industry

The construction sector, targeted for the Company's CAVA products, has yet to achieve expected performance levels, including sales from the subsidiary. This industry accounted for **15%** of total revenue but has been affected by a downturn in the real estate market since the second half of 2024, with no material signs of recovery. Nevertheless, sales of construction stone continue to provide partial support to the Company's revenue base in this segment.

Chemical Industry

The chemical industry remains an important customer group, contributing **14%** of revenue. Growth potential exists due to continued foreign investment in Thailand and the country's role as a production base for organic chemicals. However, increasing competition has led to downward pressure on selling prices and declining sales volumes.

Sugar Industry

The sugar sector contributed **10%** of total revenue and experienced reductions in both volume and selling prices due to competitive pricing pressures within the market. As a result, revenue from this segment declined compared to the previous year.

Export Sales

Export sales represented **4%** of total revenue. Export volumes decreased relative to the prior year due to the continued appreciation of the Thai Baht, which adversely impacted the competitiveness of Thai products in international markets.

Dolime The dolime product line, now in its sixth year of continuous production and sales under the Company's new product development initiative, serves as a substitute material in steel manufacturing to replace imported magnesium. Performance remained below expectations due to the prolonged downturn in the steel industry since 2023. Over the past two years, reduced production levels resulted in significant accumulation of inventory. Moreover, a malfunction

in the dolime briquetting machine prevented production of briquetted products, further contributing to inventory turnover delays.

In 2025, these accumulated impacts led to adjustments in product valuation and downward revisions of future value estimates. Nevertheless, capital expenditure for upgrading the briquetting machinery has been approved, including the installation of an additional machine to expand processing capacity and support future production and sales.

Calcium Carbonate

The Company manufactures calcium carbonate from both calcite and marble sources, offering products across high-grade and medium-grade quality levels. High-grade calcium carbonate is produced from calcite using small-scale production capacity, while medium-grade products are manufactured using raw materials sourced from the Khao Ngob quarry operated by the Marble Company. These products collectively form the **Ground Calcium Carbonate (GCC)** product group.

Following the Company's investment in GCC production facilities and machinery, product acceptance improved notably during the first half of the year. However, demand subsequently softened due to the impact of the **"Trump Tariffs"**, which affected customers using GCC to manufacture export-oriented products destined for the United States. As a result, purchase volumes declined.

Limestone aggregates The Company's crushed stone products, sourced from the Khao Khao quarry of Thai Marble LLC, are used in road construction, flue gas desulfurization processes, and concrete production. While this business contributes to the revenue of Golden Lime Public Company Limited, its impact on EBITDA remains limited, as crushed stone is primarily produced as a by-product from limestone extraction for kiln operations. Nonetheless, this product segment remains a strategic area for generating incremental value and supporting long-term EBITDA growth.

Marble aggregates The marble scrap business, introduced by the Marble Company two years ago, has developed into a small-scale commercial activity that is profitable and contributes positively to the subsidiary's EBITDA performance.

Marble ornamental stone The decorative marble business is the long-established core business of the Marble Company, with a legacy spanning **over 60 years**. It remains a stable contributor, representing **not less than 9%** of the Company's EBITDA. This business reflects the continuation of traditional Thai architectural craftsmanship and forms a solid foundation supporting the long-term stability of SUTHA Group.

During the past fiscal year, production relied on domestic raw materials from the Khao Ngob quarry—the largest marble quarry in Thailand. Finished products comprised both locally manufactured marble and imported marble, complemented by installation services and artisanal craftsmanship. This segment continues to represent a key revenue source for the Thai Marble LLC, a major subsidiary within the SUTHA Group.

Key Events and Developments

In 2025, the Company implemented key leadership changes, including the appointment of a new Managing Director and a restructuring of the management team. These changes aim to reinforce strategic execution, streamline decision-making, and support long-term business growth. The newly appointed Managing Director brings a modern leadership approach, fresh strategic perspectives, and the ability to drive transformational change in areas that may have previously been overlooked. Importantly, the new leader is a seasoned expert from a highly successful affiliate within the Group's international network, bringing proven expertise, advanced management practices, and global operational insights that are expected to meaningfully elevate the Company's capabilities and competitiveness.

