



SUSTAINABLE
LIVING FOR FUTURE
LIFESTYLE



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**Sustainability
Report 2025**

Index Living Mall Public Company Limited

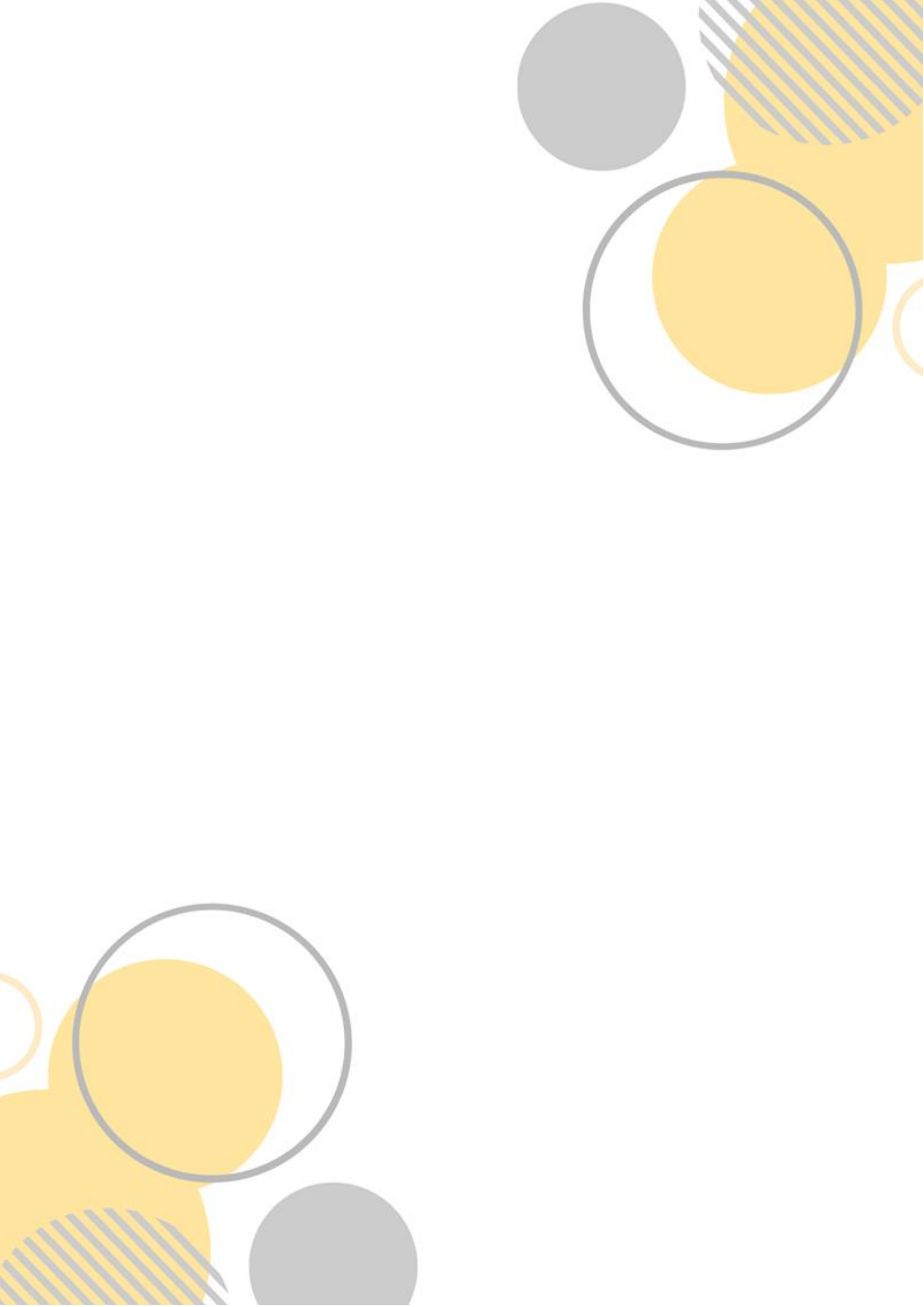



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Message from the Chairman of the Board

Dear Valued Shareholders and Stakeholders,

The year 2025 continues to be marked by a business environment facing challenges from both domestic and international economic factors, including global economic volatility and the gradual recovery of domestic purchasing power, which has led consumers to exercise greater prudence in their spending decisions. Consumers are increasingly prioritizing value for money, product quality, and long-term utility. This is particularly evident in expenditures related to housing and home improvement, which remain investments that effectively enhance long-term quality of life.

Similarly, the business sector continues to face challenges from slow economic recovery, fragile purchasing power, and intensifying competition in the furniture and home furnishings retail business and the rental and retail business.

The Company has established clear directions and operational strategies to strengthen its resilience and sustain its competitive capabilities, focusing on developing a comprehensive product portfolio across all price ranges while differentiating itself through quality, design, and value for money to meet rapidly changing consumer needs in terms of functionality, design, and appropriate pricing. The Company emphasizes efficient cost management by leveraging the advantage of its manufacturing facilities, enabling effective control over quality, standards, and cost structure. Therefore, the Company has maintained operational stability and achieved continuous growth.

In terms of distribution channels, the Company has leveraged its strengths in digital platforms by continuously developing its online channels, customer relationship management, and loyalty programs to enhance the omnichannel experience. This approach enables seamless integration of customer interactions across physical branches and online platforms, including websites, social media, and e-marketplaces. These efforts allow the Company to reach new customer segments, reduce reliance on any single distribution channel, and effectively respond to evolving consumer behavior in the digital era.

Online channels continue to play an important role in driving the Company's revenue. Consumer behavior has increasingly shifted toward purchasing through digital platforms such as marketplaces and social media, enabling the Company to implement flexible sales strategies and respond quickly to customer needs. As a result, online sales continue to grow steadily and contribute significantly to the overall business performance.

In 2025, the Company launched Index Living Mall Chiang Rai, the 35th branch, to serve customers in Northern Thailand and key tourist provinces under the concept of "Decorate Your Home in the City You Love," to meet the needs of local consumers while improving their quality of life and living spaces. This expansion reflects the Company's strategy of selecting high-potential locations, considering factors such as purchasing power, urban expansion, infrastructure development, and connectivity with tourism and service sectors to support long-term growth in both the retail business and the customer base.

The Company continues to prioritize sustainable growth under the concept of “Sustainable Living for Future Lifestyle” through the 3G sustainability framework: Great Experience, Grow Together, and Green Planet. This approach aligns with consumer trends that increasingly prioritize eco-friendly products and services. The Company has also established clearer ESG targets, including reducing energy consumption and greenhouse gas emissions, increasing the proportion of sustainable products, and strengthening corporate governance to meet international standards. This year, the Company entered the verification process for its Carbon Footprint for Organization (CFO) with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) for the first time, aiming to obtain official Carbon Footprint certification from TGO.

The Company achieved an “AAA” rating in the SET ESG Ratings by the Stock Exchange of Thailand (SET), reflecting its leadership in ESG and strong corporate governance practices. This represents an improvement from the “AA” rating received in the previous year, reinforcing the Company’s commitment to sustainable business operations.

In terms of corporate governance, the Company received an “Excellent CG Scoring” from the Thai Institute of Directors (IOD) for the sixth consecutive year, ranking in the top quartile. This demonstrates its continued commitment to conducting business with corporate governance, transparency, and responsibility toward all stakeholders.

Furthermore, the Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) and received a 2-star rating for its first membership renewal, effective from 30th September 2025 to 30th September 2028. This reaffirms the Company’s commitment to conducting business with integrity and transparency.

Looking ahead to 2026, despite continued volatility and uncertainty in both the Thai and global economies, the Company remains prepared to adapt to changing circumstances, driving its business with prudent strategies and efficient cost management, and maintaining a strong financial position to ensure quality operations and sustainable long-term growth.

On behalf of the Board of Directors of Index Living Mall Public Company Limited, I extend my sincere gratitude to our shareholders, business partners, and valued customers for their continuous support. I also appreciate the dedication of our executives and employees, whose commitment and efforts contribute to the Company’s success. We promise to remain committed to conducting business with transparency, while fostering social and environmental development to achieve sustainable growth.



Mrs. Pennapha Dhanasarnsilp
Chairman of the Board

Message from the Chief Executive Officer

Dear Valued Shareholders and Stakeholders,

2025 was another significant year for the furniture retail industry, confronting both challenges and opportunities from the economic context, shifting consumer behavior, and increasingly intense environmental pressures and climate change. The Company is fully aware that doing business in the modern era cannot focus solely on economic growth but must genuinely integrate sustainable development as a core part of corporate strategy.

Index Living Mall Public Company Limited and its subsidiaries remain committed to sustainable development principles across all dimensions — covering Environmental, Social, and Governance alongside creating shared value for customers, employees, business partners, communities, and all stakeholder groups. The Company received SET ESG Ratings at the AAA level, the highest tier from the Stock Exchange of Thailand — and the Sustainability Disclosure Recognition award from the ThaiPat Institute, confirming continuous and concrete achievements. We firmly believe that long-term organizational success can only be achieved when business growth goes hand-in-hand with responsibility toward the world and society. With this commitment, throughout the past year the Company has actively driven its ESG strategy in concrete terms — across environmental, social, and governance dimensions — to continuously build confidence among all stakeholders.

Environmental Conservation - The Company aims to reduce its environmental impact through efficient resource use, reduced greenhouse gas emissions, and effective waste management, while promoting responsible sourcing, eco-friendly products, and circular economy practices across the value chain.. **Social**

Responsibility - Employees and communities are the heart of the organization.

The Company cares comprehensively for its employees —covering safety, well-being, equality, diversity, and capability development — while operating with business partners and allies under ethical principles, and supporting communities in education, vocational skills, and quality of life, so that growth creates genuine societal benefit. **Economic Sustainability** — The Company believes that sustainable development is the foundation of long-term competitiveness, focusing on bringing innovation, technology, and data to improve operational efficiency, managing costs and resources responsibly, developing products and services that meet sustainability-minded consumers, while maintaining profitability and financial stability for long-term organizational security.

On behalf of the executive team, I would like to sincerely thank our shareholders, partners, customers, and all employees for their ongoing support of the Company's operations. The cooperation of all parties is the vital force enabling Index Living Mall Public Company Limited to grow with stability, transparency, and sustainability.



Mr. Pisith Patamasatayasonthi
Chief Executive Officer

Business Sustainability Driving

Index Living Mall Public Company Limited places great importance on driving its business alongside sustainable development, adhering to Environmental, Social and Governance (ESG) principles under the concept of "Sustainable Living for Future Lifestyle" — to deliver value through products and services that address quality of life, strong society, and environmental balance, in alignment with the United Nations Sustainable Development Goals (UN SDGs), the United Nations Global Compact (UNGC) principles, and the UN Guiding Principles on Business and Human Rights. The Company focuses on transparent business operations together with the development of environmentally friendly innovations and technology, and responsible supply chain management to create ESG value for all stakeholder groups. This commitment is reflected in receiving SET ESG Ratings at the "AAA" level from the Stock Exchange of Thailand and the Sustainability Disclosure Recognition award for 2025 from the Thaipat Institute — confirming the Company's success and distinction in integrating sustainability into concrete business operations.

In addition, in fiscal year 2025 the Company received a pilot assessment under the new "FTSE Russell ESG Rating" standard, scoring 4.0 points — compared to an industry average of 2.4 points in the service sector — reinforcing the Company's success in applying sustainability practices. This new standard will be officially adopted in 2026, and the Company will continue to maintain and further improve this standard.

Index Living Mall Public Company Limited will continue to be committed to developing sustainable business operations and creating value for stakeholders throughout the value chain, while continuously supporting society and the environment both now and in the future.



SUSTAINABILITY DISCLOSURE RECOGNITION 2025

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The Company continues to advance organizational standards and uphold good corporate governance, resulting in receipt of the Corporate Governance Rating (CGR) 2025 from the Thai Institute of Directors (IOD) at the "Excellent (5-Star)" level (Top Quartile Group) for the sixth consecutive year. This reflects the Company's operations in accordance with transparent corporate governance standards, equitable treatment of stakeholders, and the promotion of shareholder participation.

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ได้รับการประเมินการกำกับดูแลกิจการ
ในเกณฑ์ **"ดีเลิศ"**
ระดับ 5 ดาว
ในกลุ่ม Top Quartile
ประจำปี 2568 ต่อเนื่อง 6 ปีซ้อน

โดย สมาคมส่งเสริมสถาบันกรรมการบริษัทไทย (IOD)
ภายใต้การสนับสนุนของตลาดหลักทรัพย์แห่งประเทศไทย

คุณกฤษชฌก ปัทมสัจยาสนธิ
กรรมการผู้จัดการ
บริษัท อินเด็กซ์ ลิฟวิ่งมอลล์ จำกัด (มหาชน)

The Company is also committed to being a corruption-free organization, having been a member of the Private Sector Collective Action Against Corruption (CAC) since 2022, and receiving its first CAC membership renewal in 2025–2028. This continued certification reinforces governance measures adhering to principles of transparency, integrity, and anti-corruption in all forms to build maximum confidence among customers, business partners, and allies in moving toward sustainability together.



อินเด็กซ์ ลิฟวิ่งมอลล์

ได้รับการรับรองต่ออายุสมาชิกแนวร่วมต่อต้าน
คอร์รัปชันของภาคเอกชนไทย ครั้งที่ 1
"ระดับ 2 ดาว" (CERTIFIED)



ต่อยุทธการดำเนินธุรกิจด้วยหลักธรรมาภิบาล
ซื่อสัตย์ และโปร่งใส ร่วมกับคู่ค้าตลอดห่วงโซ่อุปทานอย่างยั่งยืน



The Company is committed to building a livable and sustainable society and environment, with serious and continuous action under the ESG business framework, which resulting in Index Living Mall receiving a certificate of recognition from the Ministry of Natural Resources and Environment as an organization participating in support of community forest missions, at the National Community Forest Day 2025 event under the concept “Community Forests: Towards a Sustainable Future.” This follows the Company’s planting of 2,600 tree seedlings on 13 rai of land at the Hin Dad Sub-district Community Forest in Nakhon Ratchasima Province in the previous year (2024). The project aims to support the integration and development of community forests to their full potential, benefiting local communities and ecosystems while promoting a strong and sustainable environment. These efforts align with the Company’s policy of driving business growth while contributing to a sustainable society and environment, with long-term goals of achieving carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065.



Driven by a commitment to drive business for sustainability by developing eco-friendly products to improve community quality of life, the Company won the “Leading of ESG Social Product” award. This prestigious award recognizes the Company as the sole leader in ESG social product development in the furniture and home furnishings retail business, offering products that prioritize sustainability, social responsibility, and environmental protection. The award was presented at the Future Trends Awards 2025, a prestigious awards ceremony celebrating trendsetters of the year. The 2025 awards, held under the theme “Knowing the Future, Be the Winners of Tomorrow,” presented an overview of global trends expected to impact Thai businesses and society, fostering knowledge and experience sharing among thought leaders from diverse fields.

The Company is committed to conducting business in accordance with Environmental, Social, and Governance (ESG) dimensions. A clear governance structure has been established to ensure that sustainability is integrated across all dimensions of the value chain and aligned with the Company’s strategic objectives. The Board of Directors leads the supervision of sustainability, with the Nomination, Remuneration, Corporate Governance and Sustainability Committee playing crucial roles. The key responsibilities include:

- Acknowledging the Company’s sustainability policies, plans, and performance.
- Providing guidance and recommendations on ESG direction, strategies, and targets.
- Approving key sustainability action plans, projects, and initiatives.

- Overseeing the implementation of approved plans by assigning responsibilities to relevant departments and continuously monitoring progress.

The Committee considered sustainable materiality, including good corporate governance, environmental management, energy management, waste management, greenhouse gas emission reduction, the development of products and services that enhance customers' quality of life, employee and customer health and safety, customer experience enhancement, and data privacy. These considerations support the objective of strengthening trust and confidence in the Company's business operations in a sustainable manner.

To ensure systematic operations, the Company has established a central sustainability working group, along with ad hoc working groups for specific projects. These groups consist of representatives from key departments across the organization to effectively implement established plans and achieve sustainability goals.

In terms of disclosure, the Company has developed reporting guidelines aligned with international standards, referencing the Global Reporting Initiative (GRI) Standards for preparing its Sustainability Report and complying with the guidelines for preparing the Annual Registration Statement / Form 56-1 One Report of the Stock Exchange of Thailand.

The scope of information in this report covers the performance of the Company and its subsidiaries in Thailand across four core business areas of the Corporate Group, for the period from January 1 to December 31, 2025. Economic data is based on the same accounting system used in the Form 56-1 One Report 2025 to ensure accuracy, transparency, and consistency.

Sustainability Governance Structure

The Company is committed to conducting business in accordance with sustainability guidelines, striving for balanced growth under environmental, social, and governance (ESG) management, which encompasses all ESG dimensions to create sustainable value for all stakeholders. To ensure efficient business practices with clear oversight, the Company has established the following sustainability governance structure:

1. Board of Directors

Responsible for overseeing and setting the organization's strategic direction, emphasizing sustainability operations alongside good corporate governance to build confidence among shareholders, investors, and all stakeholder groups.

2. The Nomination, Remuneration, Corporate Governance & Sustainability Committee

Responsible for setting policies, monitoring, and evaluating the Company's ESG and sustainability performance. The key responsibilities include:

2.1 Formulating sustainability strategies and policies

- Establish, review, and enhance sustainability policies, strategies, and operational plans in accordance with ESG guidelines.
- Promote sustainability operations across all business dimensions.

2.2 Monitoring and evaluation

- Oversee and monitor the Company's sustainability performance to ensure alignment with established policies
- Assess outcomes and recommend improvements to enhance the effectiveness of the sustainability plan.

3. ESG and Sustainable Development Working Group

The primary responsibility is executing projects and driving ESG and sustainability plans in accordance with the strategies and policies set by the Board. The key roles include:

3.1 Supervision of operations

- Implement ESG and sustainability guidelines in accordance with the organization's policy framework.
- Develop and enhance sustainable operations to align with the business context.

3.2 Reporting Performance

- Prepare and present ESG and sustainability performance reports to the Board of Directors.
- Continuously monitor and report progress on sustainability projects.

The sustainability governance structure of Index Living Mall Public Company Limited Group is designed to be comprehensive and aligned with international standards, ensuring that the Company's operations are efficient, transparent, and responsible for social and environmental responsibilities, as well as all stakeholder groups, as well as generating sustainable value for the organization.

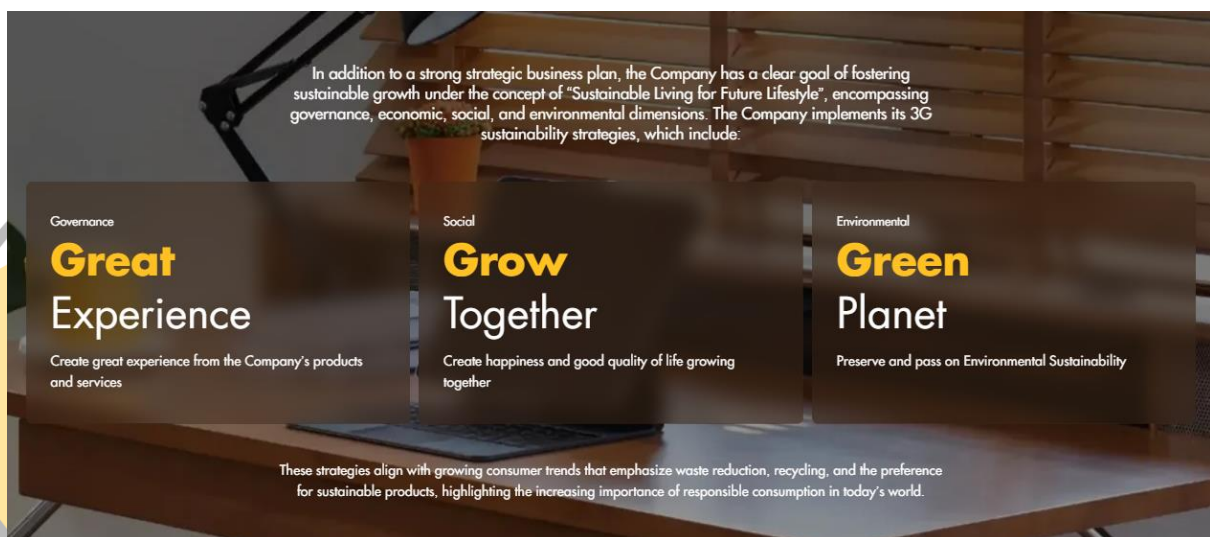
Sustainability Governance Structure



1. Sustainability Management Policy and Targets

The Company has established a 3G Sustainability Strategy as a framework for conducting business in line with sustainable development principles. This strategy focuses on setting goals linked to key sustainability issues and aligns with the United Nations Sustainable Development Goals (SDGs) and Nationally Determined Contributions (NDCs). It serves as a key guide for determining the direction of business operations and developing sustainability-related projects in a systematic and effective manner.

The 3G Sustainability Strategy also functions as a key guideline for driving business operations based on sustainable development principles. Under the concept of “Sustainable Living for Future Lifestyle,” the strategy integrates sustainability into the Company’s business operations and project development across three key dimensions, as follows:



GREAT EXPERIENCE: Creating Positive Experiences from the Company's Products and Services

The Company is committed to developing and enhancing customer experiences through high-quality, convenient, and safe products and services. This is achieved through the design and development of products and services that meet modern lifestyle needs while considering environmental friendliness, user safety, and efficient resource utilization, ultimately delivering lasting positive experiences for customers.

GROW TOGETHER: Growing Together to Create Happiness and a Better Living for All

The Company promotes collaboration with business partners, suppliers, employees, communities, and stakeholders to jointly build a sustainable society with a high quality of life. The Company prioritizes human resource development, fair employment, equality, community development, and supply chain stability to support sustainable long-term growth for all stakeholders.

GREEN PLANET: Committing and Passing on a Sustainable Environment

The Company prioritizes environmental stewardship alongside its business operations, aiming to reduce the impacts of energy consumption, raw material use, and waste generation. This is achieved through the use of renewable energy, eco-friendly product design, and the promotion of environmentally responsible practices within the organization and throughout the value chain. These efforts contribute to positive long-term outcomes for society, the environment, and the planet.

Sustainability Policy

The Company has established sustainability policies and operational guidelines to align business operations with its strategic objectives while addressing stakeholder expectations regarding key economic, social, and environmental issues. These policies cover the entire value chain, from raw material sourcing and production to distribution, after-sales services, and post-consumption product management, ensuring sustainability throughout business operations.

The Company recognizes significant challenges that may affect current and future business operations, including climate change risks, volatility in resource and energy consumption, increasingly stringent environmental regulations, and consumer expectations regarding health, safety, and operational transparency. At the same time, the Company recognizes opportunities to create shared value through the development of sustainable product innovations, improved resource efficiency, greenhouse gas (GHG) emission reduction, the adoption of clean energy, and collaboration with business partners and communities to strengthen supply chain resilience.

Through this approach, the Company believes it can create shared value for customers, employees, business partners, communities, and shareholders while maintaining competitiveness and ensuring sustainable long-term growth.

The Company recognizes that business operations must go hand in hand with responsibility toward the economy, society, and the environment in order to achieve a balance between business growth and sustainable development (Balanced Growth for Sustainability). Therefore, the Company has established operational guidelines covering efficient resource management, equitable treatment of stakeholders, and adherence to good corporate governance principles. These serve as a foundation for building trust, transparency, and long-term shared value for all stakeholders.

1. Development of Quality Products and Services

The Company focuses on developing high-quality, fairly priced, safe, and eco-friendly products and services that enhance consumer quality of life and promote sustainable consumption.

2. Technology and Innovation Development

The Company leverages emerging technologies and innovations to enhance operational efficiency, meet evolving customer needs, and promote convenient, safe, and equitable access to services.

3. Community and Social Engagement

The Company conducts its business in ways that minimize negative impacts on communities while supporting activities that improve quality of life and promote sustainable social development.

4. Resource and Environmental Management

The Company operates responsibly toward the environment by promoting efficient resource and energy use, reducing waste, and managing the supply chain to minimize environmental impacts.

5. Respect for Human Rights

The Company respects human rights and promotes non-discrimination, equal employment opportunities, the prohibition of forced labor and child labor, and gender equality.

6. Human Resource Development and Safety

The Company prioritizes employee capability development, maintains a safe and healthy workplace, and provides opportunities for employees to express their views and contribute to organizational development.

7. Anti-Corruption

The Company establishes clear policies and guidelines to prevent corruption, promote transparency and accountability, and uphold principles of good corporate governance.