In parallel with the leadership transition, the Company initiated **strategic investments to enhance operational capacity and technological capability**. Notably, the Company's subsidiary, Thai Marble Company (TMC), commenced an expansion of its production capacity by investing in additional ground calcium carbonate (GCC) milling equipment. This investment is intended to support increasing customer demand and future market expansion, enabling TMC to

deliver higher output volume, improve product consistency, and strengthen its competitive position within key industrial segments.

Additionally, the Company advanced its operational modernization through the adoption of **electric-powered heavy machinery**, including electric wheel loaders, excavators, and haul trucks. These investments are expected to enhance production efficiency, reduce operating and maintenance costs, and lower carbon emissions, aligning the Company with global sustainability standards and contributing positively to long-term competitiveness.

Sustainability development: SUTHA adheres to its sustainability development framework to align systems and business processes with sustainability development, utilizing standardized practices recognized by stakeholders. This commitment is reflected in our improved ESG performance, with the ESG Rating rising from “A” in 2023 to “AA” in 2024, and maintained at “AA” in 2025.



Good Corporate Governance: Establish and implement effective corporate governance across all managed entities, ensuring a robust internal control system and risk management processes capable of addressing all risks, to promote sustainability development business practices. According to the evaluation results from the CGR Score project in 2025, SUTHA achieved top scores for the fifth consecutive year, reflecting a strong commitment to enhancing every operational aspect. This commitment to good corporate governance is demonstrated through transparent management, ethical business practices, and dedicated leadership.



In 2025, SUTHA (as part of the Carmeuse Group) achieved a significant advancement in its sustainability performance, earning an **EcoVadis score of 81 out of 100**, placing the Company within the 97th percentile of the global Manufacture of Cement, Lime, and Plaster industry. This strong result reflects consistent progress across all key ESG dimensions. SUTHA attained high performance across each assessment category, with scores of 80/100 in Environment, 82/100 in Labor & Human Rights, 82/100 in Ethics, and 82/100 in Sustainable Procurement. These outcomes demonstrate the Company’s structured approach to environmental stewardship, responsible operations, ethical business conduct, and sustainable supply-chain practices. This recognition reinforces SUTHA’s commitment to continuous improvement in sustainability and highlights the effectiveness of the Group’s global standards and governance frameworks in driving responsible growth.



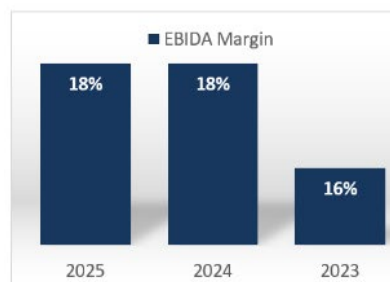
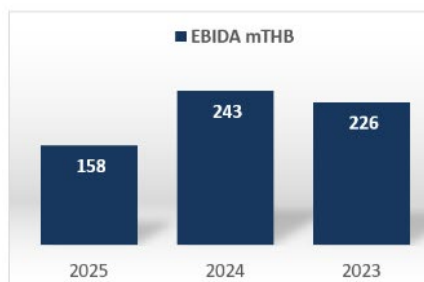
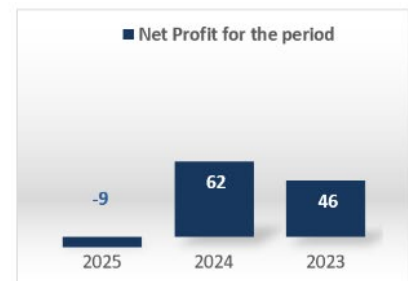
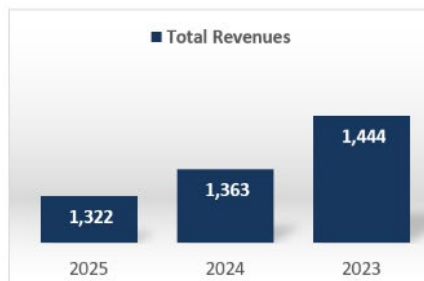
SUTHA received the International Lime Association & Vision Zero 2025 Safety Award in Prevention Culture for its commitment to workplace safety and its innovative ‘5 Layers Safety Patrol’ program. This honor, accepted by Executive Director Mr. Timothy Arthur Maria Van den Bossche in Sydney, recognizes Golden Lime’s proactive safety culture and ongoing dedication to zero workplace injuries.