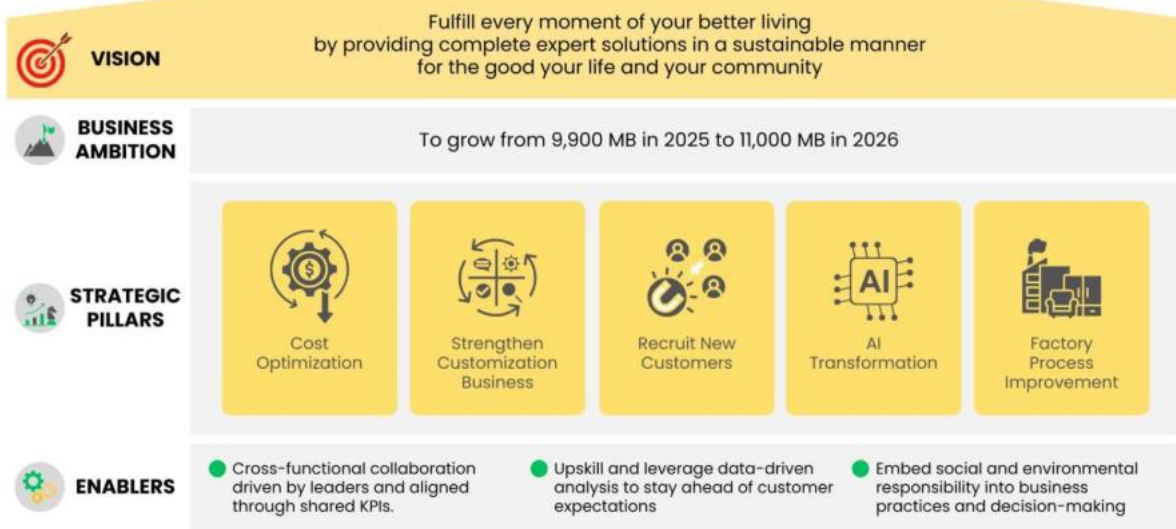
Strategic Pillars for Sustainable Growth

1. **Cost Optimization** focuses on efficient resource management, reducing waste in operational processes, and maximizing the value of investments to strengthen sustainable competitiveness.
2. **Strengthening Customization** focuses on enhancing the Company's capability to develop products and services tailored to the specific needs of each customer. This includes expanding Younique and Design Services to address diverse customer requirements, thereby creating differentiation and maximizing customer satisfaction.
3. **Customer Acquisition** focuses on implementing intensive online expansion strategies, developing new marketing channels, and creating unique customer experiences to attract new target segments and increase business growth opportunities.
4. **AI Transformation** involves leveraging artificial intelligence to enhance the accuracy and speed of decision-making, improve operational efficiency, and deliver innovative customer services.
5. **Factory Improvement** focuses on continuously improving production processes, adopting advanced technologies to enhance product quality, and developing production standards that align with market demands and future industry trends.

The Company has implemented an integrated strategic plan based on sustainability principles since 2023 to achieve strong and sustainable growth. The strategy focuses on intensively expanding online channels to reach a broader customer base, while optimizing cost management to enhance efficiency across all operational processes. The Company also aims to expand its customer base through diverse marketing strategies and strengthen its customization capabilities to meet the specific needs of each customer segment.

Furthermore, the Company is investing in AI transformation to enhance decision-making accuracy and drive innovation. In manufacturing, continuous factory development and improvement are undertaken to enhance product quality and operational efficiency. The effectiveness of these strategies is further strengthened through cross-functional collaboration, enabling all departments to work seamlessly toward shared objectives. In addition, the Company leverages data-driven analysis to maintain its leadership in meeting evolving customer expectations.

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Corporate Sustainability Management Goals

The Company recognizes that sustainability is not merely a strategic trend in the business world, but a fundamental foundation for conducting business responsibly toward society, the environment, and the economy in the long term. Therefore, the Company has established a sustainability management approach aligned with the United Nations Sustainable Development Goals (SDGs) to serve as a framework for conducting business that effectively responds to global changes and supports the transition toward a green economy.

SUSTAINABLE DEVELOPMENT GOALS

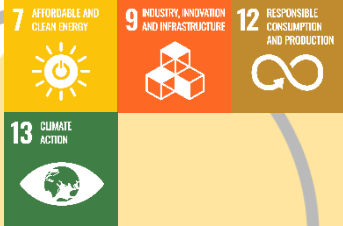


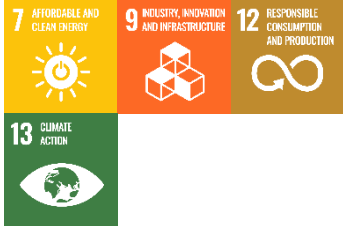
















The Company has integrated the United Nations Sustainable Development Goals (SDGs) into its business strategy across all dimensions, focusing on balancing economic growth with the creation of shared value for stakeholders. This is achieved through comprehensive operations encompassing Environmental, Social, and Governance (ESG) dimensions, including:




- Developing eco-friendly products and services to enhance customers' quality of life.
- Promoting efficient energy management and the reduction of greenhouse gas (GHG) emissions.
- Optimizing resource utilization in accordance with the Circular Economy approach.
- Implementing effective waste management practices and a zero-landfill approach
- Promoting human rights, workforce development, equal opportunities, and employee engagement within the organization.
- Strengthening good corporate governance and responsible supply chain management ensuring, transparency, and anti-corruption practices.
- Leveraging online platforms, digital channels, CRM systems, and online stores to enhance customer engagement, accessibility and support responsible digital transformation.
- Conducting meaningful Corporate Social Responsibility (CSR) activities, focusing on community development and education.


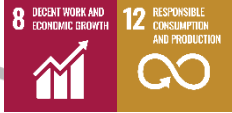


This approach reflects the Company's commitment to achieving sustainable growth across both economic and social dimensions, strengthening competitiveness while creating positive outcomes for all stakeholders. However, advancing sustainability continues to face several challenges, including volatile global economic conditions affecting supply chains, climate change impacting natural resources, and differences in reporting standards across regions, which make systemic impact assessments more complex. Furthermore, promoting Environmental, Social, and Governance (ESG) practices comprehensively among supply chain business partners requires time and continuous collaboration. Despite these challenges, the Company believes that the United Nations Sustainable Development Goals (SDGs) are not external burdens or obligations, but rather opportunities that enable businesses to develop and adapt effectively for the future—particularly in an era where consumers, investors, and business partners increasingly prioritize transparency, accountability, and positive social impact. Therefore, the Company focuses on developing well-being innovations, promoting clean energy, adopting circular packaging design, and enhancing green logistics management to create tangible business value while contributing to global sustainability. Furthermore, the Company prioritizes building partnerships in line with SDG 17: Partnerships for the Goals with the government, private sector, and civil society to expand positive impacts and strengthen knowledge sharing for sustainable development. The Company reaffirms its commitment to contributing to the global Sustainable Development Goals through efficient, transparent, and responsible business operations, creating meaningful positive impacts for business, society, and the environment in the long term.

Organization Sustainability Targets

Key Dimensions/Issues	Summary of Operational Goals	Relevant SDGs
Energy Management	<p>- Electricity consumption per income is projected to decrease by 10% in 2027 compared to the base year 2023 (measurement unit: kilowatt-hours per million baht).</p> <p>- Electricity consumption per area is projected to decrease by 5% in 2027 compared to the base year 2023 (measurement unit: kilowatt-hours per square meter).</p>	
Waste Management	<p>-Non-hazardous waste disposed of through landfilling per revenue is projected to decrease by 10% by 2027 compared with the base year 2023 (unit: tons per million baht of revenue).</p>	
Water Management	<p>-Net water consumption per revenue is projected to decrease by 10% by 2027 compared with the base year 2023 (unit: cubic meters per million baht of revenue).</p> <p>- Recycled water usage is projected to increase by 10% by 2027 compared with the base year 2023 (unit: cubic meters).</p> <p>- The Company's wastewater and effluent management complies with applicable legal requirements</p> <p>- No complaints regarding water and wastewater.</p>	
GHG Emission Management	<p>- Greenhouse gas emission reductions from operations under the Low Emission Support Scheme (LESS) have increased compared with the base year 2022 (unit: tons of carbon dioxide equivalent (tCO₂e)).</p> <ul style="list-style-type: none"> ● Short term: 20% increase by 2027 ● Medium term: 25% increase by 2032 ● Long term: 30% increase by 2037 <p>-Achieve carbon neutrality by 2050.</p> <p>-Achieve net-zero greenhouse gas emissions by 2065.</p>	
Develop Eco Product and Eco Packaging	<p>- Increase the proportion of new products incorporating natural materials to 6% of the new product portfolio by 2027.</p>	

Key Dimensions/Issues	Summary of Operational Goals	Relevant SDGs
	Increase the proportion of Younique brand furniture (customized products that optimize resource use in furniture production) to 10% of total furniture revenue by 2026.	
Environment Management	-Zero complaints regarding environmental management.	 
Post consumption Material Management	-Increase the use of renewable and recycled materials in production processes.	 
Innovative products for a better life	<p>- Develop products and services that improve the quality of life of consumers and society.</p> <p>- Health and well-being enhancement: Increase the proportion of ergonomically designed products and health-focused products to 20% of the new office furniture product portfolio within 2026.</p> <p>- Products for the elderly account for at least 10% of all new products launched each year.</p>	  
Human Rights and Labor Practices	Zero human rights violations.	   
Health and Safety	<p>Zero work-related fatalities among employees.</p> <p>-Zero work-related fatalities among contractors and business partners.</p> <p>- Reduce the Lost Time Injury Rate (LTIFR) of employees compared with the base year 2023:</p> <ul style="list-style-type: none"> ● Short term: 20% reduction by 2027 	 

Key Dimensions/Issues	Summary of Operational Goals	Relevant SDGs
	<ul style="list-style-type: none"> ● Medium term: 25% reduction by 2032 ● Long term: 30% reduction by 2037 <p>-Reduce the Lost Time Injury Rate (LTIFR) of contractors and business partners compared with the base year 2024:</p> <ul style="list-style-type: none"> ● Short term: 10% reduction by 2027 ● Medium term: 15% reduction by 2032 ● Long term: 20% reduction by 2037 <p>-Zero health and safety complaints among employees, contractors, and business partners.</p>	
Community Engagement	<p>-External employment under the Tao kae noi project accounts for 70%.</p> <p>Zero complaints regarding impacts of operations on communities and society.</p> <p>-Implement one community engagement project per year related to ESG dimensions.</p> <p>100% of the Company’s core areas are covered by CSR projects.</p>	
Employee Engagement	<p>Average employee engagement scores:</p> <ul style="list-style-type: none"> ● Short term: 85% by 2026 ● Medium term: 87% by 2029 ● Long term: 90% by 2034 	
Employee Management	<p>-Achieve Employee Best Choice recognition by 2032.</p> <p>- Increase employment of elderly compared with the base year 2024:</p> <ul style="list-style-type: none"> ● Short term: 2x increase by 2027 ● Medium term: 5x increase by 2029 	

Key Dimensions/Issues	Summary of Operational Goals	Relevant SDGs
	<ul style="list-style-type: none"> ● Long term: 8x increase by 2034 <p>No labor disputes or labor and social complaints.</p>	
People Management	<p>Average training hours per employee per year:</p> <ul style="list-style-type: none"> ● Short term: 12 hours by 2026 ● Medium term: 30 hours by 2029 ● Long term: 40 hours by 2034 	
Customer experience	<ul style="list-style-type: none"> - Customer satisfaction above 95% in 2026. - Customer Retention Rate above 90% within 206 - Customer Compliant Resolution Rate equal to 100% according to SLA policy 	
Information Security and Digitalization	Zero data breach incidents.	
Governance and anti-corruption	Zero fraudulent transactions.	

2. Managing Impacts on Value Chain Stakeholders

Business Value Chain



Stakeholder Engagement

The Company places great importance on Stakeholder Engagement, which is an important foundation for sustainable business operations. The Company focuses on building mutual understanding, listening to opinions, and responding appropriately and transparently to the expectations of all stakeholder groups.

This engagement process is carried out through sustainability assessment and analysis (Materiality Assessment) to identify issues of importance and impact on both the organization and each stakeholder group. The Company has also developed diverse, accessible, and effective communication guidelines and

channels — both online and offline — to genuinely reflect the perspectives of all sectors in the organization's strategic decision-making process.

In 2025, the Company conducted a comprehensive stakeholder opinion and expectation survey, collecting both qualitative and quantitative data from multiple groups: customers, employees, partners, communities, investors, and others. The data was analyzed together with ESG trends and international sustainable development directions, to serve as an important foundation for appropriately setting strategy and operational guidelines across all dimensions.

The Company believes that continuous openness to feedback not only enables deep understanding of stakeholder needs, but is also an important mechanism for building confidence, trust, and long-term cooperation — leading to stable and sustainable organizational growth in the future.

Stakeholders




Company Stakeholders, Expectations and Actions

Stakeholders	Contact Channels / Activities	Expectations	Actions
Shareholders	<ul style="list-style-type: none"> - Annual Report / One Report - Shareholders' Meeting - Analyst / Investor Meeting - Quarterly Operating Results Report - News Disclosure via Stock Exchange - Company Website - Investor Relations Department 	<ul style="list-style-type: none"> - Stable and sustainable business growth - Good governance and management - Transparent management - Effective risk management 	<ul style="list-style-type: none"> - Operate business transparently, auditable, and according to governance principles. - Manage resources efficiently. - Disclose important information within the defined timeframe. - Provide complete and accurate business operation information.
Customers	<ul style="list-style-type: none"> - Communication and information via online and offline channels - Satisfaction surveys - Service via Contact Center e.g. Live Chat, Social Media - Information disclosure on website 	<ul style="list-style-type: none"> - Quality products and services - Convenience in using services - Good experience in purchasing products and services 	<ul style="list-style-type: none"> - Deliver quality products and services. - Develop/improve services and website. - Listen to customer feedback and complaints. - Protect customer data under PDPA.

	<ul style="list-style-type: none"> - Inquiries, feedback and complaints via various channels 	<ul style="list-style-type: none"> - Personal data security 	<ul style="list-style-type: none"> - Develop modern service channels and communication.
Business Partners	<ul style="list-style-type: none"> - Supplier Code of Conduct requirements - Whistleblowing channel - Whistleblowing channel - Training/information exchange meetings - Communication via email, telephone, website 	<ul style="list-style-type: none"> - Fair business operations - Equal growth opportunities - Confidentiality and personal data protection 	<ul style="list-style-type: none"> - Prepare business ethics manual and transparent operational requirements. - Develop a systematic partner selection and evaluation process. - Communicate fair and auditable procurement guidelines.
Communities and Society	<ul style="list-style-type: none"> - Meetings with local executives/government agencies - Contact Center and complaint channels - Participate in social development/support activities 	<ul style="list-style-type: none"> - Receiving benefits for the community - Local employment opportunities - Good environmental management - Remediation of potential impacts 	<ul style="list-style-type: none"> - Develop community projects. - Support environmental/educational activities. - Assess risk of impacts from Company activities. - Communicate transparently and respond appropriately to community concerns.
Government/Regulatory Agencies	<ul style="list-style-type: none"> - Participation in meetings/public hearings with government agencies - Information disclosure according to criteria - Performance reporting 	<ul style="list-style-type: none"> - Compliance with laws and regulatory requirements - Transparency in business operations - Support for government policies 	<ul style="list-style-type: none"> - Monitor and comply with relevant laws and requirements. - Prepare complete reports and disclose information to agencies. - Communicate constructively with the public sector and cooperate fully.
Employees	<ul style="list-style-type: none"> - Annual Town Hall meeting - Employee engagement survey - Complaint reporting channel - Whistleblowing channel - Internal employee channels e.g. HR or Line@organization 	<ul style="list-style-type: none"> - Good development and welfare - Career security - Workplace safety - Participation in expressing opinions 	<ul style="list-style-type: none"> - Provide appropriate welfare and benefits. - Organize training and skill development. - Open channels for employee suggestions. - Develop motivation programs and manage fair compensation.

Sustainability Materiality Identification

In today's business world, sustainable development has become an important framework that every organization must prioritize — not only to cope with risks from economic, social, and environmental



changes, but also as an important opportunity to create Shared Value for all stakeholder groups. The Company is fully aware that comprehensively and systematically defining sustainability Material Topics will help reflect the clear direction, strategy, and targets for driving business growth alongside caring for society and the environment.

Identifying and prioritizing sustainability issues is not only a response to stakeholder expectations, but also helps the organization effectively manage strategic risks. The key challenge the Company faces is creating balance between operating business under intense competition and maintaining standards of transparency, accountability, and adapting to rapidly changing global rules and trends. At the same time, this process opens opportunities for the organization to develop innovations, products, and services friendly to the environment, as well as building confidence and trust in the eyes of investors, partners, customers, communities, and society as a whole.

Therefore, identifying sustainability materiality is not merely a technical assessment process, but is the heart of laying the foundation for long-term organizational stability — which will help the Company achieve balanced growth, cope with complex challenges, and seize new opportunities to genuinely contribute to achieving the world's Sustainable Development Goals (SDGs).

The Company places importance on identifying and managing sustainability issues related to operations, considering both internal and external organizational factors — covering economic, social, and environmental dimensions — as well as engagement from all stakeholder groups. To ensure that the Company's business operations can respond to stakeholder expectations, align with Sustainable Development Goals (SDGs), and contribute to creating Shared Value in the long term, the Company has established a systematic process for considering sustainability materiality.



1. Identification

The Company collects and analyzes both internal factors and external trends that may affect its business operations. This includes benchmarking against companies within the same industry to identify material topics relevant to the Company’s strategic direction. These issues are linked to the United Nations Sustainable Development Goals (SDGs) and the Global Reporting Initiative (GRI) Standards. The list of material topics is reviewed and updated every two years.

2. Prioritization

The Company assesses the significance of the identified material topics by considering two key dimensions:

- Level of impact on the business
- Level of stakeholder expectations

Next, the identified material topics are prioritized and selected as sustainable materiality, which the organization should give the highest priority in its business operations.

3. Validation

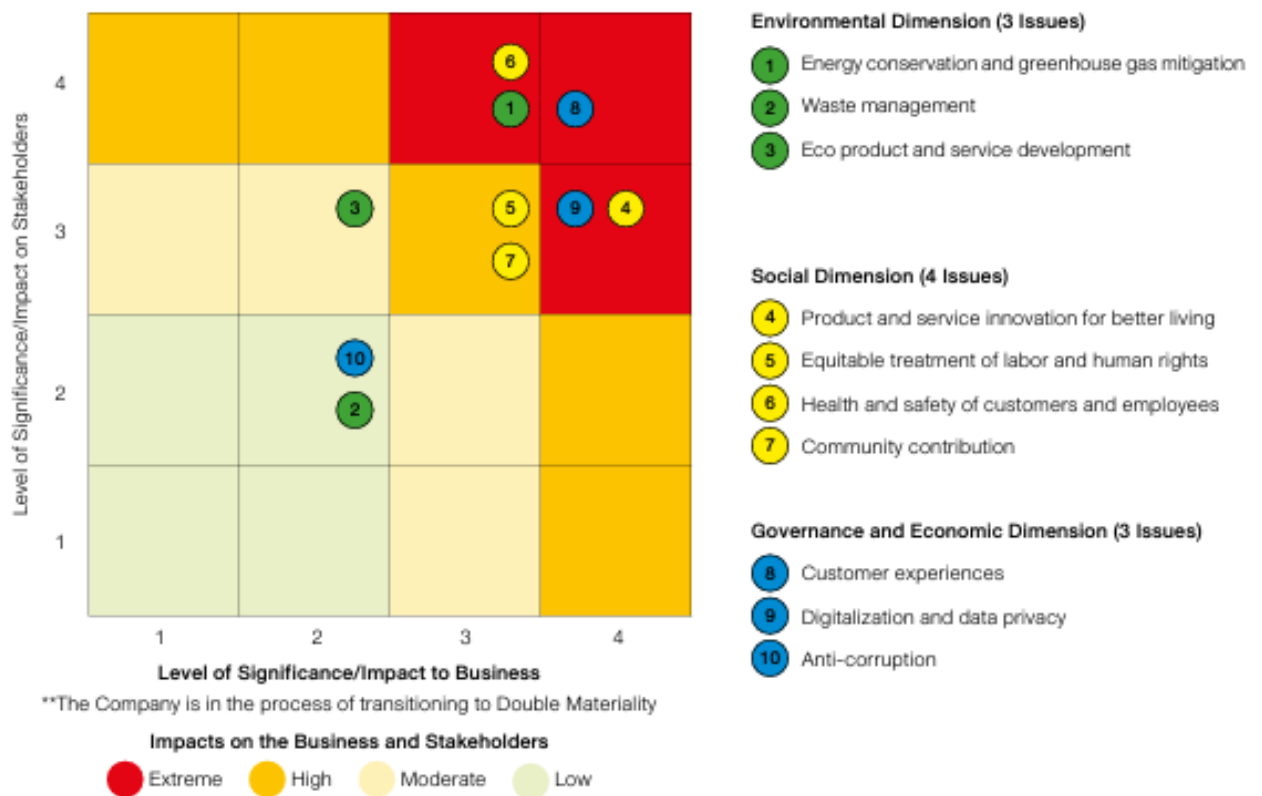
The Company conducts a validation process to ensure the accuracy and completeness of the identified and prioritized material topics. The results of this validation are presented to the Nomination, Remuneration, Corporate Governance, and Sustainability Committee for consideration before being formally submitted to the Board of Directors for approval. This process ensures alignment with the Company's strategic direction and relevant international standards.

4. Continuous Improvement

The Company is committed to continuously improving its process for identifying material topics to align with evolving business environments and global trends. This is achieved through regular monitoring and periodic reviews to ensure that the selected material topics appropriately reflect the organization's risks, opportunities, and long-term development goals

Materiality Assessment Results

The Company identified 10 key sustainability issues, as outlined below:



3. Sustainability Management in the Environmental Dimension

Environmental Policies and Practices

The Company is committed to conducting business with environmental responsibility, adhering to the principles of sustainable growth while conserving natural resources. This commitment aims to prevent and mitigate potential environmental impacts arising from operations across all stages of the value chain. The Company prioritizes environmental responsibility in business operations and promotes efficient resource and energy utilization, along with effective waste management, to ensure that its business activities do not negatively impact the environment or surrounding communities. To support this commitment, the Company has established the Environmental Policies and Practices as a framework to guide its operational activities.

Operate business activities in compliance with applicable laws, regulations, requirements, and international environmental standards. Ensure continuous monitoring, evaluation, and improvement of operations to maintain compliance and enhance sustainability efforts.

Commit to minimizing environmental and climate impacts by protecting, preserving, and restoring ecosystems while actively reducing global warming. Prioritize the development and adoption of innovative, eco-friendly products to drive sustainable progress.

Energy conservation: Promote the sustainable use of natural resources, energy, and water to reduce greenhouse gas emissions and mitigate climate change, striving toward a low-carbon society. Support the adoption of alternative energy sources and enhance energy efficiency across operations, activities, and work processes. Optimize management strategies to improve transportation efficiency and further minimize environmental impact.

Waste management: Commit to reducing and managing waste throughout the value chain, from origin to disposal, ensuring responsible and efficient waste control. Implement the 3Rs concept (Reduce, Reuse, Recycle) within work processes to optimize waste management. For waste from business operations, products, and services that cannot be processed under the 3Rs framework, ensure proper treatment and disposal in accordance with environmental best practices.

Optimize resource utilization to support responsible consumption by developing and promoting eco-friendly products. Encourage sustainable practices, including responsible plastic consumption.

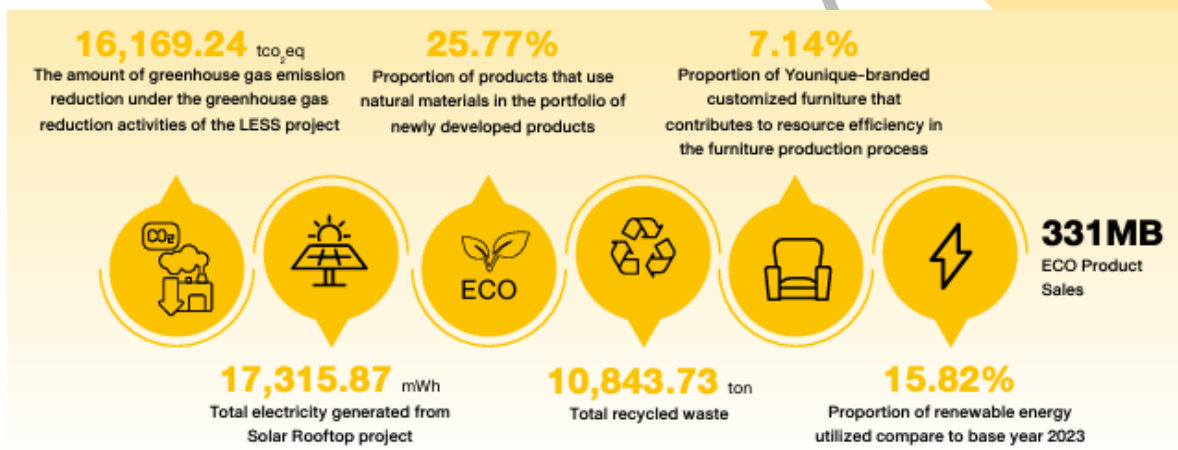
Climate change: Commit to managing climate-related risks and opportunities by assessing greenhouse gas emissions and implementing action plans to reduce direct and indirect emissions (Scope 1, 2, and 3) in accordance with climate management goals and strategies.

Ecosystem and biodiversity: Commit to sustainable business operations by prioritizing and promoting the protection of ecosystems and biodiversity, ensuring the long-term preservation of natural resources.

Establish objectives, indicators, and goals for sustainable environmental management, integrating strategies, plans, and operational projects to enhance management efficiency continuously.

Strengthen knowledge, awareness, training, giving advice, and creating participation in environmental management and reduction of greenhouse gas emissions to be mirrored for employees, related working groups, and stakeholders, including providing appropriate support and related resources.

Environmental Performance



3.1 Greenhouse Gas and Energy Management



The Company prioritizes business operations while protecting a sustainable environment, particularly in energy management and greenhouse gas (GHG) emission reduction. This includes the management of electricity consumption, oil and fuel use, as well as the assessment and monitoring of carbon emissions from the Company’s activities. The Company has established clear policies, targets, and measures to support sustainable development and is committed to reducing environmental impacts through continuous operational improvements. These projects include improving energy efficiency across offices, branches, distribution centers, and factories; installing solar rooftops to generate renewable electricity; utilizing smart technologies to manage air-conditioning and lighting systems; and promoting employee participation in energy conservation and carbon reduction. Furthermore, the Company has established long-term environmental targets, including achieving carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2050, reflecting its strategic commitment to addressing climate change.