SUTHA’s dedication to minimizing environmental impact, promoting social responsibility, and fostering ethical practices throughout its value chain towards setting a benchmark for excellence in the industry

Analysis on the operation and financial condition

Operating results and profitability

Unit: Million Thai Baht (THB)	FY 2025	FY 2024	YoY change 2025 vs 2024	YoY %change 2025 vs 2024	FY 2023
Sales and service income	1,298.35	1,354.71	-56.36	-4%	1,428.44
Other income	23.43	8.87	14.56	164%	16.24
Total revenues	1,321.78	1,363.59	-41.81	-3%	1,444.68
Cost of sales and services	964.67	975.84	-11.17	-1%	1,081.14
Gross profit	333.68	378.87	-45.19	-12%	347.30
Gross profit margin	26%	28%			24%
SG&A	326.88	270.26	56.62	21%	261.68
EBITDA	157.87	243.02	-85.15	-35%	225.73
EBITDA margin	12%	18%			16%
Depreciation and amortization	127.64	125.54	2.10	2%	123.87
EBIT	30.23	117.48	-87.25	-74%	101.86
Finance cost	-34.19	-37.06	-2.87	-8%	-39.24
Income tax expenses	-5.14	-18.40	-13.26	-72%	-16.50
Net income (loss) for year	-9.10	62.02	-71.12	-115%	46.12
Earnings per share (THB)	-0.03	0.17	-0.20	-115%	0.13



Sales revenue

Sales and service income for FY 2025 amounted to THB 1,298.35 million, representing a 4% decrease YoY compared to THB 1,354.71 million in FY 2024. The contraction was primarily driven by continued pricing pressure in a competitive market environment and softer demand from construction-related sectors

Other Income rose significantly mainly due to one-time inventory compensation recognized from a subcontractor in TMC.

Gross profit decreased to THB 333.68 million from THB 378.87 million, resulting in a lower gross profit margin of 26% compared to 28% in FY 2024. The reduction was mainly driven by several exceptional items recognized during the year, including: (i) Restructuring costs related to organizational realignment, (ii)

Allowance for cost reduction to net realizable value (NRV) for certain product categories, and

(iii) Reclassification of held-for-sale materials to ensure appropriate inventory valuation.

Excluding these exceptional items, the Company's normalized gross profit would have improved by approximately THB 46 million, resulting in an adjusted gross profit of about THB 379.68 million. Under this normalized basis, the gross profit margin would rise to approximately 29%, representing an improvement compared to the prior year's margin of 28% reflecting the underlying strength of core operations.

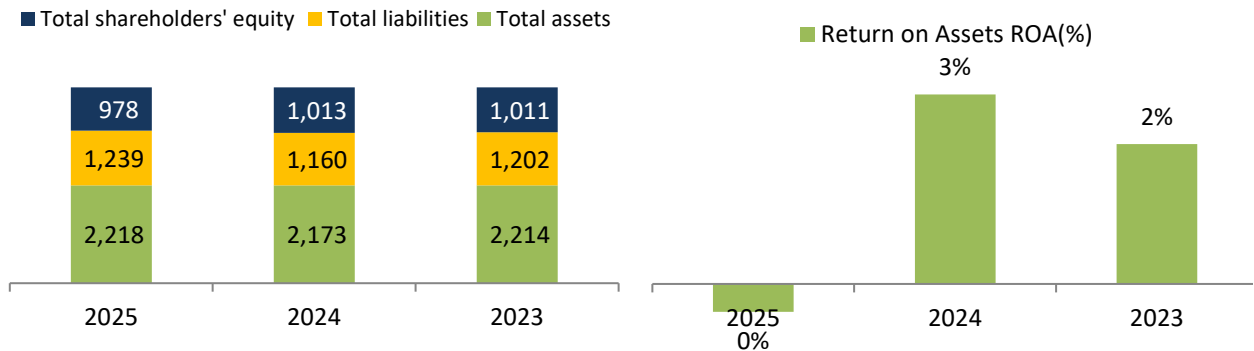
SG&A expenses increased 21% YoY to THB 326.88 million, driven by provisions for doubtful accounts in both GL and TMC and exceptional items of restructuring costs related to organizational realignment and the Company implemented a new surveyor-based bulk inventory counting policy, designed to enhance efficiency and improve the accuracy of inventory measurement. This transition temporarily increased administrative requirements during the implementation phase but is expected to strengthen bulk inventory control and support more reliable operational reporting going forward.

EBITDA declined to THB 157.87 million, down from THB 243.02 million, reflecting both lower revenue and margin compression during the year.

Finance costs decreased by 8% to THB 34.19 million, reflecting lower interest rates and consistent debt servicing. **Net profit (loss)** for the period was THB -9.1 million.

Asset management capability

Unit: Million Thai Baht (THB)	31st Dec 2025	31st Dec 2024	YoY change 2025 vs 2024	YoY %change 2025 vs 2024	31st Dec 2023	30th Sep 2025
Total current assets	830.96	812.56	18.40	2%	786.84	910.91
Total non-current assets	1,386.85	1,360.68	26.17	2%	1,426.83	1,375.33
Total assets	2,217.81	2,173.24	44.57	2%	2,213.67	2,286.24
Total current liabilities	994.11	924.51	69.60	8%	886.75	1,003.40
Total non-current liabilities	245.30	235.76	9.54	4%	315.53	254.33
Total liabilities	1,239.41	1,160.27	79.14	7%	1,202.28	1,257.73
Total shareholders equity	978.40	1,012.97	-34.57	-3%	1,011.39	1,028.51
Total liabilities plus shareholders equity	2,217.81	2,173.24	44.57	2%	2,213.67	2,286.24



Total assets increased by 2% to THB 2,217.81 million as of 31 December 2025, compared to THB 2,173.24 million at year-end 2024. The growth was supported by both current and non-current assets.

Current assets rose 2% to THB 830.96 million, primarily reflecting higher inventory levels from strategic procurement of petroleum coke fuel to secure supply and optimize production costs.

Non-current assets increased 2% to THB 1,386.85 million, driven mainly by ongoing capital expenditures for capacity enhancement.

Total liabilities increased by 7% to THB 1,239.41 million, up from THB 1,160.27 million in the prior year.

Current liabilities rose 8% to THB 994.11 million, mainly due to short-term borrowings to finance fuel purchases for ongoing operations

Non-current liabilities increased 4% to THB 245.30 million, reflecting long-term financing for expansion projects.

Shareholders' equity decreased 3% to THB 978.40 million, compared to THB 1,012.97 million in 2024. The decline was primarily driven by the net loss recorded in FY2025.

Liquidity and Capital Adequacy

In 2025, the Company faced a tighter liquidity position due to increased reliance on short-term credit facilities, driven by higher working-capital requirements from elevated inventory levels, including imported fuel stocks expected to support operations through Q4/2026.

In response, the Company implemented a series of liquidity-enhancement and risk-mitigation measures to safeguard financial flexibility. Key initiatives included improving inventory turnover, selectively monetizing portions of stored fuel to capture favourable market opportunities, and evaluating options to refinance certain short-term obligations into longer-term credit facilities. These actions are intended to alleviate cash-flow pressures, strengthen the Company's liquidity buffer, and support a more resilient capital structure.

Management remains committed to maintaining prudent financial discipline and ensuring that the Company's capital resources are sufficient to support ongoing operations, strategic initiatives, and long-term value creation for stakeholders.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an : No
obligation to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

Key factors affecting business operations, aside from competitive pricing strategies by small producers with lower management costs, include the reliance on natural raw materials, which the company secures by owning the limestone quarry concession for production in the lime and mineral processing industry, and oil and fuel price volatility. Additionally, there are risks from climate regulation changes that increase the stringency of measures to reduce greenhouse gas emissions, requiring the industry to find management strategies to keep impacts within acceptable limits.

Project or research and development that will affect the operating results and the financial condition in the near future

Investment in increasing production capacity of calcium carbonate powder:

To support its growth objectives in supplying diverse products to the country's core industries, the Company must continue upgrading its production processes to ensure uninterrupted operations. This includes enhancing product processing capabilities for different industrial applications and maintaining 24/7 furnace operations throughout the year. As part of this, scheduled maintenance is required, including a major shutdown every five years to replace refractory bricks and periodic upgrades to control systems to keep pace with evolving technology.

Additionally, the Company has planned capital investments for its electric vehicle program to reduce maintenance costs and promote clean energy usage, with a preliminary budget of over THB 70 million allocated for 2026. All investment decisions will be prioritized based on operational necessity, financial feasibility, available cash flow, and credit facilities supported by financial institutions.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

The Company provides financial information based on key financial statements. The data presented in this report is generated using the eOne Report Data Platform system which utilizes the names of financial items sourced from the system's financial databases and is aligned with the Company's financial reports. Some items may have different names compared to those in the Company's financial statements, but these discrepancies are not material or significant according to accounting report preparation standards.