The Company also prioritizes efficient energy management to support environmentally responsible business operations. This includes reducing reliance on fossil fuels and increasing the use of clean energy through the installation of solar rooftops at 29 branches and factories. In addition, the Company is implementing the “Green Store” project, which began in Saraburi in 2024 and will expand to the newly opened Chiang Rai branch in 2025, reflecting its commitment to developing environmentally friendly buildings. The Company is also committed to managing fuel consumption for transportation and distribution under the “Green Logistics” concept, including the adoption of electric vehicles (EVs) powered by clean energy. These projects help reduce greenhouse gas emissions by decreasing dependence on fossil fuels, contributing to climate change mitigation and the continuous reduction of GHG emissions.

Targets and Performance: Greenhouse Gas and Energy Management

Indicator / Target		2025 Performance
Greenhouse Gas Management		<p>Greenhouse Gas and Energy Management</p> <p>1) Electricity Management</p> <p>The Company continuously maintains and services electrical control equipment and related systems, including building employee awareness of electricity conservation.</p> <ul style="list-style-type: none"> In 2025, the Company's total electricity consumption was 69,612.80 MWh — comprising purchased electricity of 52,296.93 MWh and solar energy (Solar Rooftop) of 17,315.87 MWh — equivalent to electricity consumption per revenue of 6,960.42 kWh/million baht, an increase of 6.37% compared to 2023 base year; and electricity intensity per revenue of 55.03 kWh/million baht, an increase of 11.28% compared to 2023 base year. In 2025, the Company generated 17,315.87 MWh from its Solar Rooftop projects — an increase of 15.82% from the 2023 base year — reducing greenhouse gas emissions by 8,107.29 tCO₂eq, and expanded solar rooftop installations by 2 additional sites with maximum solar generation capacity of 1,473.75 kWp. The Company implements an Energy Saving Program by improving machine and equipment efficiency (Energy Saving & Efficiency) at the head office, Index Living Mall branches, distribution centers, The Walk, and factories — for long-term energy planning, with plans to improve air conditioning and lighting systems (the highest electricity-consuming systems) by expanding efficiency improvements to air conditioning machinery and equipment.
- Volume of greenhouse gas reductions from operations under the Low Emission Support Scheme (LESS) to increase compared to 2022 base year (Unit: tonnes CO ₂ eq)		
Short-term:	Increase 20% by 2027	
Medium-term:	Increase 25% by 2032	
Long-term:	Increase 30% by 2037	
- Volume of greenhouse gas emitted to the atmosphere equals the volume absorbed (Carbon Neutrality) by 2050.		
- Net Zero greenhouse gas emissions by 2065.		
Energy Management		
- Electricity consumption per revenue to decrease 10% by 2027		

compared to 2023 base year (Unit: kWh/million baht)

- Electricity consumption per floor area to decrease 5% by 2027

compared to 2023 base year (Unit: kWh/sq.m.)

- Thailand Voluntary Emission Reduction Program (T-VER): The Company has registered solar rooftop electricity generation projects since 2022, covering 23 branches in total, and continues these operations.
- Index Goes Green's Project: Expressing commitment to jointly contribute to building a green world. Internal communications via various content channels build knowledge on jointly saving energy and resources.

2) Fuel and Oil Energy Management

In 2025, the Company's fuel and oil consumption decreased by 5.91% — reflecting commitment to managing fuel and oil and continuously promoting the use of electric vehicles.

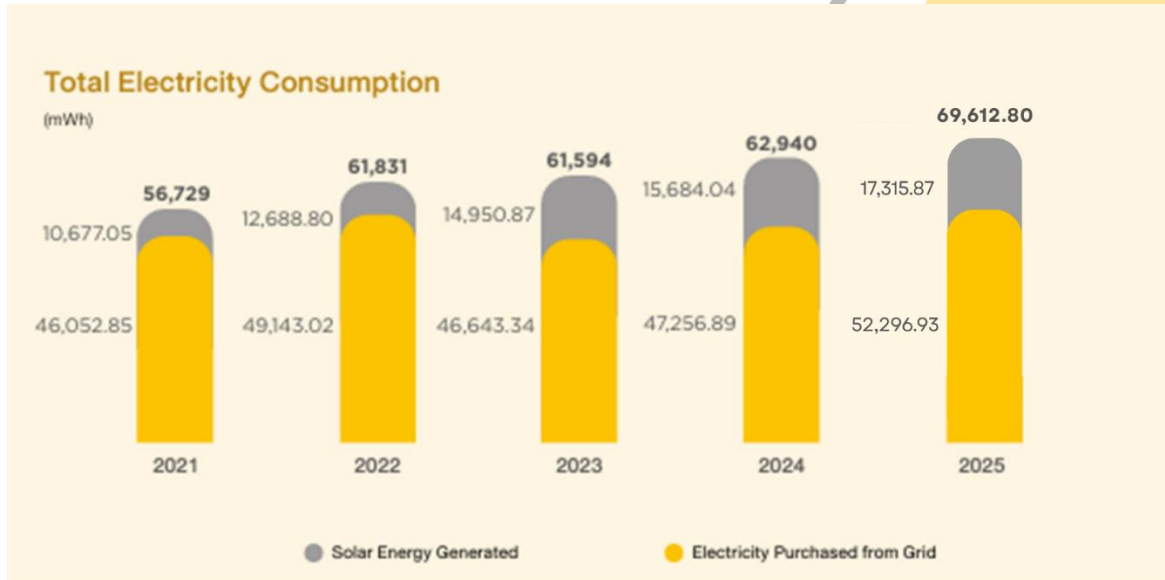
3) Greenhouse Gas Management

- The Company installs Solar Rooftop to produce substitute electricity and replaces air conditioning system control equipment — to reduce energy use and improve operational efficiency.
- Manage waste by sorting recyclable waste to reduce waste generation and recycle water, reducing landfill volume.
- Implement the Low Emission Support Scheme (LESS): From 2020–2024, the cumulative greenhouse gas reduction was 59,224.34 tCO₂eq. In 2025, greenhouse gas reduction activities achieved a reduction of 16,169.24 tCO₂eq — an increase of 3,816.297 tCO₂eq, equal to 30.89% compared to the 2022 base year.
- The Company launched a Zero Energy Building prototype at the Saraburi branch — the first in Southeast Asia — reducing net energy use and promoting air quality, while moving toward Carbon Neutrality by 2050 and Net Zero by 2065. In 2025, an additional branch was opened in Chiang Rai Province, with plans for further expansion to build a wider network of energy-efficient buildings.
- The Company developed new products focusing on expanding the Eco Product proportion across both furniture and home decoration categories that are environmentally friendly.

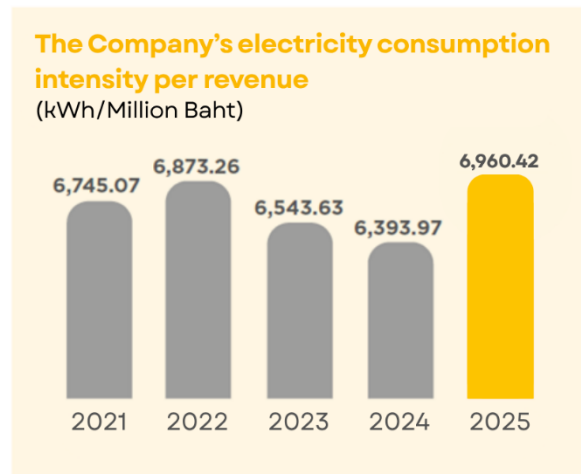
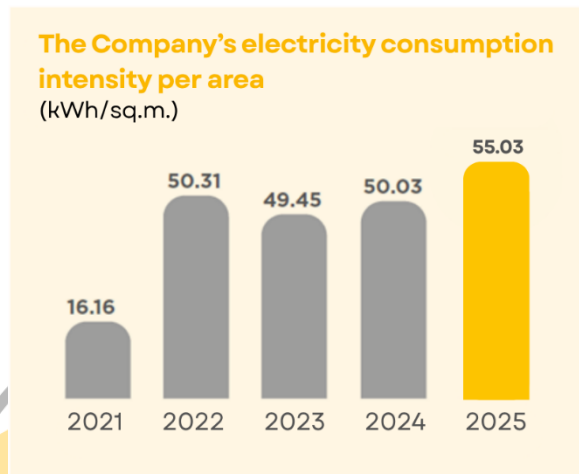
From all greenhouse gas management projects, the Company achieved a greenhouse gas reduction in 2025 of 16,169.24 tCO₂eq.

1.1 Electricity Management

In 2025, the Company continuously maintained machinery, electrical equipment, and energy systems to achieve maximum energy efficiency — alongside promoting an organizational energy-saving culture, opening opportunities for employees at all levels to participate in reducing electricity use and valuing resources, while implementing electricity efficiency improvements.



- Company electricity efficiency per revenue: electricity consumption per revenue ratio = 6,960.42 kWh/million baht, representing an increase of 6.37% compared to 2023 base year.
- Company electricity efficiency per floor area: electricity consumption per floor area ratio = 55.03 kWh/sq.m., representing an increase of 11.28% compared to 2023 base year.



Total organizational electricity consumption: 69,612.80 MWh, comprising:

- Purchased electricity: 52,274.55 MWh
- Solar Rooftop generated electricity: 52,296.93 MWh

Compared with 2024, when total electricity consumption was 62,940.92 MWh, electricity consumption in 2025 increased by 10.60%, mainly due to branch expansion and increased production capacity. The Company continues to maintain a significant share of clean energy usage, with solar power accounting for 24.87% of total electricity consumption. This reflects the Company's commitment to increasing the use of renewable energy and reducing reliance on fossil fuels. Electricity consumption trends between 2021 and 2025 indicate a gradual increase driven by business growth. In response, the Company has continuously improved energy efficiency and invested in clean energy systems to support sustainable business operations and reduce greenhouse gas emissions in the long term.

The Company categorizes electricity consumption into store usage and tenant usage. Store usage includes electricity consumed within the Index Living Mall retail spaces and common areas, such as the lighting and air-conditioning systems at The Walk. Electricity consumption by tenants within Index Living Mall and The Walk is recorded separately from the Company's electricity usage.

Electricity Usage Proportion between Index Living Mall & The Walk and Tenant in 2025



Total Energy Management Data		Unit	2022	2023	2024	2025
1	Energy Management Data: Electricity					
1.1	Company Electricity Consumption					
	Total Electricity Consumption	kilowatt-hours (kWh)	61,831,824.14	61,594,212.11	62,940,917.47	69,612,801.24
	Purchased Electricity	kilowatt-hours (kWh)	49,143,024.14	46,643,342.11	47,256,877.47	52,296,929.15

	Renewable Energy Purchased or Generated	kilowatt-hours (kWh)	12,688,800.00	14,950,870.00	15,684,040.00	17,315,872.09
	Tenant Electricity Consumption	kilowatt-hours (kWh)	14,190,671.69	18,509,615.68	22,287,764.62	23,385,374.80
1.2	Company Electricity Intensity					
	Total Electricity Consumption per Area	(kWh/sq.m.)	50.31	49.45	50.03	55.03
	Electricity Consumption per Revenue	kWh/million baht	6873.26	6543.63	6363.97	6,960.42
1.3	Company Electricity Consumption	Thai Baht	228,788,823.79	230,957,889.46	295,117,995.43	320,091,240.27
	Company Electricity Consumption (Exclude Tenant)	Thai Baht	-	126,356,914.15	184,288,865.56	202,738,054.65

Notes

1. Energy consumption data covers all Index Living Mall branches, distribution centers, head office, The Walk, affiliated factories and Solar Rooftops (excluding tenant electricity use).
2. Energy consumption per floor area is calculated against total area, meaning the Company's total area including rental areas.
3. In 2025, the Company improved its electricity consumption calculation method, expanding the calculation scope to cover the organizational carbon footprint in the indirect greenhouse gas emissions section (Scope 2).

Key Projects

1) Solar Rooftop Project

The Company prioritizes environmental responsibility in business operations and is committed to promoting the use of clean energy to support the transition toward a low-carbon society. Since 2018, the Company has continuously implemented Solar Rooftop installation projects across key operational locations, including Index Living Mall branches, The Walk shopping center, distribution centers, and manufacturing

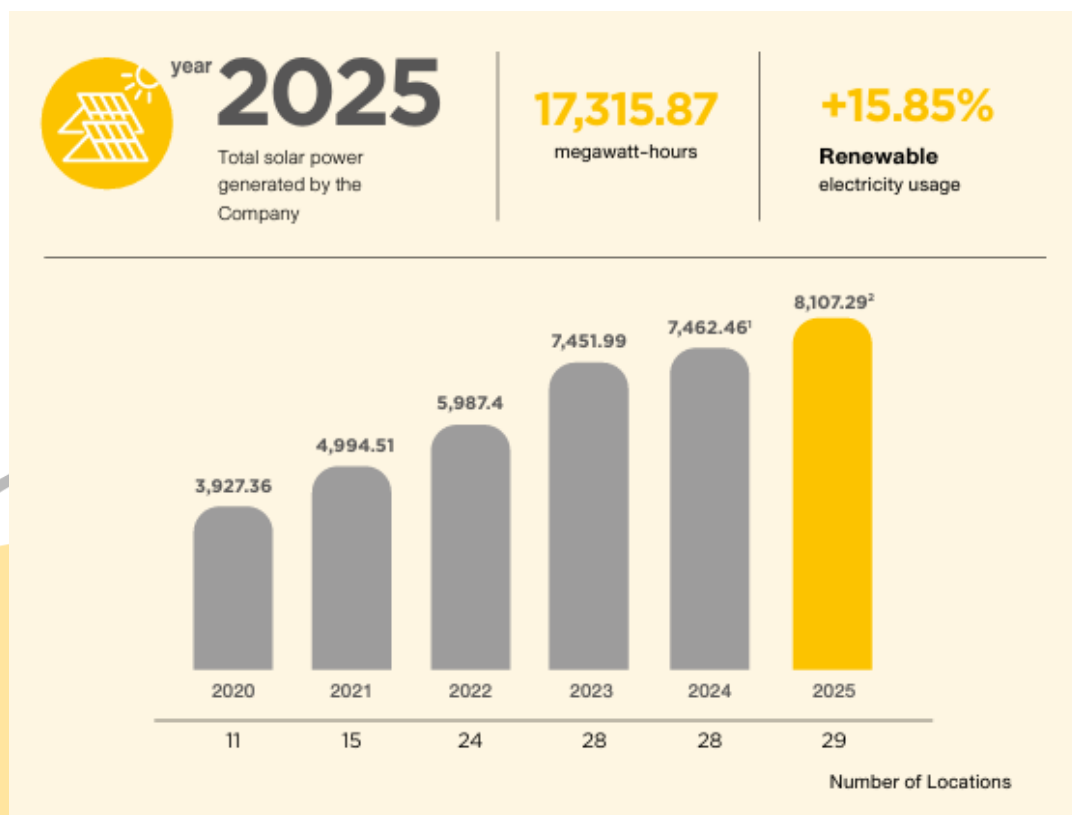
plants. These projects aim to increase the proportion of renewable energy, reduce reliance on fossil fuels, and minimize environmental impacts from business operations.

At the end of 2025, the Company expanded its Solar Rooftop installations to include two additional locations: the Little Walk shopping center (Bangkok Kreetha) and the Index Interfurn factory, under Phase 2 of the project covering Plants 5 and 6.

As a result, the Company installed a total of 29 Solar Rooftop nationwide, covering operational areas with high potential for solar energy generation. The Company plans to continue expanding these installations in the coming years to support business growth and long-term sustainability goals.

In 2025, the Company generated a total of 17,315.87 megawatt-hours (MWh) of electricity from solar power, representing a 10.40% increase compared with 2024 and a 15.82% increase compared with the 2023 baseline. This reflects effective renewable energy management and the continued expansion of Solar Rooftop installations.

Through these Solar Rooftop Systems, the Company reduced greenhouse gas emissions by 8,107.29 tons of carbon dioxide equivalent (tCO₂e), thus reducing reliance on non-renewable energy. At the same time, it creates opportunities to strengthen operational resilience and enhance sustainability leadership, supporting its commitment to climate change mitigation and environmentally responsible business operations.



Notes

1. Greenhouse gas reduction volumes reference data certified by the Thailand Greenhouse Gas Management Organization (TGO). In 2024: 7,462.46 tCO₂eq.

2. The 2025 greenhouse gas reduction volume is under TGO certification review.

2) Energy Saving Program

The Company continuously improves energy efficiency across its buildings, branches, and factories. Key energy-saving projects implemented in 2025 include:

- **Chiller Optimization** The Company conducts performance assessments of chillers to continuously improve operational efficiency and reduce energy consumption.
- **Cooling Tower and Air Handling Unit (AHU) Optimization** Cooling towers and air handling units are continuously monitored and maintained through preventive maintenance programs to ensure optimal operational performance.
- **Chiller Operation Setting** The Company adjusts air handling unit (AHU) operating levels seasonally to align with weather conditions, helping reduce electricity consumption while maintaining a comfortable indoor environment.
- **Optimization of Split-Type Air Conditioner** Older air-conditioning units are replaced with energy-efficient inverter systems when equipment reaches the end of its service life.
- **LED Lighting Replacement** Indoor lighting is gradually replaced with LED bulbs on a quarterly basis, with LED lamps used to replace outdated or damaged lighting fixtures.
- **Energy Management at Branches** Energy management measures include setting optimal indoor temperatures, scheduling lighting operations, and monitoring electricity consumption to ensure efficient energy use.
- **Office Energy-Saving Practices** Employees are encouraged to conserve electricity by switching off lights during lunchtime or in unused areas.
- **Index Living Mall Chiang Rai, 35th branch, Sustainable Development project**

Index Living Mall officially opened its 35th branch in Chiang Rai on August 27, 2025, with an investment of 200 million baht. The branch emphasizes sustainable development through several environmentally responsible projects, including a building structure designed to support future Solar Rooftop installations, and the use of biodegradable corrugated paper, 80% biodegradable, for printed materials as well as an in-

store waste sorting system to promote responsible waste management. The branch also offers eco-friendly products made from natural and recycled materials, as well as energy-saving products. In addition, the Company supports the local community in Chiang Rai by offering handcrafted products made by local artisans. This project aligns with the concept of “We Gain, the World Gains, They Gain,” promoting sustainable living and environmental responsibility.



3) INDEX GOES GREEN's Project

Since 2023, the Company has continuously implemented the “INDEX GOES GREEN’s” project, which focuses on raising awareness of social and environmental responsibility among employees and management. This project is communicated through both internal and external channels using various forms of content to encourage awareness and participation in creating a better and more sustainable society and environment. It is also supported by internal activities and policies under the “Yellow Is the New Green” project, which aims to cultivate a green corporate culture and support sustainable organizational growth such as

- Providing information and promoting awareness of waste management practices, the environmental benefits of tree planting, and encouraging the use of water filtration systems instead of bottled drinking water.
- Promoting the use of household products made from recycled materials, such as eggshells, rice straw, and recycled cotton fibers.
- Reducing single-use plastic packaging and encouraging the reuse of materials to minimize waste and reduce the consumption of new resources.

- Promoting the adoption of digital technologies in work processes to improve efficiency, increase operational speed, and reduce paper consumption from document printing.



The project aims to foster an environmentally responsible corporate culture (Green Culture), promote responsible resource utilization, and support the Company’s sustainable long-term business growth.

- Expanding the solar rooftop installations to a total of 29 locations nationwide.
- The Company’s electricity management projects implemented in 2025 reflect its commitment to improving energy efficiency, increasing the proportion of renewable energy, and achieving measurable reductions in greenhouse gas emissions, in line with its Environmental, Social, and Governance (ESG) principles and the United Nations Sustainable Development Goals (SDGs).

1.2 Oil and Fuel Energy Management

To enhance sustainability and improve the efficiency of furniture and home furnishing delivery and installation services nationwide, the Company has implemented a systematic fuel and oil management approach. This includes the establishment of fuel stations within distribution centers to support efficient energy management, along with regular maintenance of transportation vehicles to ensure safe operations, improve fuel efficiency, and reduce unnecessary fuel consumption.

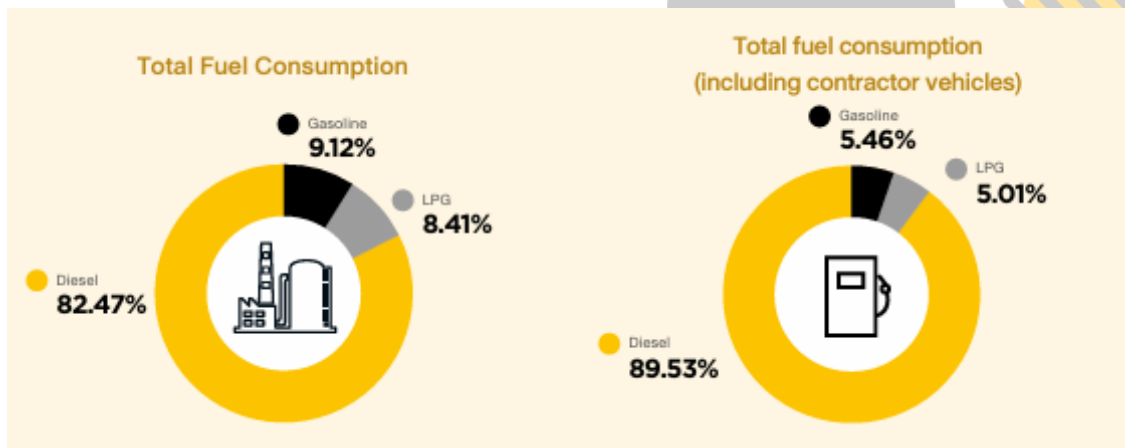
Furthermore, the Company began introducing electric vehicles (EVs) in 2023 and has adopted a policy to promote the use of electric and hybrid vehicles to gradually replace conventional fuel-powered vehicles for both product transportation and office operations. This project helps reduce greenhouse gas emissions from transportation and internal business travel activities.

In 2025, the Company replaced fossil fuel-powered office vehicles with electric vehicles (EVs) at four branches: Rattana Thibet, Saraburi, Pattaya, and Rayong. The Company plans to continue this transition in the future, including expanding the use of EVs for product transportation. In addition, The Walk shopping center has been using electric motorcycles since 2023 to improve operational efficiency and communication within nearby areas while reducing greenhouse gas emissions from daily operations. Currently, electric motorcycles are in use at nine branches nationwide, reflecting the Company's commitment to promoting electric vehicle adoption and supporting environmentally responsible business operations.

The Company's oil and fuel consumption covers its own logistics and operational activities, including delivery vehicles used in product transportation, vehicles associated with the "Tao Kae Noi" project, vehicles from affiliated factories, and office vehicles. It also includes the use of liquefied petroleum gas (LPG) in production processes, as fuel for forklifts within factories, and LPG used for the maintenance of the LPG dispensing station at The Walk shopping center. In 2025, the Company's oil and fuel consumption (excluding partner vehicles) decreased by 5.91%, reflecting its commitment to efficient fuel management and the continued promotion of electric vehicles.

Fuel and Oil Usage	2023			2024			2025			Variance 2025	
	Company	Partner's Vehicle	Total	Company	Partner's Vehicle	Total	Company	Partner's Vehicle	Total	Company	Including Partner Vehicles
Total Fuel Consumption (liters)	1,354,537.15	601,992.00	1,956,529.15	1,424,005.15	692,450.00	2,116,455.15	1,339,871.63	907,957.77	2,247,829.40	-5.91%	6.21%
Diesel	1,237,151.99	601,992.00	1,839,143.99	1,306,685.91	692,450.00	1,999,135.91	1,104,996.99	907,373.93	2,012,370.92	-5.44%	0.66%
Gasoline	118,486.41	0.00	118,486.41	117,319.24	0.00	117,319.24	122,163.70	583.82	122,747.52	4.13%	4.63%
LPG (kg)	24,405.00	0.00	24,405.00	24,915.00	0.00	24,915.00	112,170.94	0.00	112,170.94	352.58%	352.58%
Total expenses for fuel and oil consumption (THB)	43,697,083.00	19,329,561.00	63,026,644.00	45,470,151.36	22,150,441.00	67,620,592.36	38,683,441.24	28,526,866.74	67,210,307.98	-14.93	0.61%

Remark: In 2025, the Company's LPG consumption calculation method has been changed to include carbon footprint assessments



The Company has continuously implemented measures to control and improve fuel efficiency, including:

- Route optimization
- Preventive maintenance

These measures enable the Company to manage fuel consumption more efficiently, reduce energy waste, and support its long-term greenhouse gas emission reduction goals.

Transport and Distribute Products with Green Logistics

The Company prioritizes the development of sustainable transportation and distribution systems under the “Green Logistics” concept to improve transportation efficiency, reduce greenhouse gas emissions, and promote the use of clean energy in logistics operations.

The Company has partnered with transportation service providers to deploy 100% electric vehicles (EVs) for regional distribution in two phases, totaling seven vehicles. This includes three 14-wheel (6-axle trailer) EV trucks with a 15-ton payload capacity and four 6-wheel EV trucks with a 5-ton payload capacity. Currently, the first phase has commenced with two EV trailer trucks operating at the Bang Bon distribution center. EV charging stations have been installed with a total charging capacity of 150 kWh, capable of fast charging up to 4 vehicles simultaneously.

The Company’s e-transport development project began in late 2023, starting with pilot operations in the eastern region covering the Pattaya–Chonburi route. In 2025, the project expanded to areas with 100% charging station coverage in the lower northern region (Nakhon Sawan and Phitsanulok provinces) and the northeastern region (Nakhon Ratchasima, Khon Kaen, and Udon Thani provinces). Initial results indicate cost savings of more than 600,000 baht per year.

Furthermore, the Company conducted operational tests on the Bangkok–Chiang Mai route, covering a round-trip distance of over 1,500 kilometers. This required planning intermediate charging through both logistics partner (LLP) charging stations and public charging stations. Preliminary analysis indicates that transportation costs on this route can be reduced by approximately 4,500 baht per trip when using public charging stations, and by up to 9,000 baht per trip when using LLP’s dedicated charging stations. To support expansion, the Company is currently developing DC fast-charging stations in upper northern Thailand, with charging infrastructure along the northern route expected to be completed by the end of 2026.

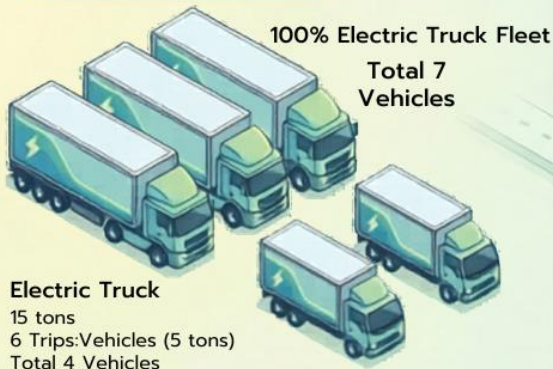
In 2026, the Company plans to fully launch EV transportation services on the Chiang Mai route, using two EV trucks with an average of eight trips per truck per month, totaling 16 trips per month for long-distance routes. At the same time, the Company will begin deploying the second phase of EV trucks on medium-distance routes in the northeastern region, which is expected to generate cost savings of approximately 40,000–50,000 baht per truck per month once charging infrastructure and operations are fully established. In the long term (by 2027), with seven electric trucks in operation and charging stations covering northern and northeastern routes, the Company expects to reduce transportation costs by approximately 3.0–3.5 million baht per year. The Company also plans to expand EV transportation services to additional regions, including Phuket, Nakhon Si Thammarat, Surat Thani, and Songkhla, and is currently conducting detailed studies on infrastructure readiness and charging station availability in the southern region.

The Company has also improved transportation efficiency through packaging optimization and in-house product design, ensuring compatibility with vehicle sizes and delivery routes. These projects include optimizing product dimensions, increasing the number of items delivered per trip, reducing delivery cycles, and managing hybrid routing between short- and long-distance deliveries to maximize the efficiency of electric vehicles. This Green Logistics project reflects the Company’s commitment to reducing reliance on fossil fuels, promoting clean energy in logistics operations, and supporting Thailand’s Nationally Determined Contribution (NDC) targets for greenhouse gas emission reduction.

Road to Green Logistics:

Driving Sustainable Transport with 100% Electric Power

Fleet & Infrastructure



Packaging Optimization



Northern Route Expansion

Full network operational planned across northern branches, replacing diesel trucks with EV 16 round trips/month



Timeline & Route Expansion

Late 2023: Eastern Region Launch

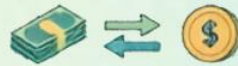
Pattaya - Chonburi

Operations launched on Pattaya-Chonburi route for distribution test

2025: Expansion to North & Northeast

Nakhon Sawan, Phitsanulok, Nakhon Ratchasima, Khon Kaen, and Udon Thani at 100% EV coverage location

Impact & Financial Benefits



Bangkok-Chiang Mai route saves ฿4,500 for public charger and up to ฿9,000 per trip using LLP charger network



Potential savings estimated when charging networks are fully functional

2027 Target

฿3.0 - 3.5M / Year Cost Reduction

upon full deployment of 7 vehicles + complete charger network across North & Northeast

Period	Status	Cost Reduction Estimated
Initial Launch	1st Phase (2 Vehicles)	฿600,000 / Year
2026	2nd Phase (On Route Expansion)	฿40,000 - 50,000 Per Vehicles / Year
2027	Fully Functioning (7 Vehicles)	฿3.0 - 3.5 M / Year

In addition, the Index Interfurn factory initiated a major transformation in Q4 2025 through strategic investments in sustainable logistics operations. The Company phased out 30 oil and LPG-powered forklifts and replaced them with 16 high-efficiency electric forklifts. This transition reflects the Company's commitment to reducing environmental impacts, improving employee well-being, and conducting business in accordance with good governance principles while advancing toward a more sustainable future.



1.3 Greenhouse Gas Management

The Company is committed to conducting business with due consideration for its environmental impacts and prioritizes the reduction of greenhouse gas (GHG) emissions across all operational processes. These support the Company's long-term goals of achieving carbon neutrality and net-zero greenhouse gas emissions.

The Company assesses and monitors its carbon footprint of the organization (CFO), covering direct GHG emissions and removals (Scope 1) and indirect GHG emissions from energy consumption (Scope 2).

In 2025, the Company plans to apply for certification of its carbon footprint of the organization (CFO) for Scopes 1 and 2. Key projects on GHG management and reduction include the following:

1) Low Emission Support Scheme: LESS

The Company has joined the Low Emission Support Scheme (LESS) in collaboration with the Greenhouse Gas Management Organization (Public Organization), Ministry of Natural Resources and Environment, since 2020. This project supports the Company's greenhouse gas (GHG) emission reduction through various projects aimed at mitigating environmental impacts. These projects focus on continuous improvement of

operational processes and the certification of greenhouse gas emission reductions from relevant internal activities.

1. Solar rooftop installation
2. Waste Sorting for Recycling
3. Organic Waste Utilization Project
4. Replacement of Existing Chillers with High-Efficiency Chiller
5. EV Bike

Quantity of Greenhouse Gas Reduction under Low Emission Support Scheme: LESS

Greenhouse Gas Reduction Project	Amount of Greenhouse Gas Reduction (tCO ₂ eq)				
	2564	2565	2566	2567	2568 ¹
1. Solar Rooftop Installation Project	4,994.509	5,987.405	7,451.990	7,462,464	8,107.29
2. Waste Sorting for Recycling	3,341.782	6,363.304	6,916.871	8,151.826	8,057.96
3. Organic Waste Utilization Project	3.207	2.234	6.332	4.969	3.09
4. Replacement of Existing Chiller with High Efficiency Chiller	-	-	-	625,097	-
5. EV Bike	-	-	-	-	0.90
Total	8,339.498	12,352.943	14,375.193	16,244.08	16,169.24

Remarks:1 The greenhouse gas reduction amount for 2025 is in the application process for certification from the TGO.

Greenhouse Gas Reduction Support Program

LESS



59,224.34 tCO₂eq
Cumulative GHG Reduction
2018 - 2024



Y2025
+16,169.24 tCO₂eq
Compared to 30.89%
Baseline Y2022

Through the implementation of this project, the Company has achieved a cumulative greenhouse gas emission reduction of 59,224.34 tons of carbon dioxide equivalent (tCO₂e) from 2020 to 2024. In 2025, the Company reduced greenhouse gas emissions by 16,169.24 tCO₂e under this project, representing an additional reduction of 3,816.30 tCO₂e, or 12.48%, compared with the 2022 baseline. The Company has set a target to achieve a further 20% reduction in greenhouse gas emissions by 2027 compared with the 2022 baseline.

2) Thailand Voluntary Emission Reduction Program: T-VER

The Company has joined the Voluntary Greenhouse Gas Reduction Program under Thailand's standards (T-VER) with the Thailand Greenhouse Gas Management Organization (Public Organization) to demonstrate its commitment to continuously reducing greenhouse gas (GHG) emissions, the Company has registered solar rooftop systems of Index Living Mall Public Company Limited at 23 branches nationwide, as follows:

Registration Year	Sub-project Group (CPA)	Number of Branches	GHG Reduction Volume (tCO ₂ eq/year)
2022	CPA-01	7 branches	1,571 tCO ₂ eq/year
2023	CPA-02	7 branches	1,482 tCO ₂ eq/year
2024	CPA-03	9 branches	1,599 tCO ₂ eq/year

This project is an important part of the Company's long-term carbon reduction plan, using clean energy from the Solar Rooftop system to replace electricity generated from fossil fuels, consistent with the national clean energy policy and the Company's sustainable development approach. From implementing the T-VER project from 2022 to 2025, the Company expects to cumulatively reduce greenhouse gas emissions by 13,982 tCO₂eq, reflecting the organization's firm intention to be part of the Energy Transition and drive Thailand toward Carbon Neutrality and Net Zero Emissions in the future.

Cumulative GHG Reduction of T-VER Project 2022–2025

Year	2022	2023	2024	2025	Total
Cumulative GHG Reduction (tCO ₂ eq)	1,571	3,053	4,652	4,652	13,928
Carbon Credit Unit Price (THB/ tCO ₂ eq)	108.22	79.71	125.05	145.35	-
Carbon Market Price Equivalent (THB)	170,013.62	243,354.63	581,732.60	676,168.20	1,671,269.05

Remark:

1 Carbon Credit Unit Price (THB/ tCO₂eq) retrieved from Thailand Greenhouse Gas Organization

2 This represents an estimated valuation of carbon credits generated from greenhouse gas emission reductions registered under the T-VER Program

3) Organizational Greenhouse Gas Emissions

The Company places great importance on managing greenhouse gas emissions in all operational processes under the framework of the Greenhouse Gas Protocol and the guidelines of the Thailand Greenhouse Gas Management Organization (TGO). The Company maintains a Corporate GHG Inventory, assessing and monitoring the organization's Carbon Footprint (CFO) covering direct GHG emissions and removals (Scope 1) and indirect GHG emissions from energy use (Scope 2). Studies and implementation began in 2023 following TGO guidelines, but without external verification and certification.

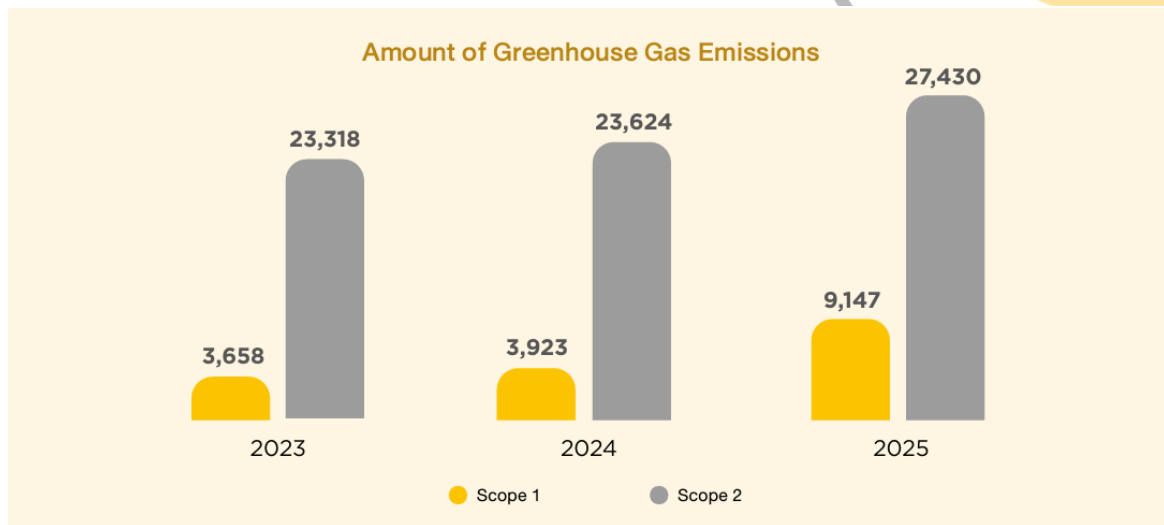
In 2025, the Index Living Mall Group prepared a complete organizational GHG emissions and removals report covering Direct GHG Emission (Scope 1) and Indirect GHG Emission (Scope 2). The report was verified by external audit organization - Team Consulting Engineering and Management Company Limited to confirm accuracy and compliance with defined standards, and certification of Scope 1 and Scope 2 GHG emissions was sought from Thailand Greenhouse Gas Management Organization (Public Company) as an important database for systematic emission reduction planning. For other indirect emissions (Scope 3), the Company is in the process of studying and developing data collection approaches covering supply chain activities such as partner transportation, raw material procurement, and product distribution, to prepare for comprehensive international-standard GHG disclosure in the next phase.

In fiscal year 2025, the Company's total Scope 1 and Scope 2 greenhouse gas emissions were 36,577.00 tonnes of carbon dioxide equivalent (tCO₂eq).

Total GHG Emissions	2566	2567	2568
Tonnes CO ₂ equivalent (tCO ₂ e)			(Base Year)
Scope 1 GHG Emissions	3,658.00	3,923.00	9,147.00

Scope 2 GHG Emissions	23,318.00	23,624.00	27,430.00
Scope 3 GHG Emissions	n/a	n/a	n/a
Total GHG Emissions	26,976.00	27,549.00	36,577
Total GHG Emissions (Scope 1 & 2) tCO₂e per million THB revenue	3.13	3.05	3.66
GHG Emissions Intensity tCO ₂ e per square meter (tCO ₂ e/sq.m.)	0.0216	0.0218	0.029

Note: 2025 is the first year with external third-party verification and certification, and will serve as the base year for future GHG emission reduction tracking.



Note: 2025 is the first year with external verification and certification.



Additionally, knowledge building on Carbon Footprint Organization (CFO) has been carried out through training to create understanding of GHG emissions and assessment approaches for executives and employees, as well as producing communication materials to inform internal staff to generate awareness and lead to measures or management approaches for reducing GHG emissions and mitigating the impacts of climate change.



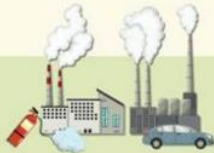


CFO^{CO2}

Carbon Footprint for Organization



The calculation of greenhouse gas emissions arising from various organizational activities, both direct and indirect, in order to determine the amount of greenhouse gases released by the organization to the external environment, and to enable the use of such information for planning and managing greenhouse gas reduction in the future



SCOPE 1: DIRECT EMISSIONS

Direct greenhouse gas emissions from organizational activities

- Fuel combustion from machinery
- Use of company vehicles
- Leakage of refrigerants and CO₂ from fire suppression agents
- Methane leakage from restroom usage



SCOPE 2: ENERGY INDIRECT EMISSIONS

Indirect greenhouse gas emissions from activities related to the organization

- Electricity Consumption



SCOPE 3: OTHER INDIRECT EMISSIONS

Other indirect greenhouse gas emissions

- Outsourced transportation of products/raw materials
- Employee commuting (non-company vehicles)
- Use of various materials and equipment

3.2. Water and Wastewater Management

The Company recognizes the importance of water resources as a natural resource essential to business operations and to the sustainable quality of life of surrounding communities. The Company is committed to managing water and wastewater efficiently, developing water use reduction measures, advancing

wastewater treatment and recycling technology, and promoting awareness of the value of water among employees and stakeholders — in order to reduce water-related environmental impacts and achieve the Company's water management targets as to ensure quality in compliance with legal standards.

Targets and Performance: Water and Wastewater Management

The Company has set targets to reduce net water consumption per unit of revenue by 10% and increase the proportion of recycled water by 10% by 2027, compared to the 2023 base year, to promote efficient resource use and support the Company's sustainable development goals and SDG 6 (Clean Water and Sanitation).

KPI / Target	2025 Performance
<ul style="list-style-type: none"> - Reduce net water consumption per revenue by 10% by 2027 compared to 2023 baseline (unit: cubic meters per million THB revenue) - Increase recycled water proportion by 10% by 2027 compared to 2023 baseline (unit: cubic meters) 	<ul style="list-style-type: none"> - In 2025, total water consumption was 772,738.72 cubic meters (including tenant water use), an increase of 22.20% compared to 2024, with net water intensity at 11.07 cubic meters per million THB revenue. - Net water consumption per unit area was 0.09 cubic meters per square meter, an increase of 23.86% compared to the 2023 base year. - In 2025, recycled water volume was 14,170.4 cubic meters, an increase of 8.76% compared to the 2023 base year. Throughout 2025, no water or wastewater complaints were received. <p>The Company also implemented an MBR (Membrane Bioreactor) wastewater treatment system at Little Walk Shopping Center, Bangna branch, with a total investment of 2,798,888 baht. This system enhances wastewater treatment efficiency and improves the quality of treated effluent discharged into the environment, thereby reducing environmental impacts.</p> <ul style="list-style-type: none"> - The Company studied and assessed potential water management risk trends, defined preventive and corrective measures, and continuously

	<p>monitored water quality, with a total budget of 410,032 THB.</p> <p>- In addition, studies and improvement projects were carried out to mitigate water-related risks. These included an assessment of the clean water pumping system at The Walk shopping center and the installation of an additional inverter system to optimize pump operation and enhance efficient water resource utilization. The total budget for these improvements was 1,771,800.00 baht.</p>
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Nevertheless, water management continues to face multiple challenges including differences in water use behavior between branches, the inability to fully enforce water consumption controls on tenants, communicating consistent water conservation messages to employees and tenants effectively, and the need to strengthen communication with employees and stakeholders regarding responsible water use. In addition, water treatment and recycling systems typically require long investment payback periods.

On the other hand, the Company recognizes opportunities to enhance environmental performance through the adoption of advanced water management technologies, such as the Moving Bed Biofilm Reactor (MBBR) and Membrane Bioreactor (MBR) systems. These technologies improve wastewater treatment efficiency and ensure that treated water meets required standards, allowing it to be reused for purposes such as landscape irrigation and facility cleaning. Furthermore, the Company promotes responsible water use among employees, tenants, and customers. These help enhance the Company’s environmental reputation and increase confidence among stakeholders and investors in the Company’s Environmental, Social, and Governance (ESG) dimensions.

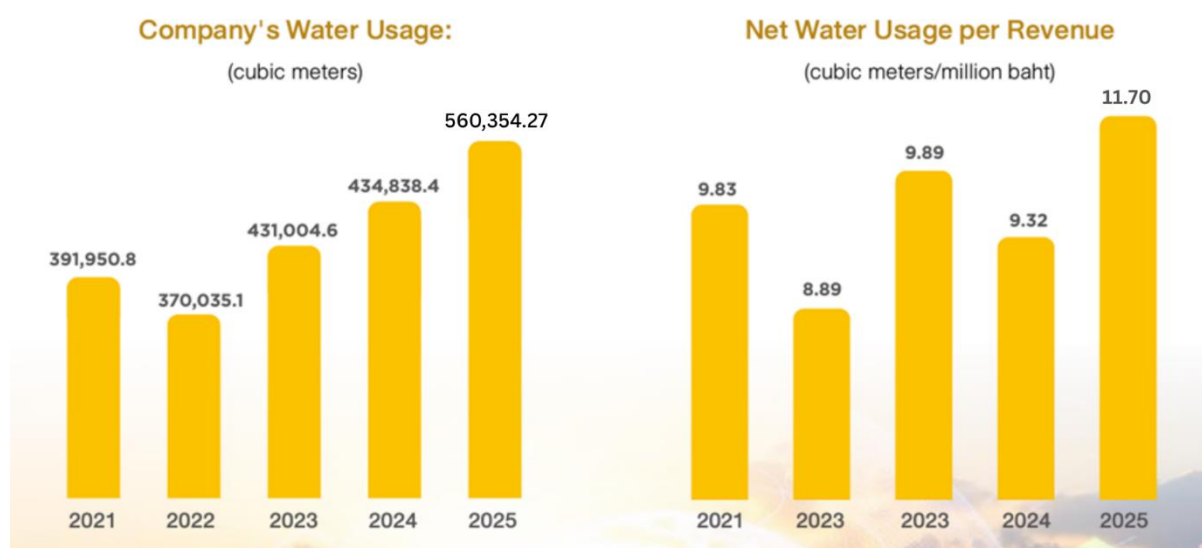
2.1 Water Management

The Company prioritizes efficient water management, utilizing both tap water and groundwater to support operations at its headquarters, Index Living Mall branches, The Walk shopping center, warehouses, and factories.

The Company continuously inspects and maintains its building water supply systems to ensure safety, compliance with relevant standards, and optimal operational performance. In addition, the Company promotes communication among employees and stakeholders regarding the importance of responsible water use, fostering a culture of sustainable water conservation.

In fiscal year 2025, the Company's total water consumption was 772,738.72 cubic meters (including tenant water use), an increase of 22.2% compared to 2024. Tenant water consumption accounted for 187,491.45 cubic meters — an increase attributable to the opening of new branches and expansion of The Walk Mall. Water usage consisted of 96% tap water and 4% groundwater, reflecting efficient water resource management and an appropriate balance between operational and tenant water use.

The Company has set a target to reduce net water consumption per unit of revenue by at least 10% by 2027 compared to the 2023 baseline year, to improve water resource efficiency and reduce environmental impacts sustainably. The target net water consumption intensity is 11.70 cubic meters per million baht of revenue, representing an increase of 18.39% compared with the 2023 baseline.



Water Management Guidelines

Management	Operational Guidelines
Establishing a Water Management System in the Workplace	<p>The Company utilizes water from both municipal supply systems and groundwater to support various activities within its facilities. The water distribution system is designed to accommodate different types of water usage, including:</p> <ul style="list-style-type: none"> ● Separate piping systems for drinking/general use water and sanitation systems water ● Using high-efficiency water pumps to control pressure and reduce water loss within the distribution system ● Installing water meters separately by building/area for monthly water use monitoring and management

	<ul style="list-style-type: none"> ● Installing Inverter systems to control building water pump operation for energy efficiency.
Inspection and Maintenance of Water Supply Systems	<p>The Company implements a Preventive Maintenance plan for all water distribution systems, including:</p> <ul style="list-style-type: none"> ● Regular inspection of pipe leaks and water valves inside buildings ● Inspection of water control equipment, such as valves, pressure pumps, and water meters, to ensure proper operation. ● Water quality testing, particularly for groundwater wells, to ensure that cleanliness and contamination levels comply with applicable legal standards.
Campaigning and communicating with employees	<p>The Company encourages employees at all levels in the responsible use of water through internal communications and activities, such as:</p> <ul style="list-style-type: none"> ● Installing public relations materials such as "Save Water" campaign signs at water points, restrooms, hand-washing areas, and customer service areas. ● Conducting internal communications and awareness projects to promote water conservation practices, such as turning off water when not in use, checking for leaks, and adopting water-saving habits in daily activities. ● Encouraging employees to report any water system problems observed in the workplaces.
Monitoring and analyzing water usage Data	<p>The Company has established a system for recording and tracking monthly water consumption, using the data to analyze trends, including:</p> <ul style="list-style-type: none"> ● Comparing water consumption with revenue or operational area to assess water use efficiency. ● Monitoring water consumption data to identify opportunities for improvement and support the development of water recycling and reuse systems.

2.2 Wastewater Management

1) Wastewater Treatment System Improvement Project

The The Company prioritizes wastewater quality management and continuously develops technologies and innovations to ensure efficient wastewater treatment in compliance with environmental standards and applicable legal requirements. In 2022, The Walk Ratchaphruek Shopping Center received an award from the Governor of Nonthaburi Province recognizing it as an outstanding model for wastewater management for the 2022 fiscal year. This recognition resulted from the Company's implementation of the Membrane Bioreactor (MBR) wastewater treatment system. From 2022 to 2025, the Company implemented wastewater treatment improvement projects using Moving Bed Biofilm Reactor (MBBR) and Membrane Bioreactor (MBR) technologies at four locations:

- The Walk Ratchaphruek Shopping Center
- The Walk Kaset-Nawamin Shopping Center
- DecorSpace Thonglor Shopping Center
- Little Walk Bangna Shopping Center

The MBBR system uses special plastic media as attachment surfaces for microorganisms to increase organic matter decomposition efficiency before the water passes through the MBR membrane system for final filtration. This combined system delivers effluent quality that far exceeds legal standards, while also enabling treated water to be reused within the premises, reducing reliance on new water sources. Bio Reactor (MBR) is a hybrid system that combines biological wastewater treatment with membrane filtration technology using a membrane with 0.4-micron pores to separate treated water from sludge. This process produces high-quality treated water that meets environmental standards and can be safely discharged into the environment.

This MBR system can reduce the Biochemical Oxygen Demand (BOD) of effluent to below 5 mg/L and turbidity below 1 NTU, resulting in effluent quality meeting environmental standards and suitable for reuse in flushing and outdoor cleaning systems. This reflects the Company's commitment to responsible environmental management and demonstrates its tangible responsibility toward society and the environment.

In fiscal year 2025, the Company upgraded the wastewater treatment system at Little Walk Bangna branch from the existing Activated Sludge system to a Membrane Bio Reactor (MBR) system to improve wastewater treatment efficiency, reduce environmental impact, and enable treated water reuse within the premises. The total investment for this project was 2,798,888 baht. In addition, a study and assessment of potential water management risks, including preventive and corrective measures and water quality monitoring, were conducted with a total budget of 410,032 baht. Furthermore, the Company carried out a water risk mitigation study and development project, which included an assessment of the clean water

pumping system at the shopping center and the installation of an additional inverter system to control pump operations and improve water resource efficiency. The total budget for this project was 1,771,800 THB.