Summary of financial position statements

	Thousand THB		
	31 Dec 2023 Consolidate AUDITED	31 Dec 2024 Consolidate AUDITED	31 Dec 2025 Consolidate AUDITED
Assets			
Cash And Cash Equivalents	66,992.41	44,713.34	45,026.31
Restricted Deposits - Current	37,030.82	28,980.07	21,541.40
Trade And Other Receivables - Current - Net	210,150.37	201,255.92	207,606.42
Inventories - Net	442,987.37	520,511.43	550,381.06
Other Current Assets	29,673.35	17,099.54	6,406.88
Total Current Assets	786,834.31	821,906.16	830,962.07
Trade And Other Receivables - Non-Current - Net	1,846.35	4,638.34	16,779.78
Investment Properties - Net	2,000.00	2,000.00	2,000.00
Property, Plant and Equipment - Net	865,824.39	815,518.46	862,400.41
Intangible Assets - Net	376,915.36	353,637.47	327,986.13
Intangible Assets - Others	376,915.36	353,637.47	327,986.13
Goodwill - Net	171,599.00	171,599.00	171,599.00
Deferred Tax Assets	6,511.77	-	-
Other Non-Current Assets	2,137.97	13,285.12	6,088.61
Other Non-Current Assets - Others	2,137.97	13,285.12	6,088.61
Total Non-Current Assets	1,426,834.85	1,360,678.40	1,386,853.93
Total Assets	2,213,669.16	2,173,238.69	2,217,816.00
Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions	566,070.74	635,524.11	751,472.53
Trade And Other Payables - Current	220,986.70	187,668.71	174,057.71
Current Portion Of Long-Term Debts	86,797.60	81,029.86	48,400.00
Financial Institutions	86,797.60	81,029.86	48,400.00
Current Portion Of Lease Liabilities	4,451.89	6,764.64	14,371.65
Other Current Financial Liabilities - Others	5,694.32	5,914.96	4,381.00
Income Tax Payable	2,746.88	7,608.36	1,429.39
Total Current Liabilities	886,748.12	924,510.65	994,112.29
Non-Current Portion Of Long-Term Debts	174,119.86	93,090.00	89,690.00
Financial Institutions	174,119.86	93,090.00	89,690.00
Non-Current Portion Of Lease Liabilities	10,940.79	16,268.56	47,196.58
Other Non-Current Financial Liabilities	11,660.72	5,745.75	1,364.76
Other Non-Current Financial Liabilities - Others	11,660.72	5,745.75	1,364.76

	Thousand THB		
	31 Dec 2023 Consolidate AUDITED	31 Dec 2024 Consolidate AUDITED	31 Dec 2025 Consolidate AUDITED
Provisions For Employee Benefit Obligations - Non-Current	38,895.05	42,372.43	40,695.19
Deferred Tax Liabilities	79,915.89	78,281.93	66,358.94
Total Non-Current Liabilities	315,532.30	235,758.67	245,305.47
Total Liabilities	1,202,280.42	1,160,269.32	1,239,417.76
Shareholders' equity			
Authorised Share Capital	375,000.00	375,000.00	375,000.00
Authorised Ordinary Shares	375,000.00	375,000.00	375,000.00
Issued And Paid-Up Share Capital	362,393.06	362,393.06	362,393.06
Paid-Up Ordinary Shares	362,393.06	362,393.06	362,393.06
Premium (Discount) On Share Capital	378,874.13	378,874.13	378,874.13
Premium (Discount) On Ordinary Shares	378,874.13	378,874.13	378,874.13
Retained Earnings (Deficits)	269,085.24	270,666.41	236,095.28
Retained Earnings - Appropriated	33,527.29	36,500.08	37,500.00
Legal And Statutory Reserves	33,527.29	36,500.08	37,500.00
Retained Earnings (Deficits) - Unappropriated	235,557.95	234,166.33	198,595.28
Equity Attributable To Owners Of The Parent	1,010,352.42	1,011,933.60	977,362.47
Non-Controlling Interests	1,036.31	1,035.77	1,035.77
Total Equity	1,011,388.73	1,012,969.37	978,398.24
Total Liabilities And Equity	2,213,669.16	2,173,238.69	2,217,816.00