Wastewater Treatment System, Volume and Discharge Year	Wastewater Volume Discharged (cu.m./year)	Treatment Method	Destination
2566	372,198.06	Activated Sludge, MBBR, MBR	- Public drainage system - Municipal drainage for further treatment
2567	368,857.09	Activated Sludge, MBBR, MBR	(Pattaya, Hua Hin, Hat Yai branches) (สาขาหาดใหญ่)
2568	468,197.82	Activated Sludge, MBBR, MBR	- Public canal (Phuket branch) - Reused on-site (Phitsanulok and Udon Thani branches)

2) Water Reuse / Zero Discharge Project

To improve water resource efficiency and reduce wastewater discharge, the Company has implemented the "Water Reuse" project — recycling treated water back for use within branch premises. Water treated through the MBR system is brought back to use in flushing systems and outdoor cleaning, significantly reducing new water consumption. Treated water is quality-checked by government-licensed laboratories to ensure test results meet standards and are environmentally safe.

Currently, this project has been completed at Udon Thani and Phitsanulok branches and is in the process of being expanded to 5 more suitable branches with recycled water potential by 2027. The objective is to increase the proportion of recycled water usage and move toward a Zero Discharge approach, where wastewater discharge into the environment is minimized.

In 2025, total recycled water volume was 14,170.4 cubic meters, an increase of 1,141.36 cubic meters (8.76%) compared to the baseline year (2023). The Company aims to increase the recycled water proportion by 10% by 2027 to support efficient and sustainable resource utilization.

3) Future Development Plans

The Company plans to upgrade wastewater treatment and water recycling system across major regional branches and is studying the feasibility of installing additional MBR systems among The Walk shopping centers to support business expansion while continuously reducing environmental impacts. To ensure

effective water and wastewater management, the Company promotes ongoing research, learning, and the adoption of new technologies and innovations in water and wastewater management to ensure that water quality standards are maintained while minimizing potential impacts on the environment and surrounding communities.

Water Management Data		Unit	2566	2567	2568
1	Company Water Consumption¹				
1.1	Total Water Consumption	cubic meters	465,247.58	461,071.36	585,247.27
	Water Consumption	cubic meters	431,004.58	434,838.36	560,354.27
	Groundwater Consumption ²	cubic meters	34243	26233	24,893
1.2	Wastewater Discharged ³	cubic meters	372,198.06	368,857.09	468,197.82
1.3	Net Water Consumption	cubic meters	93,049.52	92,214.27	117,049.45
1.4	Net Water Consumption Intensity				
	Net Water Consumption Intensity	cubic meters/sq.m.	0.08	0.07	0.09
	Net Water Consumption Per Revenue	cubic meters/million THB	10.34	9.32	11.70
1.5	Water Usage Cost ²	THB	9,784,040.63	9,600,449.00	9,998,038.49
	Water usage charges or charges for water from other sources	THB	9,338,881.63	9,259,420.00	9,674,429.49
	Other water usage expenses	THB	445,159.00	341,029.00	323,609.00

Notes:

¹ Municipal water use covers the corporate group

² Water volume includes groundwater use at Index Interfurn factory

³ Volume of treated company wastewater discharged to the external environment

3.3 Waste Management and Pollution Control

The Company places great importance on Waste Management, focusing on the reduction and waste control from the value chain of the Company. The Company adopted the concept of Circularity and the 3Rs, Reduce, Reuse, and Recycle in order to have efficient garbage and waste management. Waste from

business activities, products, and services that cannot apply the 3Rs concept must be properly treated and disposed of in accordance with applicable regulations and laws.

Goals and Performance on Waste Management and Pollution Control

The Company aims to reduce the amount of non-hazardous waste disposed of in landfills by at least 10% by 2027, compared with the 2023 baseline year. At the same time, the Company seeks to maintain a recycling rate of no less than 80% of total waste and increase the utilization of organic waste. These are supported by the expansion of waste segregation practices across all operational areas to promote responsible resource management. The project aligns with Sustainable Development Goal (SDG) 12: Responsible Consumption and Production and supports Thailand’s national target of achieving net-zero greenhouse gas emissions by 2065.



Indicators/Targets	Performance in 2025
- Reduce non-hazardous waste disposed of by landfill per unit revenue by 10% by 2027 compared to 2023 baseline (unit: tons per million THB revenue)	- Total waste volume: 13,128,061.90 kg; non-hazardous waste disposed by landfill: 2,212,841.20 kg; non-hazardous waste disposed by landfill, equivalent to 0.221 tons per million baht of revenue. This represents a 4.9% decrease compared with the 2023 baseline. - Recycled waste ratio: 82.59% of total waste - Organized activities to encourage employees to participate in resourceful use of materials - Conducted mattress take-back program for proper disposal - Conducted post-installation packaging collection and efficient management program

	<ul style="list-style-type: none"> - Joined the declaration to elevate operations toward Net Zero Emissions by 2065 under the Thailand Voluntary Emissions Reduction (T-VER) platform - Conducted waste segregation project covering 100% of operational sites <ul style="list-style-type: none"> -- Eco-friendly employee uniform project: uniform fabric incorporates recycled plastic bottles. In 2025, the Company ordered 2,433 employee uniform shirts, with each shirt produced 1.5-liter plastic bottles — equivalent to using approximately 19,464-36,495 recycled plastic bottles in total.
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Management and Operational Approach

The Company has established an Environmental Management Policy to provide a framework for environmental operations in line with the organization’s sustainable development strategy. The policy related to waste management and pollution control is the Waste Management Policy. The Company is committed to reducing and controlling waste throughout the value chain, from source to disposal. The 3Rs principle (Reduce, Reuse, Recycle) is applied in operational processes to ensure efficient waste management. Waste generated from business operations, products, and services that cannot be managed through the 3Rs approach will be treated and disposed of properly in accordance with the principles.

To ensure effective and efficient waste management and pollution control, the Company has established operational guidelines based on the 3Rs principle (Reduce, Reuse, Recycle). Activities are also organized to encourage employee participation across the organization, promoting responsible resource use and strengthening a culture of environmental responsibility. The Company established measures and controls for waste management, and unused materials resulting from the proper production process that comply with the law, whether in the process of storage, transportation, or destruction, in order to prevent waste, used materials, and hazardous waste from negatively impacting the environment and surrounding communities. The Company categorized the types of waste into 4 categories as described below.

1. **Recyclable Waste:** such as particle board, cardboard boxes, etc. The Company sells the recyclable waste to business partners.
2. **Organic Waste:** such as food scraps, etc. The Company arranged a wet waste room and installed air conditioners to control the temperature in order to slow down the growth of bacteria and control odors. The city municipality collects this every day. Additionally, food scraps are distributed to nearby farmers for use as animal feed.
3. **General Waste:** such as general garbage that is collected and reused by the city municipality in accordance with sanitary principles.

4. Hazardous and Infectious Waste: Hazardous waste includes fluorescent light bulbs, contaminated waste, and paint waste. This is properly disposed of in accordance with the standards of companies authorized by the Department of Industrial Works by being converted into fuel, safely buried in landfills, wastewater treatment by physicochemical methods, incineration in a designated incinerator, etc. Regarding infectious waste, the Company segregates waste for contract parties or the city municipality to dispose of properly, such as waste from the Company's nurse office, ATK COVID test kits, etc.

Guidelines for Waste and Discarded Materials 3Rs



Waste Management Performance

In 2025, the Company generated 13,128,061.90 kilograms of waste from production and sales activities across Index Living Mall branches, The Walk shopping centers, and office operations. The amount of non-hazardous waste disposed of in landfills totaled 2,212,84 kilograms, equivalent to 0.196 tons per million baht of revenue, representing a 12.15% decrease compared with the 2023 baseline.

In 2025, the total volume of waste and discarded materials increased by 27.02% compared with the 2023 baseline, in line with the expansion of business operations. However, the Company significantly increased the proportion of recycled waste, with the volume rising by 31.32% compared with the 2023 baseline, accounting for 82.59% of total waste generated. This reflects the effectiveness of the Company's waste segregation and resource reuse measures. At the same time, the Company achieved progress in reducing organic waste, which decreased by 45.50% compared with the baseline year, as a result of improved waste management and the reduction of waste generated from operational processes. Meanwhile, the volume of general waste remained at a manageable level relative to business growth.

For hazardous waste and general waste, the Company prioritizes management in strict accordance with safety standards and relevant laws. A proper sorting, collection, and disposal system is in place to prevent negative impacts on the environment, health, and the community.

Waste Management	2023 (Base Year)	2024	2025	Change compared to Base Year (2023)
Total Waste (kg)	10,335,556.90	10,138,961.10	13,128,061.90	27.02%
Non-hazardous Waste (kg)	10,286,196.90	10,097,667.50	13,061,989.05	26.99%
○ Recycle Waste	8,257,497.00	8,171,193.20	10,843,739.76	31.32%
○ Organic Waste	24,160.00	31,246.00 ²	13,167.00 ⁴	-45.50%
○ General Waste (kg)	2,004,539.90	1,895,228.30 ³	2,205,082.29	10.00%
Hazardous Waste* (kg)				
○ Hazardous and Infectious Waste (kg)	49,360.00¹	41,293.60	66,072.85	33.86%

Remarks:

¹ In 2023, there were changes in the management and calculation methods for garbage and hazardous waste

^{2,3} 2024, there were changes in the management and calculation methods for organic waste and general waste

⁴ 2025: Organic waste and general waste — management and calculation method revised



Incinerated
2,232 tons 17%

Recyclable waste
10,849 tons 82.64%

Mixed Fuel
47 tons 0.36%

Total amount of waste 13,128 tons

Sustainable Waste Management Projects

1) Waste Management Implementation

The Company recognizes the importance of waste management and has joined the Thailand Net Zero 2065, declaring its commitment to achieving Net Zero Emissions by 2065 in collaboration with the Department of Climate Change and Environment department stores, shopping centers, convenience stores, and coffee shop operators nationwide. On July 3, 2024, the Company will actively participate in projects to reduce and discontinue the use of single-use plastics while continually driving efforts to lower greenhouse gas emissions across the country.

2) Mattress Take-Back Program for Proper Disposal

To reduce the challenge of managing large waste such as mattresses, the Company has continued its campaign of collecting old mattresses through agencies or delivery teams. When delivering new mattresses to customers' homes, old mattresses are transported back for condition assessment. Those in good, usable condition are donated, while those unsuitable for reuse are sent for proper disposal and destruction to ensure community and environmental safety. In 2025, some of the mattresses received were damaged and unusable, so they were disposed of and destroyed according to established procedures.

3) Furniture Delivery and Installation Packaging Recycling Project

The installation team is responsible for collecting packaging waste from installation sites, sorting recyclable materials, and delivering them to recycling business partners. This project helps reduce the burden on customers while generating additional value from recyclable materials. The Company has established 70 waste segregation points across branches nationwide to support waste separation at the source.



4) "Yellow Is the New Green" Activity

This campaign encourages employees to use resources responsibly, such as using personal cups and cloth bags, printing double-sided documents, and utilizing electronic documents instead of paper. The project aims to promote environmental awareness and cultivate a green corporate culture.

5) Eco-Friendly Employee Uniform Project

The Company promotes the use of environmentally friendly resources, with a focus on recycled materials. In 2025, employee uniforms for Index Living Mall branches nationwide are produced using fabric made from recycled plastic bottles, reinforcing the Company's sustainability policy, reducing plastic waste, and supporting the circular economy. In 2025, the Company ordered 2,433 employee uniforms, with each shirt produced using 8–15 recycled 1.5-liter plastic bottles. This project is estimated to reduce plastic bottle waste by approximately 19,464–36,495 bottles. The exact number of recycled bottles used varies depending on production factors such as shirt size and the fiber processing process used to convert plastic bottles into yarn.



Monitoring of Raw Material Usage in Product Manufacturing

The company has continuously monitored and analyzed the use of raw materials in its production processes. Data is collected from relevant departments to evaluate resource utilization efficiency. The organization has improved its material control processes, focusing on reducing waste and enhancing resource efficiency.

In 2025, the company achieved a 14.73% reduction in resource usage for product manufacturing compared to the previous year, aligning with its objectives to reduce waste and improve overall resource efficiency.

Materials (tons)	2023	2024	2025	Percentage reduction compared to the previous year
Microfiber	26,226.89	25,619.66	18,668.29	27.13%
Plastic	12,943.44	12,848.86	11,954.79	6.96%
Wood	9,233.38	10,038.23	9,229.10	8.06%
Fabric	6,798.07	9,551.69	7,364.48	22.90%
Glass	5,602.95	5,214.52	5,039.41	3.36%
Others	23,279.37	23,880.14	22,063.50	7.61%
Total	84,084.11	87,153.10	74,319.56	14.73%

Note: The quantity of raw materials or resources is calculated based on the finished goods sold by the organization.

3.4 Eco-Friendly Product and Packaging Development

The Company places strong emphasis on the development of eco-friendly products and packaging, focusing on product design and development that considers environmental impacts throughout the entire product life cycle—from raw material selection and product design to production, transportation, and post-consumer management. This approach supports efficient resource utilization, waste reduction, and sustainable natural resource conservation.

The Company applies a product life cycle management framework that integrates Life Cycle Assessment (LCA) into furniture product design from the early development stage. LCA is used to evaluate environmental impacts across five stages of the product life cycle: raw material sourcing, production, transportation, product use, and end-of-life management. The results of the LCA are integrated with Product Life Cycle (PLC) analysis to ensure that decision-making considers both financial performance and environmental impact. The outcomes are used to support the Design for LCA policy, which is monitored through business indicators such as profitability and inventory turnover, alongside environmental indicators such as carbon footprint and material efficiency. This approach enables the Company to develop long-term strategies that support profitability while sustainably minimizing environmental impacts.

The Design for LCA policy is a central component of this framework, as the greatest opportunities to reduce environmental impacts occur during the product design stage.

1. Material Selection Policy

The Company requires that all wood and wood-based materials meet at least the E1 Low Formaldehyde standard or higher as a minimum requirement. The use of composite materials that are

difficult to disassemble is minimized, while materials that can be recycled, repaired, or replaced are actively promoted.

From a life cycle assessment (LCA) perspective, this policy aims to improve indoor air quality and user health, reduce toxic environmental impacts, and enhance the product image as health-oriented and premium.

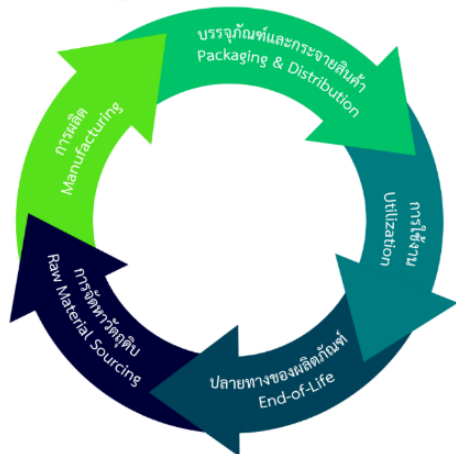
2. Packaging & Distribution Policy

The Company adopts FSC-certified packaging materials as a standard and designs packaging to enable easy disassembly and recycling. Product and packaging design is optimized to improve logistical efficiency, including the development of vacuum-packed mattresses and sofas to reduce storage and transportation volume.

This systematic approach helps reduce warehouse space requirements, increase loading efficiency per shipment, lower fuel consumption, reduce indirect carbon emissions, and decrease labor requirements across logistics operations.

Applying a Product Life Cycle (PLC) framework driven by Life Cycle Assessment (LCA) enables furniture businesses to make well-informed product decisions across the entire value chain. This approach creates long-term value and supports genuine sustainability across environmental, economic, and social dimensions.

Environmental Life Cycle Analysis การประเมินวัฏจักรของผลิตภัณฑ์เชิงสิ่งแวดล้อม



Business Life Cycle Analysis การประเมินวัฏจักรของผลิตภัณฑ์เชิงธุรกิจ



During its operations, the Company recognizes several challenges in the development of eco-friendly products, including the complexity of sourcing sufficient quantities of raw materials certified to environmental standards (such as FSC and GRS), managing costs associated with renewable materials and

clean technologies, and adapting production and logistics processes to comply with international standards. In addition, building understanding and collaboration among business partners, employees, and consumers is essential to ensure that sustainable product development delivers tangible results. However, this commitment also presents a significant strategic opportunity for the Company to create a competitive advantage by offering innovative products and packaging that meet the expectations of modern consumers who prioritize environmental responsibility, product safety, and transparency in business operations. This proactive approach strengthens the Company’s image as an organization that upholds good corporate governance, enhances confidence among shareholders, investors, and regulatory bodies, and creates opportunities to expand into new markets both domestically and internationally among customers who value eco-friendly products.

The Company will continue to develop its “Eco-Product Portfolio” by integrating circular economy principles into product design and increasing the proportion of products within the Eco, FSC-certified, and recycled material categories. This project supports the Sustainable Development Goals (SDGs), particularly SDG 12: Responsible Consumption and Production and SDG 13: Climate Action.

Goals and Achievements: Development of eco-friendly products and Packaging

The Company is working toward increasing the proportion of eco-products and expanding development across additional product categories in order to raise the environmental standards of its products.



Indicators/Targets	Performance in 2025
<ul style="list-style-type: none"> - Expand Eco Product development to other product categories - Promote sustainable procurement (Green Procurement) 	<ul style="list-style-type: none"> - Eco Products account for 25.77% of all new products, generating total sales of 331 million THB representing 19.3% of total product sales revenue - Achieved production cost reduction of 30% while maintaining Defect Rate below 15%

- Sales from Mix & Match (Refurbished Products)	- Younique brand furniture revenue represents 7.14% of total furniture business revenue
- Increase the proportion of Younique brand furniture, a customized product that reduces production resource by 10% of total furniture revenue by 2026	- Mix & Match products (Refurbished Products from waste materials) generated total sales of 7.5 million THB in 2025

Development of Eco-Friendly Products

Index Living Mall Public Company Limited has established a clear vision for environmental responsibility, focusing on continuously increasing the proportion of eco-friendly products and packaging within its product portfolio. This is achieved through the design and development of furniture and home furnishing products using natural and biodegradable materials, in line with the Company’s sustainable development philosophy.

This development approach reflects the Company’s commitment to producing high-quality products while supporting natural resource conservation goals and responding to the growing demand from environmentally conscious consumers. At the same time, it strengthens the Company’s position as a leader in green innovation within the furniture and home furnishing industry.

Eco Product Expansion and Packaging Development

The Company has categorized eco-products into four main groups, as outlined below:

1) Recycled Material Group – Innovation for Sustainable Resource Use

This category clearly demonstrates the application of circular economy principles within the furniture and home furnishing industry. Waste materials generated from production processes and post-consumer sources are processed using modern technologies to create new value and extend the life cycle of resources. This approach not only reduces the volume of waste sent to landfills but also contributes to reducing greenhouse gas emissions and conserving natural resources.

The Company has implemented the Mix & Match project as an innovative approach to managing damaged or unsellable products arising from production, transportation, storage, product returns, and warranty claims. Recognizing the opportunity to reduce environmental impacts by refurbishing these items rather than disposing of them as waste, the Company established a specialized team and refurbishment processes to restore products through repair, improvement, and component reassembly. This strategy not only helps reduce waste generation but also creating additional value through clearance sales of refurbished products of 7.5 million baht in 2025. This demonstrates the potential of circular economy practices to maximize

resource utilization while meeting the needs of a new generation of consumers who value environmental responsibility, product quality, and value for money.



Key Features

- Recycled fibers from used PET plastic bottles, together with recycled textile materials, are used to produce cushions and seat pads with quality comparable to products made from new materials.
- Scrap wood and paper waste generated from furniture production are reprocessed and molded into products that are both aesthetically appealing and durable.
- These processes create added value from materials that would otherwise be discarded, transforming waste into products with both economic and environmental benefits.
- The approach reduces waste generation throughout the production process and maximizes resource efficiency.

Product Examples

Cushions made from recycled fibers, soft and eco-friendly seat pads, and home decorative items in the Living collection are designed to complement modern lifestyles. These products not only meet aesthetic and functional needs but also enable consumers to contribute to environmental conservation by choosing sustainable products.



2) Energy Saving Group — Technology for Sustainable Living

This product category addresses the growing demand for energy-efficient living, particularly in an era of increasing environmental awareness. These products are designed to reduce daily energy consumption by incorporating materials and technologies that help maintain temperature efficiently, enhance comfort, and reduce reliance on heating and cooling appliances within the home.

Key Features

- Blankets, sheets, and bedding sets with heat-retention properties help reduce reliance on air conditioners or heaters.
- Light-blocking and heat-insulating curtains reduce sunlight and UV penetration, helping lower indoor temperatures and significantly reduce energy consumption from air-conditioning systems. These technologies not only help reduce electricity costs but also create a more comfortable indoor environment.
- Innovative mattresses and pillows, such as:
 - Penthouse Suite mattress (Hotel Series) – Developed using advanced fabric technology designed to maintain a cool and comfortable sleeping temperature, reduce heat accumulation, and enhance sleep quality. Testing indicates that this innovation can reduce

air-conditioning usage by approximately 10%, contributing to a similar reduction in greenhouse gas emissions.

- Tencel fibers – Natural fibers that help reduce heat retention while providing softness and enhanced comfort.
- Sorona fibers – Bio-based plant fibers that offer flexibility and breathability, supporting long-term durability and comfort.
- Bio-based Memory Foam – Plant-based foam that reduces reliance on petroleum-based materials while providing optimal body support and comfort.

Product Examples

Examples include products from the Penthouse Suite and EcoDream Series, part of Theraflex's INNOVATION product line, which combine energy-saving technologies with premium hotel-inspired design. These products include energy-efficient curtains that help regulate indoor temperatures and bedding designed to deliver a comfortable and environmentally friendly sleeping experience. This approach reflects the Company's commitment to developing products that enable consumers to live more sustainably without sacrificing comfort



3) Biodegradable and Kitchen Product Group – Innovative Natural Materials for the Environment

This product category demonstrates the Company's commitment to adding value to natural materials and agricultural by-products. The product line is divided into two main categories, home organization products and kitchenware, designed to support environmentally friendly lifestyles while being manufactured using safe and standardized production processes.

- Biodegradable products made from marine materials incorporate an innovative material blend containing 20% shell fragments, which enhances product strength and durability for both indoor and outdoor applications. A key advantage of this material is its natural biodegradability at the end of its life cycle, making it suitable for products such as storage containers, organizing baskets, and

drawer organizers. By utilizing shell waste from the seafood industry, the Company helps reduce industrial waste while supporting the circular economy in manufacturing.

- Kitchenware made from agricultural materials (Natural Kitchen Products) is developed by adding value to agricultural residues that would otherwise be discarded or burned. Materials such as rice bran and wood fibers are used as primary raw materials to produce food containers, kitchenware, and utensils. These products are manufactured under controlled processes, free from harmful chemicals, ensuring safety for users while remaining biodegradable within approximately 6–12 months after disposal.
- Ceramic-coated kitchenware utilizes advanced ceramic coating technology made from environmentally friendly silica compounds. Products such as pans, pots, and cooking utensils offer high durability and efficient heat distribution. Ceramic coatings are non-toxic even at high temperatures, provide natural non-stick properties, and are easy to clean. Importantly, the coating materials are designed to degrade safely without releasing toxins into the environment at the end of the product's life cycle, making them suitable for environmentally conscious households.

Key Features

- Durable and suitable for everyday use.
- Safe for users and environmentally responsible throughout the product life cycle—from production to disposal.
- Biodegradable, helping to reduce plastic waste.
- Contributes to reducing fossil fuel use and lowering greenhouse gas emissions, supporting climate change mitigation.

Product Examples

Food containers made from plant fibers for safe food storage, durable containers produced from plant-based starch materials, and biodegradable plant pots that can be planted directly into the soil together with seedlings. These products meet both functional and environmental needs while enabling consumers to actively participate in environmental conservation in a tangible way.





4) Eco-Friendly Product Group (Natural Raw Materials and Environmental Standards)

This product category focuses on the use of natural materials and environmentally responsible production practices, with attention to minimizing environmental impacts throughout the entire product life cycle, from raw material sourcing and manufacturing to product use. A key characteristic of this product group is the use of chemically treated wood from certified plantation forests, which helps reduce harmful emissions and supports sustainable forest management. Currently, the Company has developed more than 170 SKUs in this category, including natural wood furniture, home decorative items, and biodegradable household products. These products provide several environmental and health benefits, including reducing harmful indoor chemical emissions, supporting user health and well-being, lowering greenhouse gas emissions, and contributing to the development of a green economy. As a result, they represent an ideal choice for consumers who wish to live more sustainably without compromising functionality or product quality.

For example, the Ecofriendly–WASABI Series and Ecofriendly–BRAZIL Series use rubberwood sourced from domestic plantation forests. This approach supports the use of renewable resources, reduces pressure on natural forests, minimizes impacts on ecosystems, and promotes sustainable forest conservation. At the same time, it expands the Company’s portfolio of eco-friendly products to meet the growing demand from consumers who prioritize sustainability.



4.1 Ecofriendly–OKINAWA Series

Bedroom and living room furniture designed in a distinctive Japandi style, combining simplicity, functionality, and warmth. The products are crafted from high-quality rubberwood combined with ash veneer, both of which are renewable materials. This approach helps reduce reliance on timber sourced from natural forests while minimizing environmental impacts.



4.2 Ecofriendly–SEOUL Series

The bedroom and living room furniture features painted MDF fronts, with the side, top, and back structures made from E0 grade melamine-coated particleboard. This material meets international standards for reducing formaldehyde emissions. E0 grade materials release formaldehyde at 0.5 mg/m³, which exceeds international safety standards and is even lower than the formaldehyde content in drinking water (0.9 mg/m³).

Remark: The E0 standard refers to a formaldehyde emission limit for engineered wood materials such as MDF, plywood, and particle board, ensuring that formaldehyde emissions remain at very low levels that are safe for human health.