Summary of income statement

	Thousand THB		
	31 Dec 2023 Consolidate AUDITED	31 Dec 2024 Consolidate AUDITED	31 Dec 2025 Consolidate AUDITED
Statement of Comprehensive Income			
Revenue From Operations	1,428,442.92	1,354,714.84	1,298,347.65
Revenue From Sales And Rendering Services	1,428,442.92	1,354,714.84	1,298,347.65
Other Income	15,530.99	8,352.06	24,219.66
Total Revenue	1,443,973.91	1,363,066.90	1,322,567.31
Costs	1,081,142.32	971,001.16	964,668.70
Cost Of Sales	1,081,142.32	971,001.16	964,668.70
Selling And Administrative Expenses	261,679.48	270,266.32	326,887.41
Selling Expenses	182,675.50	184,431.92	184,191.03
Administrative Expenses	79,003.98	85,834.40	142,696.38

Total Cost And Expenses	1,342,821.80	1,246,110.23	1,291,556.11
Other Gains (Losses)	707.69	519.62	(784.02)
Gains (Losses) On Foreign Currency Exchange	707.69	519.62	(784.02)
Profit (Loss) Before Finance Costs And Income Tax Expense	101,859.80	117,476.28	30,227.18
Finance Costs	39,242.02	37,060.94	34,187.68
Income Tax Expense	16,500.26	18,399.08	5,137.30
Profit (Loss) For The Period From Continuing Operations	46,117.52	62,016.27	(9,097.80)
Net Profit (Loss) For The Period	46,117.52	62,016.27	(9,097.80)
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations	46,117.52	62,016.27	(9,097.80)
Remeasurement Of Employee Benefit Obligations	16.44	-3,065.27	(132.29)
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss	-3.29	613.05	26.46
Other Comprehensive Income (Expense) - Net Of Tax	13.15	-2,452.22	(105.83)
Total Comprehensive Income (Expense) For The Period	46,130.67	59,564.05	(9,203.63)
Net Profit (Loss) Attributable To : Owners Of The Parent	46,117.52	62,016.27	(9,097.80)
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent	46,130.67	59,564.05	(9,203.63)
Basic Earnings (Loss) Per Share (Baht/Share)	0.13	0.17	(0.03)
EBITDA	225,732.94	243,015.14	157,869.89
Operating Profit	85,621.12	108,604.61	6,791.54
Normalize Profit	45,409.83	61,496.65	(8,313.78)

Summary of cash flow statement

	Thousand THB		
	31 Dec 2023 Consolidate AUDITED	31 Dec 2024 Consolidate AUDITED	31 Dec 2025 Consolidate AUDITED
Cash flow statement			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period	46,117.52	62,016.27	(9,097.80)
Loss on disposal of trade and other current receivables			8,281.46
Depreciation And Amortisation	123,873.14	125,538.86	127,642.71
(Reversal Of) Expected Credit Losses	1,731.76	5,132.52	258.69
Loss on inventory adjustment			24,621.82
(Reversal of) allowance for cost reduction to	-	(46.20)	12,648.34
(Reversal of) allowance for cost reduction to	17,691.29	-	-
(Gains) Losses On Foreign Currency Exchange	(1,349.95)	(377.68)	665.92
(Gains) Losses On Disposal And Write-Off Of Fixed Assets	(2,089.38)	2,215.75	2,070.10
Loss on impairment of fixed assets			2,534.10
Loss on write-off withholding tax			4,099.29
Finance Costs	39,242.02	37,060.94	34,187.68
Income Tax Expense	16,500.26	18,399.08	5,137.30