4.3 WASABI Workstation Set – RYO and RYUU Models

This workstation design combines the natural beauty of materials with the refined craftsmanship of skilled artisans. High-quality rubberwood is used as the primary material and undergoes a careful

selection and manufacturing process to ensure strength and durability for everyday use, whether for work, study, or other activities requiring a reliable workspace. Beyond its functional value, the simple yet elegant design complements a wide range of interior styles, from modern and minimalist to eclectic décor. This makes the workstation an excellent choice for users seeking furniture that combines functionality, quality, and environmental responsibility. The use of rubberwood, a renewable plantation resource, also supports sustainable natural resource utilization.

- RYO Model: Features rounded corners to help reduce the risk of bumps and injuries. The desk includes a movable tray for convenient organization of work equipment or personal items. Designed for durability, the desk can support a maximum load of 40 kilograms, making it suitable for placing electronic devices, documents, and other essential tasks while supporting a variety of daily activities.



- RYUU Model: Features a built-in storage compartment that efficiently utilizes space, making it ideal for neatly organizing documents, stationery, or personal belongings. The desk is designed for durability and can support a maximum load of 50 kilograms, making it suitable for users who require both workspace and storage in a single unit. Its design is particularly well suited for compact spaces that require maximum functionality and efficiency.



Both models are part of the TEAM Series, which emphasizes environmental sustainability. They are made from wood certified by the Forest Stewardship Council (FSC), sourced from responsibly managed forests. This certification ensures that the raw materials come from environmentally friendly sources, support social responsibility, and promote a sustainable economic system in line with international

standards. Users can be confident that choosing these products not only delivers excellent quality but also contributes meaningfully to the conservation of forest resources and the global environment.

Remark: The Forest Stewardship Council (FSC) is an independent international organization that sets standards for responsible forest management. It certifies that wood and wood products come from sustainably managed sources, encompassing environmental, social, and economic dimensions.



4.4 Ecofriendly – STELLA Series Steel Cabinet Products

The Ecofriendly–STELLA Series steel cabinets combine green technology with the durability of steel through the use of an advanced powder coating process. This environmentally friendly and health-safe coating technology does not emit volatile organic compounds (VOCs) or other hazardous substances, helping to protect both employees and product users. In addition to reducing air pollution, the coating

provides a durable, corrosion-resistant, and aesthetically refined finish, making the cabinets suitable for long-term use in various environments.

These products are manufactured in a factory certified under the ISO 14001 Environmental Management System, which emphasizes efficient resource utilization, systematic waste reduction, and effective environmental impact management. This certification ensures that every stage of production complies with international environmental management standards. The STELLA Series steel cabinets not only meet requirements for strength, durability, and suitability for office and industrial use but also clearly and completely support the Company's sustainability objectives that respond to the needs of environmentally conscious customers.



4.5 Home Decorative Items: HDI

The Company has expanded its range of home decorative items made from natural materials, including bamboo, paper, rope, water hyacinth, and seashell-based plastics, as well as recycled materials such as cotton fibers used in pillows. In addition, waste materials generated from the production process, such as used cotton, are recycled into pillow fibers to reduce the consumption of new raw materials, in line with circular economy principles. The success of this strategy is reflected in its strong performance. Eco-products accounted for 16% of newly developed products and 25% of total sales, representing approximately 70 million baht in revenue. This performance demonstrates a positive consumer response to eco-friendly products and highlights the growth potential of the green product market in the future.



Beyond product development, the Company places strong emphasis on environmentally friendly packaging development. This includes transitioning from conventional plastics and chemical-based materials to paper-based and biodegradable packaging, which helps reduce potential environmental and ecosystem impacts. This represents not merely a minor adjustment but a systematic approach, currently covering approximately 70% of products sold under the Company's House Brand, reflecting its commitment to comprehensive environmental responsibility. The Company's Eco-Friendly home decorative items incorporate natural and biodegradable materials not only in the products themselves but also throughout the packaging and product presentation processes. The diverse product portfolio is designed to meet consumer expectations in terms of aesthetics, functionality, and genuine environmental responsibility, as demonstrated by the following examples:

4.5.1 Energy Saving Group

The Company develops innovative products that promote energy conservation and sustainable living, focusing on reducing electricity consumption and carbon dioxide emissions through smart design and the selection of materials with specialized functional properties, including:

1) Light-blocking and heat-insulating curtains

- High light-blocking efficiency, capable of reducing external light penetration by more than 50%, creating a comfortable indoor environment suitable for relaxation.
- Helps reduce heat transfer into buildings, lowering the demand for air-conditioning and contributing to electricity savings.
- Provides protection against ultraviolet (UV) radiation, helping protect skin and extending the lifespan of furniture and home furnishings.



NEW
NEW
สินค้าใหม่



Curtains

No more heat!

Sunlight and UV protection

4.5.1.1 Bedding Products

- Designed with energy-saving technology to reduce reliance on air conditioners, using specialized materials and advanced technologies that help regulate temperature, such as cooling pillows and cooling blankets.
- Able to maintain a temperature 2–5°C cooler than the normal room temperature, creating a comfortable environment conducive to relaxation.
- Allows users to set the air conditioner temperature 1–2°C higher, resulting in an approximately 10% reduction in electricity consumption and a decrease in carbon dioxide emissions.
- Provides multiple integrated benefits, including energy cost savings, improved sleep comfort, and support for a sustainable and environmentally friendly lifestyle in the long term.



4.5.1.2 Garden Group

- Eco-friendly products in the gardening and agricultural equipment category have been developed to meet the needs of environmentally conscious consumers. These include plant pots made from biodegradable materials.

- The products feature moisture-retention properties that help promote healthy plant growth and are fully biodegradable after use. In addition, they are complemented by high-quality organic fertilizers and liquid fertilizers free from synthetic chemicals, which nourish plants effectively while preventing contamination of soil and water resources. Suitable for both indoor and outdoor use, these products help reduce reliance on synthetic materials and plastics that require long decomposition periods. As a result, they contribute to the creation of sustainable green spaces while minimizing long-term negative impacts on ecosystems and the environment.



4.5.1.3 Living Group

The use of recycled yarn in the production of cushion and seat pad fillings represents an innovation that combines aesthetic value with environmental responsibility. Natural materials such as bamboo, jute fibers, and recycled paper are also incorporated into interior décor products and rugs, enhancing both the beauty and comfort of living spaces while helping to reduce textile and plastic waste that impacts the environment. Through the application of modern recycling technologies, these materials can be transformed from waste into high-quality products that are soft, durable, and visually appealing. This approach enables consumers to select eco-friendly home decorative items without compromising on design, comfort, or functionality.



4.5.1.4 Home Solution and DIY Group

- Eco-friendly home products made from natural, biodegradable materials such as bamboo, which is strong and fast-growing; water hyacinth, which can be effectively processed; seagrass, known for its flexibility; willow, valued for its excellent bending properties; rattan, recognized for its durability; and paper rope, an eco-friendly material.
- These materials are applied in the production of shelves, chairs, storage solutions, and various types of baskets, offering both functional utility and aesthetic appeal.
- An important environmental advantage of these materials is that their production requires significantly less energy compared with plastic and metal products, which helps reduce greenhouse gas emissions and minimize negative impacts on ecosystems. As a result, these products represent a sustainable option for home furnishings and storage solutions.



Key Features

1. Natural Materials and Environmental Standards

- Uses natural and renewable materials from sustainable resources, including plantation-grown rubberwood, bamboo, water hyacinth, seagrass, rattan, jute fibers, and paper rope.
- Production and sourcing processes comply with international environmental standards, such as FSC (Forest Stewardship Council) certification for sustainable forest management and ISO 14001 for environmental management systems.
- Minimize the use of timber from natural forests, plastics, and harmful chemicals.

2. Consumer Safety

- High-quality E0-grade or equivalent materials are used to control formaldehyde emissions at very low levels, ensuring safety for human health.
- The manufacturing process utilizes powder coating technology, which does not emit volatile organic compounds (VOCs) or other substances that may be harmful to human health.



3. Design and Functionality

- The products feature diverse design styles, including Japandi style, which blends the simplicity of Japanese design with the warmth of Scandinavian aesthetics.
- The design emphasizes efficient space utilization, such as the RYO and RYUU desks, which include built-in storage functions and are designed to support substantial weight for everyday use.
- Products are designed to be robust, durable, and long-lasting, ensuring suitability for extended use.

4. Energy Efficiency and Carbon Footprint Reduction

- Light-blocking and heat-insulating curtains help reduce the need for air conditioning while protecting against harmful UV radiation.
- Energy-efficient bedding products help maintain a cool and comfortable temperature, reducing electricity consumption.
- These products support environmentally friendly and sustainable lifestyles in the long term.

5. Product Range Expansion and Diversity

- The Company currently offers more than 170 products (SKUs) across multiple categories, including furniture, home decorative items, garden products, and energy-saving products.
- Eco-products account for 16% of the product portfolio and generate approximately 25% of total sales, equivalent to around 70 million baht.
- Eco-friendly packaging is used for approximately 70% of House Brand products, reflecting the Company's comprehensive commitment to environmental responsibility

ECO PRODUCT category

Key Features	Details	Example Brand/Product Model
Natural materials and environmental standards	Use materials from plantation forests and renewable resources, helping reduce deforestation. FSC and ISO 14001 certified.	Ecofriendly-WASABI Series, Ecofriendly-BRAZIL Series, Ecofriendly-OKINAWA Series
Consumer Safety	E0-grade materials are used to reduce formaldehyde emissions, and the powder coating process is free from hazardous volatile organic compounds (VOCs).	Eco-friendly Seoul Series, Ecofriendly-STELLA Series

Design and function	Diverse designs, including Japandi style, with functional features such as integrated storage, high load capacity, and durable construction.	WASABI work desks – RYO model (rounded corners, movable tray), RYUU model (with built-in storage cabinet)
Energy saving and carbon emission reduction	Reduce electricity consumption and greenhouse gas emissions, for example through heat-blocking curtains and temperature-regulating bedding.	Energy Saving Curtains, Cooling Pillow & Blanket
Eco-Friendly Garden and Home Furnishing Products	Made from biodegradable and organic materials, free from harmful chemicals.	Garden Series (biodegradable pots, organic fertilizer)
Recycled materials and waste reduction	Use recycled fibers and natural materials in home decorative items and rugs.	Living Series (Cushion, Seat Pad made from recycled fibers)
Plastic and metal substitutes	Use natural, biodegradable materials and energy-efficient production processes.	Home Solution & DIY (Furniture and household items made from bamboo, water hyacinth, seagrass, rattan, and paper rope)

Eco-Friendly Design

Sustainable Packaging: Eco-Friendly Packaging

The Company is expanding its sustainability projects beyond eco-product development to include the transformation of its packaging systems, with a strong focus on the use of environmentally friendly materials. This approach prioritizes renewable and natural resources to minimize environmental impacts at every stage, from design and material selection to the manufacturing process. This transition reflects the Company's commitment to responsible and environmentally conscious business practices.

A key innovation is the development of the Compress Rolling technique for pillow packaging, which significantly reduces packaging volume without compromising product quality. This technique enhances transportation and storage efficiency while maximizing space utilization during delivery. As a result, up to five times more products can be transported per trip compared with conventional packaging methods. This optimization reduces energy consumption and resource use in logistics operations, while also contributing to overall lower greenhouse gas emissions. The systematic adoption of eco-friendly packaging solutions not only strengthens the Company's sustainability standards but also responds to the expectations of modern consumers who prioritize social and environmental responsibility. This project creates business value while supporting environmental conservation and sustainability future.



Flying Tiger Copenhagen Launches Its First Branch in Thailand with a Focus on FSC-Certified Materials

Index Living Mall Public Company Limited has expanded its business into a new retail model by securing the exclusive franchise rights in Thailand for the Danish brand Flying Tiger Copenhagen. The first branch has opened at Emsphere shopping mall, with plans to expand to 30 branches within three years, supported by an investment of 200 million baht. The Company emphasizes sustainable business operations, including the use of FSC (Forest Stewardship Council)-certified materials for wood and paper products sourced from responsibly managed forests. FSC certification ensures that forest resources are managed in a way that supports environmental conservation, biodiversity protection, and responsible economic development, while helping to reduce deforestation. In addition, the Company promotes the use of recycled materials and products designed for easy disassembly, supporting an environmentally friendly lifestyle and circular resource use. The Company aims to generate 800 million baht in revenue by 2027.



Developing Customized Products to Improve the Efficiency of Natural Resource Utilization

The Company has developed a mass customization furniture production system through the Younique platform, an innovative solution that allows customers to personalize products according to their specific needs in terms of size, color, functionality, and design. The system utilizes digital technologies to analyze customer behavior and preferences, enabling more efficient product design and production planning.

A key feature of the Yunique system is the “Common Parts” manufacturing model, which applies shared components across multiple product lines. This approach enhances production flexibility while significantly reducing material waste. It also enables the Company to manage production costs more efficiently and supports its sustainable development objectives through improved resource utilization.

Currently, the Yunique concept has been applied to furniture across various living spaces, including bedrooms, living rooms, and office areas. Notable products developed under this concept include Personalized Fabric Sofas, which allow customers to select their preferred fabrics; the Bed Studio, offering flexible customization options; and the PS-Blanc, PS-Noris, and PS-Join furniture collections, which feature minimalist designs suitable for compact living spaces. These innovations contribute to improved production efficiency, optimized storage management, and more effective inventory control, while also supporting responsible resource utilization.

The Company currently operates a furniture manufacturing business under the Yunique brand, offering customized products that feature resource efficiency within the furniture production process. In 2025, Yunique branded furniture accounted for 7.14% of the Company’s total business operations. The focus on customized products reflects the Company’s strategic direction in addressing customers’ specific needs while promoting efficient resource utilization within the furniture industry.



The Fold to Melamine Project: Increasing Efficiency, Reducing Waste, and Driving ESG Performance

Another key ESG project is the “Fold to Melamine” project, which improves the melamine product development process by enabling production without the use of traditional molds. This innovation helps reduce production waste by up to 30% and allows certain materials to be recycled and reused, resulting in lower production costs and enhanced competitiveness. The project is expected to contribute to monthly sales growth of approximately 5–10%.

In addition, the Company has upgraded its supply chain management system by connecting business partners through a digital platform, increasing transparency and collaboration across the value chain. This improvement has reduced the average production lead time from 35 days to 30 days, enabling faster responses to customer demand. As a result, the Company has achieved improvements in Net Promoter Score (NPS) and customer retention rates.

The Company has also implemented a Supplier ESG Compliance Program to strengthen green procurement practices and promote collaboration with suppliers in support of mutual sustainable development.



In 2025, the Company conducted a Supplier Development Program at its manufacturing facilities, focusing on enhancing suppliers' capabilities in Environmental, Social, and Governance (ESG) dimensions to support sustainable and responsible business operations. The program promotes efficient resource utilization, employee welfare, and transparent business practices. Strengthening ESG dimensions helps improve corporate reputation and partner relationships, supports effective risk management, and provides a framework for long-term value creation and sustainable growth.

Furinbox: Collaborative Product Development for Quality and Affordability

Under the "Furinbox" brand, the Company focuses on developing high-quality and practical furniture based on the concept of "value and accessibility." Through collaboration with a network of business partners, the Company jointly designs, develops, and manufactures products efficiently, covering aspects such as functionality, suitable design, and effective cost management. This collaborative development strategy enhances the speed of market entry while delivering greater value to customers through competitive pricing, practical functionality, and durable product quality. As a result, Furinbox products address everyday

consumer needs and create differentiation in the highly competitive furniture market by offering quality products at accessible prices.

Key Features of Furinbox Products

- Affordable pricing: Carefully selected quality materials combined with efficient production cost management enable the Company to offer value-for-money furniture accessible to a wide range of customers.
- Easy assembly: Products are designed in collaboration with business partners using simple assembly systems, allowing customers to assemble furniture themselves without specialized tools or professional assistance.
- Minimalist design: The design emphasizes simplicity, modern aesthetics, and versatility, making the furniture suitable for various interior styles and lifestyles.
- Space-saving solutions: Products are designed for urban living environments, such as condominiums and compact homes, helping maximize space utilization and functionality.

Activities and Results: Development of Eco-Friendly Products and Packaging

1) Overall Activities and Performance

The Company continues to develop Eco Products by prioritizing the use of environmentally friendly materials, including bamboo, recycled paper, natural fibers, marine-based materials, and rapidly biodegradable materials. In addition, the Company develops sustainable packaging solutions designed to reduce plastic usage and optimize storage and transportation efficiency. The Compress Rolling system significantly reduces warehouse space requirements and lowers the carbon footprint associated with transportation. In addition, the Company has implemented the Mix & Match project, which restores products through repair, refurbishment, and component reassembly to return them to functional condition. The performance is as follows:

- In 2025, eco-products accounted for 14.56% of all newly developed products.
- Sales volume of eco-products reached 303 million baht, representing 19% of new product sales volume.
- Sales volume of Mix & Match products (refurbished products derived from waste) reached 7.5 million baht in 2025.

2) Eco-Friendly Design

The Company has adopted the “Eco Design” concept across its product development processes, considering environmental impacts throughout the entire product life cycle. This approach includes selecting resource-efficient materials, such as recycled fibers, jute fibers, and paper derived from natural

plant pulp. Products are also designed for easy assembly and disassembly, helping reduce waste during transportation, and usage. This approach has led to a significant reduction in plastic packaging through the use of rapidly biodegradable alternative materials. This is able to reduce plastic waste, lower greenhouse gas emissions, and minimize environmental impacts, contributing to the development of low-carbon products aligned with the organizational sustainability goals.

3) Development of Customized Products to Improve Resource Efficiency

The Company has developed the “Younique” platform, enabling customers to customize furniture based on room size, functional requirements, and design preferences. This approach delivers several benefits:

1. Customers receive products that fit their actual space requirements, reducing unnecessary material use.
2. A made-to-order production system helps reduce excess inventory and waste caused by overproduction.
3. A design system utilizing common components maximizes material efficiency and supports sustainable production.
4. The “Fold to Melamine” project, developed in collaboration with business partners, has reduced production waste by more than 30% and shortened production lead time from 35 days to 30 days.

As a result of this project, the Company achieved significant operational improvements, including: Enhanced Overall Equipment Effectiveness (OEE) by more than 15%, while effectively reducing the defect rate.

4) Furinbox: Collaborative Development for Quality and Affordability

Furinbox develops its products under the concept of “good quality, affordable price, and easy accessibility,” in collaboration with business partners to:

- Carefully selected quality materials that provide good value for money
- Easy-to-assemble designs, enabling customers to assemble furniture themselves without the need for professional assistance.
- Minimalist and functional designs suitable for compact living spaces such as condominiums or apartments.
- Efficient space utilization, ensuring furniture remains practical and user-friendly for diverse customer groups.

Through this approach, the Company is able to offer furniture that balances quality, affordability, and versatility, particularly appealing to new generation consumers and urban markets.

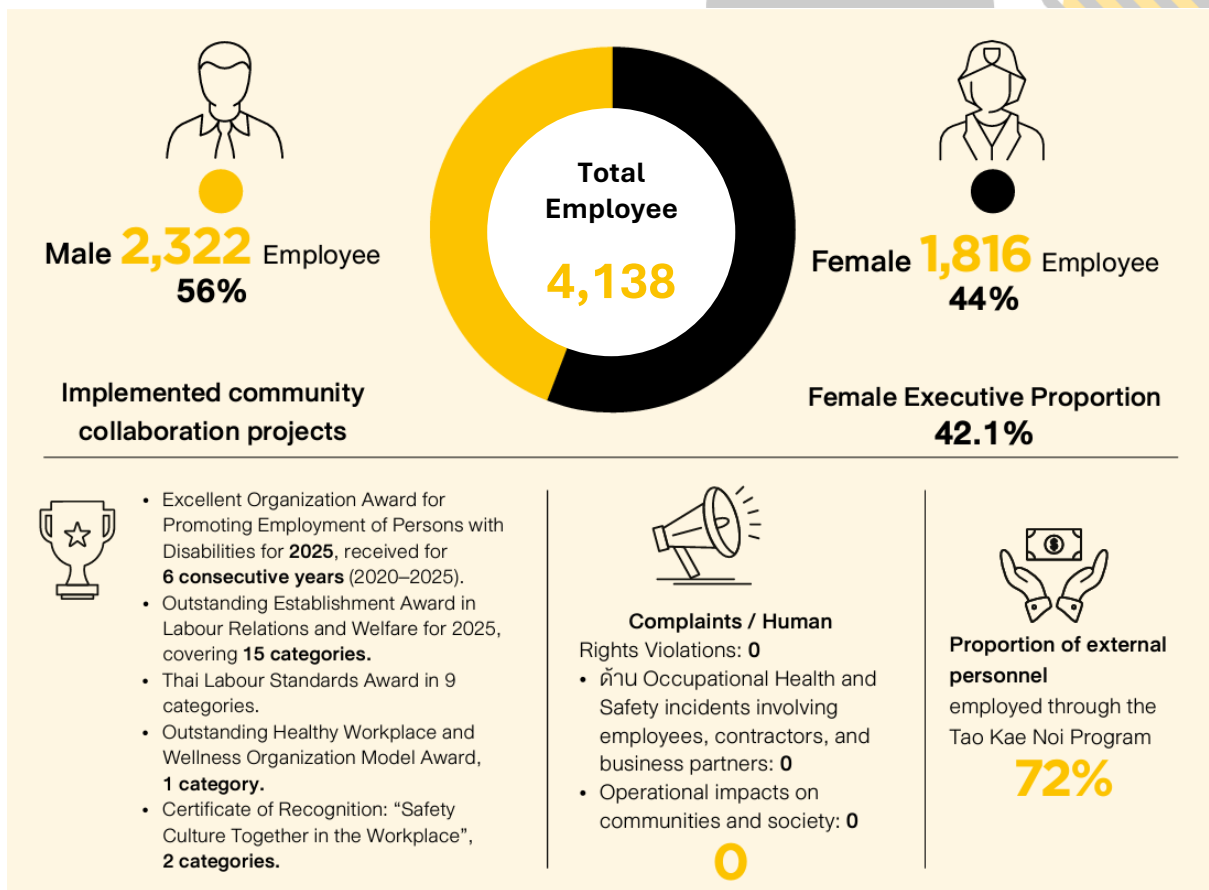
4. Social Dimension Sustainability Management

Social Policies and Practices

The Company recognizes that responsible business conduct is a key element of sustainable development under the Environmental, Social, and Governance (ESG) framework. The Company is committed to promoting Corporate Social Responsibility (CSR) based on ethical standards, integrity, and corporate governance to ensure fairness, transparency, and balanced development across economic, social, community, and environmental dimensions. The Company has established a Human Rights Policy that emphasizes equal treatment for all employees, free from discrimination. The Company strictly prohibits child labor and forced labor and respects the dignity and value of all individuals. In addition, the Company promotes a workplace culture based on the principle of “working together like a family,” aiming to create a safe, supportive, and positive working environment for all employees.

The Company’s sustainability efforts in the social dimension focus on the following key areas:

1. **Innovative Product and Service Development for Quality of Life:** Developing innovative products and services that enhance the quality of life for customers.
2. **Human Rights and Labor Practices:** Upholding universal human rights principles and ensuring fair and equitable management.
3. **Health and Safety:** Promoting health and safety standards for employees and stakeholders.
4. **Employee Management:** Strengthening employee engagement and effective management.
5. **Human Resource Development:** Enhancing employees’ skills, knowledge, and career development opportunities.
6. **Community Engagement:** Creating shared values with local communities and enhancing quality of life in the society.



Social Impact Performance

1. Innovative Development of Products and Services to Enhance Quality of Life

The Company is committed to developing products and services that respond to the needs of diverse customer segments, with a strong focus on quality, safety, and improving consumers' quality of life. This commitment is reflected in the design and development of furniture and home furnishings under the Index Living Mall brand and its affiliated House Brands, offering customers high-quality products that provide value for money while reflecting individual lifestyles. The Company continuously develops innovative services aimed at enhancing the overall customer experience.

Goals and Performance for Product and Service Development For Better Living

Indicators/Targets	Performance in 2025
- Health Enhancement: Increase the proportion of newly developed products designed with ergonomic principles and customer health considerations to 20% of the new Office Furniture product portfolio by 2026.	- Launched 7 new SKUs of Recliner & Lifting Chairs, bringing the total to 67 SKUs, which are ergonomic & health product group representing 11% of all new products launched this year, with plans to launch more SKUs in 2026
- Products for senior citizens: ≥ 10% of new products each year	

Innovative Products for All Ages: Enhancing Quality of Life for All

The Company recognizes the importance of designing products and services that meet the needs of consumers of all genders, ages, and abilities, particularly in the context of societies that are rapidly transitioning toward an aging population. Developing products under the Universal Design concept plays a key role in improving quality of life in an inclusive and equitable manner. This approach not only addresses functional needs but also reflects the Company's commitment to dignity, safety, and comfort for all members of society.

However, developing innovative products that support users across all age groups presents several challenges. These include the higher costs associated with specialized design, the need to address diverse user requirements, and the necessity of adapting production processes to comply with safety and environmental standards. At the same time, the Company recognizes significant opportunities to strengthen its competitive advantage, expand its customer base, and build stakeholder confidence by developing products that serve senior citizens, children, caregivers, and individuals with specific needs, whose demand continues to grow.

The Company is therefore committed to developing products and services that are accessible to senior citizens and individuals requiring special care, focusing on user-friendly design, enhanced safety features, and adaptability to different physical abilities. Through this approach, the Company aims to enable people at every stage of life to enjoy a higher quality of life in a sustainable and inclusive manner.