	Thousand THB		
	31 Dec 2023 Consolidate AUDITED	31 Dec 2024 Consolidate AUDITED	31 Dec 2025 Consolidate AUDITED
Cash flow statement			
Employee Benefit Expenses	3,967.05	4,199.96	4,551.40
Loss on settlement of employee benefits	17.65	718.04	4,401.92
Interest Income	(274.06)	(357.14)	(660.16)
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities	245,427.31	254,500.40	221,342.80
(Increase) Decrease In Trade And Other Receivables	(20,291.41)	21,729.26	(23,210.05)
(Increase) Decrease In Inventories	(6,026.04)	(77,477.86)	(67,139.82)
(Increase) Decrease Other current assets	(909.40)	(4,864.18)	15,416.82
(Increase) Decrease Trade and other non-current receivables	82.66	(721.36)	(11,736.24)
(Increase) Decrease In Other non-current assets	451.01	(13,135.12)	(2,149.35)
Increase (Decrease) In Trade And Other Payables	14,058.35	(25,243.32)	(26,619.79)
Cash Generated From (Used In) Operations	232,792.48	154,787.82	105,904.37
Increase (Decrease) In Provisions For Employee Benefit Obligations	(1,055.42)	(4,505.89)	(10,762.85)
Income Tax (Paid) Received	(2,408.90)	(8,278.67)	(23,874.14)
Net Cash From (Used In) Operating Activities	229,328.16	142,003.26	71,267.38
Proceeds From Disposal Of Fixed Assets	2,818.70	1,391.61	4,319.53
Payment For Purchase Of Fixed Assets and intangible assets	(120,737.23)	(50,638.83)	(96,083.03)
(Increase) Decrease In Restricted Deposits	3,778.23	8,050.75	7,438.67
Increase in deposits for purchase of fixed assets			9,345.87
Interest Received	274.06	357.14	337.62
Net Cash From (Used In) Investing Activities	(113,866.24)	(40,839.34)	(74,641.34)
Cash receipt from increasing in share capital	249,572.23		
Cash payment for transaction costs relating to the share offering	(2,180.04)		
Increase (Decrease) In Bank Overdrafts And Short-Term Borrowings - Financial Institutions	(70,907.11)	69,453.37	115,948.42
Proceeds From Borrowings			48,000.00
Proceeds From Long-Term Borrowings			48,000.00
Proceeds From Long-Term Borrowings - Financial Institutions			48,000.00
Repayments On Borrowings	(221,405.60)	(87,325.60)	(84,161.86)
Repayments On Long-Term Borrowings	(221,405.60)	(87,325.60)	(84,161.86)
Repayments On Long-Term Borrowings - Financial Institutions	(221,405.60)	(87,325.60)	(84,161.86)
Repayments On Lease Liabilities	(12,165.13)	(12,311.21)	(18,635.66)
Dividend Paid	-	(57,977.38)	(25,358.00)
Cash payment for purchase of ordinary shares in subsidiary		(0.54)	
Cash payment for finance costs	(35,822.06)	(35,281.63)	(32,105.97)
Net Cash From (Used In) Financing Activities	(92,907.71)	(123,442.99)	3,686.93
Net Increase (Decrease) In Cash And Cash Equivalent	22,554.22	(22,279.07)	312.97
Cash And Cash Equivalents, Beginning Balance	44,438.19	66,992.41	44,713.34
Cash And Cash Equivalents, Ending Balance	66,992.41	44,713.34	45,026.31

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio	0.89	0.89	0.84
Quick ratio	0.30	0.23	0.23
Cash flow liquidity ratio	0.23	0.16	0.07

	2023	2024	2025
Average account receivable turnover	7.12	6.83	6.68
Average collection period	51.00	53.00	55.00
Average finish goods turnover	5.71	4.72	4.12
Average finish goods turnover period	64.00	77.00	89.00
Average inventory turnover	2.41	2.02	1.80
Average inventory turnover period	152.00	181.00	203.00
Average account payable turnover	8.43	7.92	10.07
Average payment period	43.00	46.00	36.00
Average cash cycle	72.00	85.00	107.00
Profitability ratio			
Gross profit margin	24.31	28.32	25.70
SG&A	18.12	20.18	24.73
Finance cost	2.72	2.72	2.59
EBITDA margin	15.63	17.83	11.94
Operating margin	7.13	8.67	2.33
Other income to total income	1.08	0.61	1.83
	2023	2024	2024
Cash from operation to operating profit	225.14	120.87	235.78
Net profit margin	3.19	4.55	-0.69
Return on equity (ROE)	5.33	6.13	-0.91
Financial policy ratio			
Total debts to total equity	1.19	1.15	1.27
Net debt/Equity	0.78	0.79	0.93
Net debt/EBIDA	3.51	3.41	4.55
Interest bearing debt/Equity	0.85	0.83	0.98
Interest coverage ratio	7.96	5.60	3.44
Interest bearing debt to EBITDA ratio	3.81	3.47	6.06
Debt service coverage ratio	0.65	0.68	0.33
Dividend payout ratio	0.00	93.00	-279.00
Efficiency ratio			
Return on asset (ROA)	2.09	2.83	-0.41
Return On Fixed Assets	13.80	15.55	10.05
Asset turnover	0.65	0.62	0.60



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