Management and Operational Approach

The Company places strong emphasis on developing products and services that enhance the quality of life for all consumer groups, with particular attention to elderly and individuals requiring special care. This demographic segment is continuously growing and strategically important in the context of Thailand's aging society. The ongoing demographic transition serves as a key driver for the Company to design and develop products and services that address specific needs, including health and physical support, ease of use, and safety suited to different physical conditions. This approach considers the diverse needs of users across all ages and circumstances—from individuals with normal mobility to those with physical limitations. It reflects the Company's social responsibility and long-term commitment to contributing to a healthy society for all age groups. The Company's approach is as follows:

- Universal Design Concept: Products are developed based on the Universal Design concept to ensure suitability for users of all ages, with a focus on safety and convenience. Examples include chairs designed without sharp edges to reduce injury risks, stable structures capable of supporting significant weight, 360-degree rotating seats, and wheel-locking systems to prevent slipping or falling.

- Design for independent living: Products incorporate features that support independent living for senior citizens, such as non-slip materials, ergonomic height design suitable for seniors, and mechanisms that facilitate safe movement.
- Specialized care innovation: The Company develops innovative products for specialized care, such as the CARING series of senior living chairs, designed to enhance safety during movement and provide ease of use in limited spaces.
- User-friendly guidance: Clear and easy-to-understand user manuals and usage instructions are provided to help customers maximize product functionality while ensuring safe and proper use.

These projects align with the Sustainable Development Goals (SDGs), particularly SDG 3: Good Health and Well-being and SDG 10: Reduced Inequalities, which is the Company’s mission to enhance quality of life for all consumers through inclusive design that respects diverse abilities, needs, and equal access to products.

Project Highlights

Topic	Projects/Approaches	Key Performance
Safe and Eco-friendly Materials	Promote the development of new product lines made from domestically grown plantation wood (rubberwood) and encourages the use of recycled materials, wood substitutes, and low-environmental-impact chemicals, ensuring that products meet both aesthetic expectations and sustainability standards.	- Domestic product lines of rubberwood include WASABI, OKINAWA, etc.



Activities and Performance

1. Product Innovation & Service Development for Better Living

The Company operates under a policy of developing products and services that meet the needs of consumers across all target groups, focusing on innovations that enhance quality of life in terms of health, convenience, and environmentally friendly living. This is achieved through the development of products under the Index brand and House Brands, with key performance indicators including:

- Develop ergonomic office furniture to promote well-being in the workplace and help reduce the risk of office syndrome.
- In 2025, the Company expanded its portfolio of ergonomic chairs and health-focused desks to meet the growing demand from office workers and general consumers.
- The products are designed based on ergonomic principles, taking into consideration height, depth, body support, and the use of comfortable materials to reduce fatigue from prolonged use.
- Offer products that enhance the health and well-being of users, both physically and mentally, aligning with the trends of hybrid working and an improved quality of life at home.

Furthermore, the Company has expanded its product line through the development of four ergonomic gaming chair models. These chairs incorporate ergonomic principles in their design to provide optimal body support. They feature adjustable backrests, supportive lumbar support, and specially designed waist supports for enhanced comfort. This allows users to maintain proper posture and remain relaxed throughout extended gaming sessions. These products cater to prolonged gaming use by enhancing comfort, reducing fatigue, improving overall well-being, and elevating the gaming experience for users.



The Company has developed two models of height-adjustable desks to meet the needs of modern work: a manual crank model that allows users to adjust the desk height to their desired level, providing flexibility for both sitting and standing positions, and an electric model featuring advanced technology with automatic height adjustment and a height memory function, enabling quick and convenient posture changes. Both desks are designed to promote user well-being, particularly for those who need to change posture

frequently or have health limitations, helping reduce fatigue during work, creating an optimal working environment in modern workplaces, and sustainably enhancing work efficiency.



The Company has launched a new product line in the Living category, featuring adjustable coffee tables, 8 models, designed to comprehensively meet daily needs. These tables are equipped with a flexible height-adjustment system, accommodating a variety of activities, whether dining on the sofa, working, or performing other activities around the house. Their ergonomic design supports proper posture, reduces fatigue, promotes good health, and enhances comfort. Furthermore, all models include a safety locking system, providing confidence and stability in all situations.



This product line features two models of beds and bedside tables that emphasize multifunctional design to maximize space efficiency in limited areas. These products are designed with innovative features focused on versatility and enhanced safety, particularly the inclusion of specially designed nighttime lighting. This lighting provides sufficient illumination for visibility without disturbing the eyes or interrupting rest, allowing users to always move around the bedroom safely and comfortably. This product line serves as an ideal solution for those seeking to maximize space and enhance safety in the bedroom.



The Company has developed products in the headboard and bedside storage categories, focusing on innovation to enhance the quality of life for users, as follows:

- The new headboard model is made by Morton/Million and features a functional drawer base designed for convenient use. It accommodates large mattresses, is suitable for limited spaces, and comes with easy-clean pillows to facilitate cleaning and reduce dust accumulation.
- The installation of automatic soft lighting enhances safety when getting up to use the bathroom at night, without disturbing others or causing eye strain. It also helps reduce electricity costs by an average of approximately 0.50 baht per hour.
- The bedside storage cabinet is equipped with wheels for easy movement and adjustment to suit different spaces.





These innovations focus on hygiene, safety, and comfort, enabling all user groups to carry out their daily lives with improved quality of living.

Rocky Electric Reclining Sofa – The Ultimate in Relaxation

The Rocky electric reclining sofa is an ergonomic chair that combines modern technology with a design focused on maximum comfort. The chair is upholstered with a special 100% breathable fabric that naturally allows air circulation, preventing heat and moisture buildup during use. This helps maintain a cool and comfortable seating experience even in hot weather or during prolonged sitting. The fabric is soft and gentle to the touch, making it suitable for users with sensitive skin or those seeking enhanced comfort.

In terms of functionality, the chair features a smooth and quiet electric reclining system. It offers a wide range of reclining angles to accommodate various needs, from upright sitting for daily activities to near-flat reclining for full relaxation. In addition, the chair includes a 360-degree swivel function, allowing users to easily turn in different directions without moving the chair—ideal for watching television, conversing with family, or engaging in other activities in the living room.

Another distinctive feature of the chair is the integration of digital technology into its design. A specially designed mobile phone holder allows users to place their devices securely and conveniently, reducing the risk of dropping or misplacing them. Additionally, a conveniently positioned USB charging port enables users to charge their mobile phones, tablets, or other electronic devices while relaxing. These features support modern lifestyles that prioritize convenience and continuous technological connectivity, making relaxation more convenient and enjoyable.



2. Universal Design Product Innovation

The Company prioritizes the development and sourcing of functional products designed to meet the diverse needs of consumers of all age groups, with particular attention to those requiring special assistance, including senior citizens, children, and individuals with mobility limitations. The objective is to enable these groups to live comfortably, safely, and with an improved quality of life, recognizing that Thai society is rapidly entering an aging society.

The Company is therefore committed to developing innovative products and services that emphasize safety, convenience, and comfort. This is achieved by designing products and services specifically tailored to the ergonomics and behavioral needs of senior citizens, such as specialized chairs and furniture that facilitate smoother and more stable movement when standing, sitting, or moving around the home. One outstanding product that effectively meets the needs of elderly users is the “CARING chair with wheels,” which has been designed and developed with several distinctive features, including:

- Ergonomic design that supports body weight and reduces pressure on the back and waist
- A 360-degree rotating backrest that facilitates easier sitting and standing
- Availability in both 3-wheel and 5-wheel configurations to enhance mobility and reduce the risk of accidents
- Construction using strong and stable materials that safely support the weight of elderly users
- Chair legs designed without sharp edges to reduce the risk of impact

These products not only enhance the quality of life for senior citizens but also reflect the Company’s commitment to designing products that serve all generations.

Innovative Electric Recliner Chairs for senior citizens and Individuals with Mobility Limitations

The Company develops electric reclining chairs specifically designed for individuals with back pain, senior citizens, recovering patients, or those with mobility limitations. The design emphasizes comfort, safety, and ergonomic support to assist with standing up while reducing pressure on the back, hips, and legs.

The chair can be reclined to a position where the feet are elevated above the heart level, which may help relieve discomfort and promote blood circulation. It also features a function that enables easy rotation while performing activities or when standing up and sitting down.

- In 2025, the Company plans to develop 7 new SKUs of Recliner and Lifting Chairs for senior citizens under the INDEX and WINNER brands.
- In 2026, the Company plans to introduce 2 additional SKUs designed for elderly users, with the objective of increasing market share in senior citizens segment by 10%.

- Currently, more than 67 SKUs of Recliner and Lifting Chairs are offered under the INDEX brand, which has received a positive response from the target consumer group.

Advantages of Lifting Chair

Safety and Physical Health

A lifting chair provides significant benefits, particularly in fall prevention. Rising from a seated position is the moment when senior citizens are most at risk of losing balance. The chair's hip-support lifting mechanism assists users in transitioning to a stable standing position with minimal effort, significantly reducing the risk of falls. It also helps reduce the load placed on the knees and spine, preventing excessive strain that may lead to joint degeneration. Furthermore, the reclining function allows the feet to be elevated above heart level, which helps stimulate blood circulation and reduce swelling in the feet and legs, as well as varicose veins commonly found in senior citizens.

Mental Health and Independence

From a psychological perspective, this chair supports independence, which is extremely valuable for elderly users. Being able to sit and stand independently, without requiring assistance from family members when going to the bathroom or changing positions, helps reduce feelings of guilt or being a burden. This leads to increased confidence in daily life, reduced anxiety, and significantly improved overall mental well-being. Maintaining dignity and self-esteem is a crucial factor in the quality of life of elderly individuals.

Comfort and Well-being

This chair is designed with greater ergonomic support than a typical sofa. It features advanced functions such as the Zero Gravity position, which distributes body weight evenly and reduces pressure on the spine. In addition, massage and heating systems help relax muscles and enhance comfort. For individuals with acid reflux or difficulty breathing when lying flat, adjusting the reclining angle to an appropriate level allows for comfortable rest, making this chair an ideal seating and short-term resting solution for elderly users.

Benefits for Caregivers

For families and caregivers, this chair significantly reduces physical strain, as it eliminates the need to bend down to pull or support elderly users. This helps prevent back pain among caregivers and makes transferring elderly individuals from the chair to a wheelchair or bed easier and safer. As a result, caregiving becomes more efficient, while reducing stress and fatigue for both users and caregivers and creating a more positive environment for everyone in the household.

This product truly reflects the Company's commitment to improving the quality of life for senior citizens through a design that prioritizes health, comfort, and safety in daily use.



3. Health-Driven Materials and Product Design Innovation

The Company focuses on developing innovative products that support modern lifestyles and promote the well-being of consumers. Special attention is given to diverse target groups, including families with young children, senior citizens, and pet owners. Each product is developed under three core principles: verifiable cleanliness, maximum safety, and ease of use. This approach aligns with the health-conscious trends and consumption behaviors of modern consumers who seek products that enhance quality of life and support overall well-being. Key details are as follows:

3.1 Easy to Clean Fabric product group

- The Company developed a new sofa model incorporating Easy-to-Clean Fabric technology. This fabric has special properties that repel water, resist germs, and prevent stains, meeting consumer demands for cleanliness and hygiene.
- In 2025, new sofa models using Easy-to-Clean Fabric technology accounted for 80% of all sofa products.
- 2025 Performance: Total sales of all sofa models reached 1,016 million baht, representing a 5% increase compared to 2024.
- Sales of Easy-to-Clean sofas generated 305 million baht in revenue, representing 30% of total sales in 2025.



3.2 Sanitized Fabric Product Group

- Develop specialized hygienic fabrics for niche customer groups, including individuals with dust allergies, mold allergies, or skin sensitivities.
- Import advanced technology from Switzerland that effectively prevents dust mites, mold, and bacteria.
- The product line has expanded to cover various categories such as bedding, curtains, and office furniture.
- Meet the needs of consumers who are health-conscious and seek a clean and safe environment.

3.3 Pet Lover Product Group

- Develop specialized products designed to meet the needs of consumers who have pets at home, with a focus on scratch resistance and ease of cleaning.
- The market research indicating that 58% of Thais own pets, and 73% consider their pets to be members of the family.
- Design products specifically for this customer segment, such as pet-friendly sofas that are resistant to claw scratches and beds featuring technology that helps prevent pet hair from adhering to the surface.

- Meet the needs of families who wish to care for their pets while maintaining the aesthetic appeal of their homes.



2. Human Rights and Labor Practices

The Company conducts its business with fairness and transparency, adhering to corporate governance principles and a code of conduct to ensure responsibility toward employees and all stakeholders. The Company places importance on human dignity and respect for human rights throughout the value chain, guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs), which encompass the principles of Protect, Respect, and Remedy. The Company periodically reviews and assesses human rights risks to prevent violations in its operations and to encourage employees and business partners to consistently adhere to the same standards.

Goals and Performance in Labor Practices and Respect for Human Rights

Indicators/Targets	Performance in 2025
- Zero Human rights violations	-Zero incidents regarding human rights violations or personal data breaches from the Company's operations 44.00% (increased from 42.86% of prior year) - 100% of employees received human rights training and monitoring, including employees of partner stores at Index Living Mall

The Company recognizes the importance of human rights and labor rights as fundamental pillars of sustainable business operations. The Company believes that respecting human dignity, equality, and fair treatment of employees, customers, business partners, and all stakeholders throughout the value chain is crucial for creating long-term value and demonstrates a commitment to social and environmental

responsibility. Adherence to these principles not only mitigates legal and reputational risks but also fosters trust and strong partnerships with stakeholders.

The Company has established a clear human rights policy and labor practices aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs), Thai labor law requirements, and international labor standards (ILO Conventions). This policy covers respect for fundamental human rights, fair employment practices, non-discrimination, the prohibition of child labor and forced labor, and the promotion of safety, occupational health, and an appropriate working environment.

In practice, the Company has established comprehensive operational guidelines based on the principles of Protect, Respect, and Remedy to prevent risks and manage potential human rights violations. This includes continuous monitoring and assessment of human rights risks throughout the business value chain. Furthermore, the Company emphasizes communication and awareness among employees and business partners through training programs and various awareness activities to promote shared understanding and foster a corporate culture that respects human rights.

In terms of labor practices, the Company is committed to promoting employee engagement and well-being through projects that support flexible working arrangements, the development of employee skills and potential, appropriate welfare benefits, and opportunities for employees to participate in social and sustainability-related activities.

All of these projects reflect the Company's commitment to upholding human rights and fair labor practices in accordance with good governance principles and international standards. This commitment forms a strong foundation for enhancing the organization's sustainability and long-term confidence among stakeholders.

Human Rights Policy

1. Recognize human dignity and emphasize respect for the human rights of all individuals, including local communities, under legal frameworks, human rights principles, and international labor standards, ensuring equality and non-discrimination.
2. Conduct business activities with integrity and without causing impacts on human rights or violating human rights laws in the countries where the Company operates. Support and respect the protection of fundamental human rights and avoid any involvement in human rights violations in all forms.
3. Prohibit child labor, forced labor, and human trafficking, while rejecting all forms of discrimination and harassment. Respect the rights to freedom of association, collective bargaining, and data privacy.
4. Commit to maintaining high standards of operational safety, occupational health, and a quality working environment.

5. Treat customers fairly and without discrimination while effectively communicating, disseminating, and educating suppliers on human rights principles.
6. Coordinate and ensure that suppliers respect the human rights of their stakeholders, ensuring that all stakeholder groups receive equal protection of their fundamental rights.
7. Support and promote the reporting of human rights violations linked to the Company's operations, implementing necessary, transparent, and appropriate procedures to assist affected individuals as a result of the Company's business activities.
8. Protect whistleblowers by ensuring fairness and safeguarding them against retaliation when reporting ongoing human rights violations.
9. The Company will continuously commit and thoroughly conduct Human Rights Due Diligence.
10. Monitor, review, and address human rights issues through human rights due diligence processes, including engaging stakeholders in assessing and monitoring the impacts of actions taken.
11. Ensure transparency by disclosing information on the Company's human rights operations.

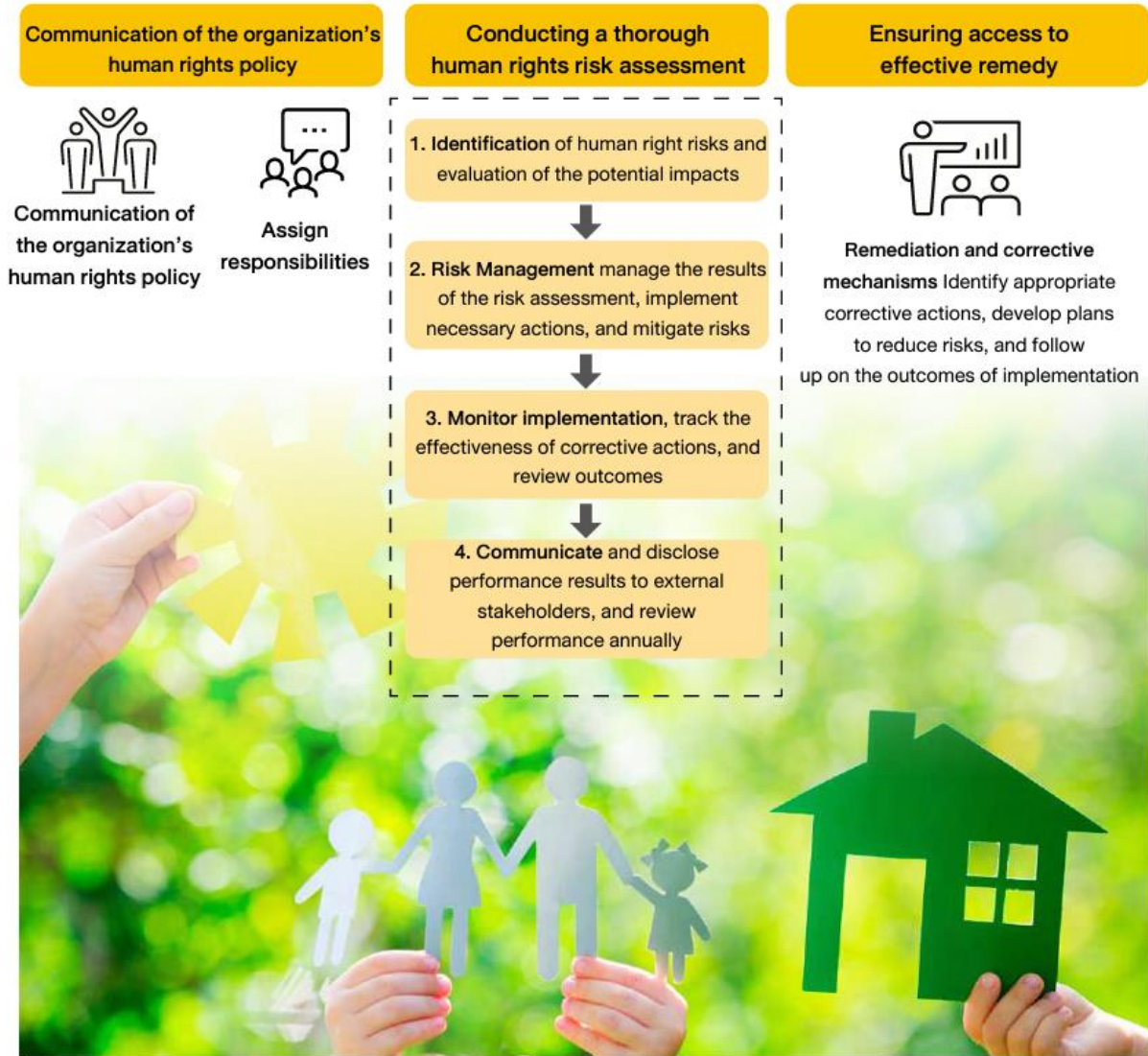
Human Rights Due Diligence

To identify issues and assess the risks and impacts of human rights violations across the value chain and among all affected stakeholder groups, the Company establishes plans and guidelines for the prevention, mitigation, management, correction, and remediation of potential or actual human rights violations. The Company has established human rights guidelines approved by the Human Rights Committee and implements internal human rights practices. Suppliers and contractors are also required to comply with the Company's human rights policy to ensure that no human rights violations occur and that appropriate remedies are provided to those affected by the suppliers' business operations.

The Company conducted training for employees to raise awareness of human rights issues and to encourage engagement with stakeholders on human rights issues.

In 2025, the Company provided human rights training and human rights due diligence to 100% of all employees, including employees of partner stores at Index Living Mall, such as sales staff (PCs), housekeepers, and security guards. A minimum passing score of 80% was required to ensure that all employees understand human rights principles, including respect for human rights and human dignity. In addition, the Company communicated its human rights policy and commitment to respecting human rights to stakeholders and business partners.

Human Rights Due Diligence Framework



Commitment, Challenges, and Opportunities

The Company conducts its business in accordance with principles of corporate governance, fairness, and ethical business practices. It is committed to sustainable business operations, social responsibility, and respect for all stakeholders. The Company respects the value and equality of human rights and human dignity and promotes coexistence based on mutual respect. The Company also recognizes and respects the human rights of all stakeholders who may be affected by its business operations, including employees which demonstrates a strong commitment to integrating human rights practices into the Company's operational approach.

Material Human Rights Risk

Human Rights Risks	Operational Plan, Preventive and Corrective Measures	Performance
<p>Health and safety of employees, contractors, and suppliers</p>	<ul style="list-style-type: none"> - Determine hazard identification and risk assessment, establish plans to minimize and control risk within an acceptable level. - Establish an inspection plan for safety equipment, tools, machinery, and vehicles, ensuring regular follow-ups for continuous functionality. - Develop and implement intensive, position-specific occupational safety training based on identified risk hazards. - Plan and conduct annual safety audits and monitoring (QSHE Audit). 	<ul style="list-style-type: none"> - LTIFR of employees = 6.480 people per million hours worked, an increase of 20.55% from 2024 - LTIFR of contractors and suppliers = 0.579 per million hours worked, an increase of 33.33% from 2024 - The number of work-related accidents resulting in lost work for employees, contractors, and suppliers has increased, possibly due to business growth resulting from longer working hours - Zero fatalities - Zero complaints on health and safety from contractors and partners
<p>Data breaches and misuse of personal data</p>	<ul style="list-style-type: none"> - Strictly comply with laws and regulations while continuously developing guidelines. - Maintain Record of Processing Activities: RoPA). - Regularly review and enhance data leak prevention tools while improving the detection of data transfers to external destinations. 	<ul style="list-style-type: none"> - Zero complaints on personal data breaches.

	<ul style="list-style-type: none"> - Conduct training on Personal Data Protection Act (PDPA) and cybersecurity. - Develop a response plan and conduct regular testing to ensure preparedness. 	
Unfair treatment of workers	<ul style="list-style-type: none"> - Establish clear, fair, and legally compliant labor policies and regulations, with monitoring and follow-up on their implementation. - Conduct Human Rights Due Diligence (HRDD). - Promote a safe working environment with fair compensation and benefits. - Encourage positive labor relations and joint activities between employees and the Company. - Establish secure channels for complaints and whistleblowing. 	Zero complaints regarding labor violations

Remark: LTIFR refers to The Lost Time Injury Frequency Rate for employees

In 2025, no human rights violations or complaints were reported, and the percentage of female executives increased to 44.0% from 42.86% in 2024.

Grievance Mechanism on Human Rights Violations

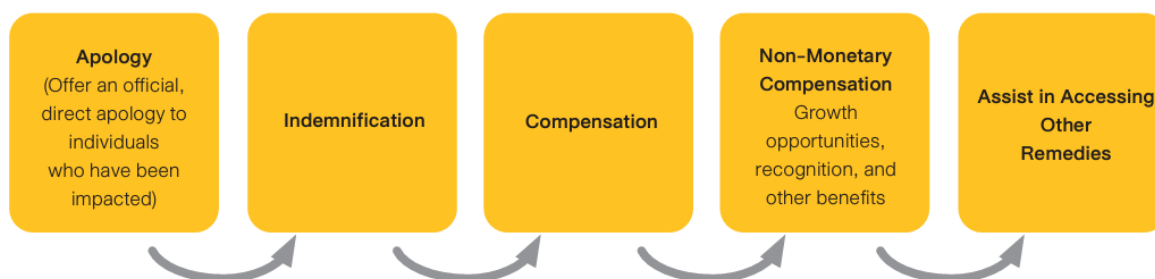
The Company integrates the result of Human Rights Due Diligence (HRDD) and enterprise risk assessments across all activities and operational areas to identify potential human rights risks and adverse

human rights impacts to determine appropriate preventive and mitigation measures. Relevant departments are required to develop human rights risk management and mitigation plans, with ongoing monitoring and evaluation to ensure the effectiveness of these measures in reducing risks and minimizing impacts on stakeholders throughout the business value chain.

In the event of human rights violations or adverse human rights impacts resulting from the Company's operations, the Company will conduct a thorough investigation and implement appropriate corrective actions, remediation measures, and preventive measures in accordance with the Company's human rights policy and grievance mechanisms.

Remedy Guidelines

The Company has established remediation guidelines for stakeholders and vulnerable groups in cases of human rights violations. These guidelines reflect the Company's commitment to providing remedy to those affected when the Company has caused or contributed to adverse human rights impacts, based on principles of fairness, transparency, and respect for human dignity. The remediation process encompasses communication and continuous follow-up until the process is completed and normal conditions are restored. Forms of remediation include formal apologies, compensation or restitution in both monetary and non-monetary forms, and assistance in accessing other appropriate remediation mechanisms for affected rights holders.



Management and Operational Approach

The Company recognizes the importance of human rights and labor rights as fundamental pillars of sustainable business operations. The Company is committed to respecting human dignity, equality, and fair treatment of employees, customers, suppliers, and all stakeholders.

Project Highlights

Work Accident Reduction Project

The Company implements a Work Accident Reduction Project to identify hazards, assess risks, and develop measures to reduce and control risks to an acceptable level. Enhanced safety measures are applied to high-risk operations, including drivers, assembly and installation technicians, maintenance personnel, and warehouse staff responsible for receiving and sorting goods. The project emphasizes accident prevention measures and safety education to strengthen a safety culture within the workplace. In 2025, the Lost Time

Injury Frequency Rate (LTIFR) for employees was 6.480 cases per million working hours, representing a 20.55% increase compared to 2024, but an 8.65% decrease compared to the 2023 base year. The LTIFR for contractors and suppliers was 0.579 cases per million working hours, a 33.33% increase compared to 2024. In response, the Company has reviewed and strengthened its preventive and corrective safety measures to improve their effectiveness and remains committed to protecting employees and stakeholders from harm, with the long-term goal of achieving zero accidents.

Data Protection Project

The Company prioritizes the prevention of data breaches and misuse of personal data and has implemented the following measures:

- Strict compliance with relevant laws and regulations and the adoption of best practices.
- Maintenance of a Record of Processing Activities (RoPA).
- Regular review and enhancement of data breach prevention and monitoring tools, including improved detection of data transfers to external endpoints.
- Training programs on the Personal Data Protection Act (PDPA) and cybersecurity awareness.
- Development and regular testing of data breach response plans.

3. Health and safety

The Company is committed to ensuring the good health of its employees, free from illnesses that may arise from the work environment. Therefore, it continuously promotes and supports activities and operations related to safety, occupational health, and the working environment to achieve the Company's objectives. Safety, occupational health, and the working environment are designated as the shared responsibility of all employees at every level. Employees must be aware of and strictly and diligently comply with these guidelines at all times. The Company provides training and promotes employee health and well-being, discouraging activities that negatively impact health, and ensuring a hygienic and safe workplace at all times. The Company also recognizes and prioritizes customer safety. It uses high-quality, safe products that meet international safety standards and regulations, as well as legal requirements. Furthermore, it continuously designs, creates, and develops innovative safety products to ensure customer confidence in the quality, standards, and safety of its goods. The Company has established a customer relationship management system for communication with customers, including handling complaints regarding product and service quality, enabling effective improvement and development to meet customer needs. The Company also conducts ongoing training and disseminates Company guidelines, and has a dedicated team for tracking claims and customer complaints. In addition, the Company prioritizes the safety and health of its employees, a vital resource for the organization and crucial to producing quality goods and services for

customers. Therefore, it organizes activities to promote and raise awareness of safety among customers, employees, distributors, partner employees, and contractors at the Company's workplaces.

Goals and performance on labor relations management

Indicators/Targets		Performance in 2025
<p>Reducing Work-Related Accidents</p> <ul style="list-style-type: none"> ● The number of fatalities from work-related accidents among employees, contractors, and business partners is zero. ● The Lost Time Injury Frequency Rate (LTIFR) for employees decreases compared to the 2023 base year. 		<p>- In 2025, the number of work-related accidents resulting in lost time injuries among employees, contractors, and suppliers increased compared to the previous year, possibly due to business growth and increased working hours.</p> <p>The Lost Time Injury Frequency Rate (LTIFR) for employees was 6.480 cases per million working hours, representing an increase of 20.55% compared to 2025, but a decrease of 8.65% compared to the 2023 base year.</p> <p>The LTIFR for contractors and business partners was 0.579 cases per million working hours, an increase of 33.33% compared to 2024.</p>
Short-term	20% decrease by 2027	Zero fatalities from work-related accidents involving employees, contractors, or suppliers.
Medium-term	25% decrease by 2023	
Long-term	30% decrease by 2037	
<p>-The Lost Time Injury Frequency Rate (LTIFR) for contractors and business partners decreased compared with the 2024 base year.</p>		Zero health and safety complaints were reported by employees, contractors, or suppliers.
Short term	10% decrease by 2027	
Medium term	15% decrease by 2032	
Long term	20% decrease by 2037	

- Zero health and safety complaints were reported by employees, contractors, or suppliers.	
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Occupational Health, Safety and Work Environment Policy

1. Conduct business and activities in compliance with laws, regulations, requirements, and international standards regarding occupational health, safety and work environment, as well as continuously monitoring, assessing and reviewing the performance
2. Commit to maintaining high standards of safety, occupational health to protect employees and all involved parties.
3. Identify and manage occupational health, safety and work environment risks to reduce and control workplace hazards by implementing measures to reduce and control accident risks.
4. Establish objectives, indicators, and targets for safety, occupational health, and work environment, supported by strategic plans and operational projects to enhance management efficiency continuously.
5. Promote knowledge, awareness, training, guidance, and active participation in occupational health, and safety.
6. Disclose information on occupational health, safety and work environment.

Management and Operational Approach

The Company is committed to maintaining high standards of occupational health and safety, with the primary goal of achieving zero work-related accidents. To protect employees and stakeholders, the Company has established clear management guidelines and operational practices to ensure a safe and healthy working environment, compliance with applicable laws and relevant international standards, and the continuous promotion of a strong safety culture.

The key guidelines are summarized as follows:

Strategy	Practice
Promote a culture of safety	The Company has established clear policies, rules, regulations, and safety guidelines to promote a strong safety culture within the organization. In addition, various activities are organized to

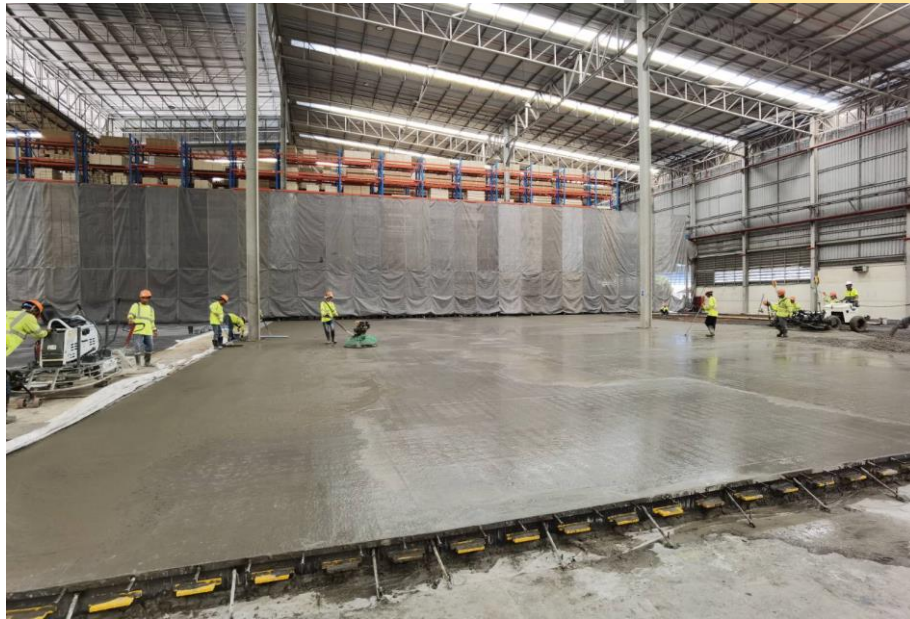
	enhance awareness and encourage practices that support occupational health and safety.
Compliance with laws and international standards.	The Company regularly conducts monitoring and inspections to ensure full compliance with applicable laws and regulatory requirements.
Risk management, emergency situations, crises, and pandemics.	The Company has established clear policies and practices for managing risks related to emergencies and crises, natural disasters, and epidemics or emerging diseases. These measures are essential for protecting lives and health, as well as minimizing damage to property and the environment. The Company has implemented prevention and response plans, conducts emergency simulation exercises, and reviews and tests its Business Continuity Plan (BCP) at least once a year.
Management of occupational accidents	Hazard identification and risk assessments are conducted, along with the development of plans to mitigate and control risks to an acceptable level. Equipment, tools, machinery, and vehicles are regularly inspected to ensure safety. In addition, procedures are in place for accident investigation, reporting, and the implementation of preventive and corrective measures to prevent recurrence.
Occupational Safety, Health and Environment Committee	Each worksite is required to establish a Safety Committee responsible for planning, implementing, and overseeing safety measures to ensure the safety of employees, contractors, suppliers, and customers. The committee holds meetings at least once a month.
Monitoring and evaluation	A Quality, Safety, Health, and Environmental (QSHE) audit is conducted annually.

Performance

The Company has conducted a risk assessment to develop a plan for reducing and controlling hazardous risks, along with monitoring and evaluating workplace safety at the head office, distribution center, Index Living Mall stores, shopping centers, The Walk, and Mahachai factories. through the Occupational Health, Safety, and Work Environment Committee at each location. Measures to mitigate and control risks have been implemented as follows:

-Structural integrity inspections of all buildings were conducted by qualified experts following the earthquake in March 2025. The results confirmed that all buildings were structurally safe and ready for use.

Warehouse floor renovation at the Bang Bon Distribution Center was undertaken due to deterioration from prolonged use and the risk of floor subsidence that could lead to accidents. The project also aims to improve the safety of forklift operations by warehouse personnel, with a budget of 50 million Baht.



- Upgrading drinking water filtration systems reflects the Company's commitment to employee health and the provision of clean drinking water in the workplace. In 2025, six new water filtration units and water dispensers were installed to replace older models, with a total investment of 191,900 Baht. Additional replacements are planned for 2026.

Indexlivingmall

สดชื่น มั่นใจ

NEW

กับตู้น้ำดื่มใหม่

เริ่มใช้งาน

15 กันยายน 2568 เป็นต้นไป

📍 ติดตั้ง ชั้น 4 | ชั้น 5 | ชั้น 8 | ชั้น 9 | อาคาร Studio



เชิญชวนทุกท่าน



พกแก้ว พกขวด

ดื่มน้ำปลอดภัย ไร้ไมโครพลาสติก

ลด/เลิก ชื้อน้ำขวดดื่ม

ช่วยลดขยะพลาสติก และลดการปล่อยก๊าซคาร์บอน

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คุณสมบัติ ตู้กรองน้ำดื่ม Pure Big Tank RO

- ตู้น้ำดื่มระบบน้ำร้อน และน้ำเย็น
- มีระบบกรอง 4 ชั้น
- ใส้กรอง RO Membrane ความละเอียดในการกรอง 0.0001 ไมครอน ช่วยกรองเชื้อโรคและแบคทีเรีย
- ความจุน้ำเย็น 14 ลิตร และ น้ำร้อน 3.8 ลิตร

- Inspection and improvement of hazard warning signs are carried out regularly, along with the identification and reporting of potential hazards to ensure workplace safety.

- Occupational safety training and knowledge promotion are conducted continuously to reduce the number and rate of workplace accidents, while enhancing safety awareness among employees and contractors across all branches. Special emphasis is placed on high-risk activities, such as safe driving of transport vehicles, forklift operations, and skill development for Maintenance and Building Management personnel. Training programs include the efficient use and maintenance of fire alarm systems, inverter-based water pump control systems, wastewater treatment system operations, and advanced training for occupational safety officers at all levels, etc.



In 2025, the total number of training hours on safety, occupational health, and the working environment amounted to 17,247 hours, representing an average of 4.17 training hours per employee per year.



Road Safety & Helmet Use Training for Riders

- Organize “Safety Tool Box Meeting” to reduce workplace accidents through open communication and discussions between the safety department and employees. This project fosters the exchange of ideas and collaborative development of preventive measures. The meetings are conducted monthly in every department.
- Organize Annual Work Safety Week activities

- Establish Safety measures for Index Living Mall stores, including daily safety inspections conducted before, during, and after store operating hours to identify and address potential hazards and risks.

- Participated in the “Safety Culture Together in the Workplace” project organized by the Bangkok Metropolitan Area 2 Labour Protection and Welfare Office under the Ministry of Labour to promote a safety culture in the workplace. The Company received awards in two categories: Head Office and Index Living Mall, Rama 2 Branch.

Work Accident Information

Occupational Health and Safety Performance

Performance Indicator	Unit	Employee					% Variance compared to 2023
		2021	2022	2023	2024	2025	
Total employee working hours	Hours	8,790,745.96	8,150,185.71	8,739,083.89	9,487,392.56	9,875,529.86	13.00%
Work-related injuries with lost time	Cases	26	79	57	51	64	12.80%
Employees injured (≥1 lost day)	Persons	26	53	62	51	64	3.22%
Work-related fatalities	Persons	0	0	0	0	0	0
LTIFR	Cases per million work hours	2.957	6.502	7.094	5.375	6.480	-8.65%
Number of Health and Safety complaints	Cases	0	0	0	0	0	-

Performance Indicator	Unit	Contractors		
		2024	2025	% Variance compared to 2024
Total employee working hours	Hours	10,342,577.12	15,517,555.00	33.34%
Work-related injuries with lost time	Cases	2	6	300.00%
Employees injured (≥1 lost day)	Persons	2	9	450.00%
Work-related fatalities	Persons	0	0	0
LTIFR	Cases per million work hours	0.193	0.579	33.33%
Number of Health and Safety complaints	Cases	0	0	-

In 2025, there were no fatalities among employees, contractors, or. The Lost Time Injury Frequency Rate (LTIFR) for employees was 6.480 cases per million working hours, representing an increase of 20.55% compared to 2024, but a decrease of 8.65% compared to the 2023 base year. The LTIFR for contractors and suppliers was 0.579 cases per million working hours, an increase of 33.33% compared to 2024. The increase in lost-time injuries among employees, contractors, and suppliers may be attributed to business growth and increased working hours. The Company recognizes the importance of workplace safety and remains committed to protecting employees and stakeholders from harm, with the goal of achieving zero accidents.

In addition, the Company conducted an in-depth evaluation and reviewed the causes of accidents to prevent recurrences. The Company increased preventive measures and monitored and controlled work accidents to reduce the risk for the likelihood of accidental occurrences and the severity of accidents. Employees at all levels strictly cooperated in creating a safe workplace in accordance with sustainable goals.

Characteristics of occupational accidents	Corrective and preventive measures implemented following an accident
<ul style="list-style-type: none"> Accidents involving the use of delivery vehicles and collisions with passenger vehicles 	Monitoring employee driving behavior, including speed detection, safe driving training, alcohol testing, and the establishment of mandatory rest periods for long-distance driving.
<ul style="list-style-type: none"> Accidents related to manual material handling and falling equipment 	Training on manual lifting and handling of materials, as well as the use of mechanical aids, including clear planning and assessment of the weight to be lifted and handled during operations, with continuous supervision and monitoring by supervisors.
<ul style="list-style-type: none"> Accidents related to forklift operation 	A policy is established requiring forklift operators to undergo proper training and obtain the appropriate license for each type of forklift. Supervisors are responsible for overseeing operations to ensure the correct and safe use of forklifts, in accordance with the suitability of each type of forklift for the specific goods or equipment being handled.

Project Highlights

1) Work Accident Reduction Project

This project aims to promote employee health, prevent injuries and occupational illnesses, and reduce work-related accidents among employees, customers, and contractors, with the ultimate goal of achieving zero accidents. The Company targets a 20% reduction in the Lost Time Injury Frequency Rate (LTIFR) for employees by 2027 compared to the 2023 base year, and a 10% reduction for contractors and suppliers by 2027 compared to the 2024 base year.

The project includes hazard identification and risk assessment, along with the development of plans to mitigate and control risks to an acceptable level. Enhanced accident prevention measures are implemented for high-risk operations, including drivers, assembly and installation technicians, maintenance personnel, and warehouse staff responsible for receiving and sorting goods. The Company also emphasizes safety awareness and education to strengthen a workplace safety culture.

In 2025, the LTIFR for employees was 6.480 cases per million working hours, representing an increase of 20.55% compared to 2024, but a decrease of 8.65% compared to the 2023 base year. The LTIFR for contractors and suppliers was 0.579 cases per million working hours, an increase of 33.33% compared to 2024. The increase in lost-time injuries may be associated with business growth and increased working hours. The Company is reviewing and strengthening its preventive and corrective safety measures and remains committed to protecting employees and stakeholders from harm, with the goal of achieving zero accidents.

2) Capacity Building Program for Technical-Level Occupational Safety Officers

This program aims to strengthen the professional competencies of 19 employees working in Safety & Loss Prevention through online training covering four key areas:

- Updates on occupational safety and health laws, in accordance with the revised Ministry of Labor regulations (2025).
- Hazard identification, risk assessment, and risk control planning
- Occupational disease prevention and control.
- Lockout/Tagout (LOTO) systems for controlling hazardous energy.

Based on the employee assessment results, participants are required to achieve a minimum score of 80% in the knowledge test. The program will be further developed to include practical skill training in 2026, with an expanded number of participants to further strengthen the capabilities of technical-level occupational safety officers.

3) Health Promotion Projects

- Index Living Mall, Nakhon Ratchasima Branch participated in the Workplace Health Promotion Project and received the Model Workplace Health Promotion and Healthy Organization Award 2025 from the Department of Health on May 22, 2025. The award recognizes the Company's achievements in promoting workplace health and aims to foster collaboration among the government, private sector, and civil society to sustainably promote workplace health.
- Index Living Mall, Hua Hin Branch, in collaboration with the Occupational Medicine Department of Hua Hin Hospital, organized the "Healthy Strong and Healthy Mind" event. The program provided health education and basic health check-ups to assess the risk of non-communicable diseases (NCDs) among working-age employees. Health screenings included BMI measurement, weight, blood pressure, diabetes, cholesterol, and muscle strength assessments, along with stretching exercises to evaluate muscular fitness and identify at-risk individuals. Mental health support was also provided by a psychologist through counseling and education on emotional, social, and psychological well-being to help prevent depression and other mental health conditions.
- Index Living Mall branches in Hua Hin and Mahachai, in collaboration with the 5th Regional Science Center, organized a health promotion activity for employees. The program included health education and cervical cancer screening for female employees due to the high incidence of the disease.
- The Head Office, in collaboration with Bangkok Eye Hospital, organized an eye health screening program for employees. The examination included tests for color vision deficiency, intraocular pressure, corneal curvature, and glaucoma screening, conducted by professional optometrists. This project addresses the needs of employees who work extensively with computers and may be at risk of vision-related problems.

4. Employee Management

The Company recognizes that employees are a critical resource for driving sustainable organizational growth. Employees are not only part of the production and service system but also play a vital role in innovation, adaptability, and long-term competitiveness. Therefore, the Company is committed to effective employee management and engagement, believing that strong engagement supports the retention of high-potential employees and encourages continuous development.

The Company recognizes that employee management and engagement today extend beyond remuneration and benefits. It also involves creating meaningful work and a supportive work environment where employees feel valued and have a sense of ownership. Accordingly, the Company has established clear policies and practices to promote equality, non-discrimination in employment, and respect for diversity in terms of gender, age, religion, culture, perspectives, abilities, and experience. This ensures that all employees have equal opportunities to grow and contribute to the organization. To reinforce the

importance of employees, the Company provides opportunities for employees to participate in various activities that strengthen relationships and promote a positive work environment. These include internal engagement activities, health and wellness programs, team-building projects, and celebrations of significant occasions, all of which contribute to an open and supportive corporate culture. In addition, the Company encourages employees to participate in volunteer and corporate social responsibility (CSR) activities aligned with the organization’s sustainability goals, such as supporting underprivileged schools, reforestation projects, and community engagement programs. These activities help foster employee pride in the organization and strengthen their sense of social responsibility. Through these projects, the Company continues to maintain a high level of employee engagement, reflecting its commitment to balancing business performance with employee well-being and social responsibility.

Goals and performance on employee management

Indicators/Targets	Performance in 2025												
<p>- Results of the Employee Engagement Survey</p> <table border="1"> <tr> <td>Short term:</td> <td>85% by 2026</td> </tr> <tr> <td>Medium term:</td> <td>87% by 2029</td> </tr> <tr> <td>Long term:</td> <td>90% by 2034</td> </tr> </table> <p>- Promote increased employment rates for senior citizens compared to the base year 2024</p> <table border="1"> <tr> <td>Short term:</td> <td>Double the amount by 2027</td> </tr> <tr> <td>Medium term:</td> <td>Five-fold increase by 2029</td> </tr> <tr> <td>Long term:</td> <td>Eight-fold increase by 2034</td> </tr> </table>	Short term:	85% by 2026	Medium term:	87% by 2029	Long term:	90% by 2034	Short term:	Double the amount by 2027	Medium term:	Five-fold increase by 2029	Long term:	Eight-fold increase by 2034	<p>The Company conducts an Employee Engagement Survey annually. In 2025, the Employee Engagement Score was 78%, reflecting a satisfactory level of engagement and an increase of 2% compared to 2024. The results are categorized into three key dimensions: Motivation (79%, +2%), Hygiene (77%, +1%), and Engagement (78%, +2%) compared to the previous year.</p> <p>The Company promotes equal employment opportunities and recognizes the value of senior citizens in the workforce. In 2025, the number of senior citizen employees increased by 17 persons, representing a 4.25-fold increase compared to 2024.</p> <p>The Company received several labor relations and welfare awards, including:</p> <ul style="list-style-type: none"> ● “Outstanding Establishment in Labor Relations and Welfare 2025” at both the national and provincial levels across 15 categories. ● “Thai Labor Standard – Basic Level” certification from the Department of Labor Protection and Welfare, Ministry of Labor, covering 9 business units.
Short term:	85% by 2026												
Medium term:	87% by 2029												
Long term:	90% by 2034												
Short term:	Double the amount by 2027												
Medium term:	Five-fold increase by 2029												
Long term:	Eight-fold increase by 2034												

- Awarded Employee Best Choice by 2032.

- No labor disputes or labor or social complaints.

- “Excellent Organization Supporting Persons with Disabilities 2025” from the Ministry of Social Development and Human Security, for the 6th consecutive year (2020–2025).
- “Model Establishment Promoting Health and Well-being – Outstanding Level 2025” from the Department of Health for Index Living Mall, Nakhon Ratchasima Branch.
- “Safety Culture Together in the Workplace” Award from the Bangkok Metropolitan Area 2 Labor Protection and Welfare Office, Ministry of Labor, recognizing efforts to promote workplace safety culture at the Head Office and Index Living Mall, Rama 2 Branch.
- An employee from Index Living Mall, Chiang Mai Branch received a Certificate of Outstanding Employee on National Labor Day 2025 in Chiang Mai Province.
- Organize activities to promote employee engagement, including social and volunteer projects such as health promotion activities, team-building programs, branch happiness projects, and celebrations of special occasions, which help strengthen corporate culture and relationships among employees.
- Promote a culture of diversity, equality, and non-discrimination, the Company has enhanced its employment policies and benefits. Female employees are entitled to 120 days of maternity leave, with an additional 15 days of leave to care for a sick child or a child with health conditions. Legally married employees are entitled to up to 15 days of leave to care for their spouse during childbirth, and all employees are entitled to 15 days of leave for ordination, regardless of gender or religion.
- Zero labor or social disputes during the reporting period.

Management and Operational Approach

Through its human resource management practices, the Company recognizes the vital role employees play in driving sustainable organizational success. Accordingly, the Company has established clear management guidelines and practices to promote employee engagement and well-being, with the aim of creating a work environment that fosters equality, inclusion, and a Happy Workplace for all employees.

Strategy	Practice
Promoting a culture of diversity, equality, and non-discrimination	The Company has established clear policies and practices to promote equality, non-discrimination in employment, and respect for employee diversity in terms of gender, age, religion, beliefs, abilities, and experience. These principles are integrated into the recruitment, selection, development, and promotion processes to ensure that all employees receive equal opportunities.
Create an environment conducive to long-term relationships	The Company is committed to creating a work environment that supports both physical and mental well-being. This includes developing workspaces that encourage collaboration, promoting open feedback, and strengthening team relationships. The Company also applies the “Say–Stay–Strive” framework to assess employee engagement and design projects that effectively respond to employees’ needs.
Organize team-building activities regularly	For example, the Company organizes team-building activities, family days, health and sports activities, corporate culture programs, and celebrations of various festivals to foster a sense of belonging and strengthen trust between employees and management.
Promote the role of employees in Corporate Social Responsibility (CSR) activities and volunteering	The Company encourages employees to participate in volunteer and CSR activities that support the organization’s sustainability goals, such as donation projects for rural schools, reforestation projects, and community engagement programs. These activities foster employee pride and strengthen their connection to the Company’s values.
Communicate internally in an open and transparent manner	The Company values two-way communication and provides employees with opportunities to express their opinions, suggest improvements, and raise concerns without fear of negative consequences to their employment. These channels include

	internal communication platforms, anonymous reporting channels, and open meetings with management.
Continuously assessing and monitoring employee engagement	The Company conducts an annual employee engagement survey and analyzes the results in detail at the departmental level. The findings are used to design projects and improve policies that effectively address the needs of different employee groups.

Project Highlights

1) Labor Relations Management

- The Company recognizes the importance of its employees as a key factor in driving sustainable business growth and provides opportunities for all employees to develop and advance in their careers. The Company promotes employee participation at all levels in business operations. In 2025, the Company received labor relations awards at both national and provincial levels, reflecting its commitment to fair treatment of employees and its continuous emphasis on employee welfare and workplace safety.

- The Company received the “Outstanding Establishment in Labor Relations and Welfare Award 2025” from the Department of Labor Protection and Welfare, Ministry of Labour, at the national level in 15 categories. This marks the 5th consecutive year the Company has received awards in 9 categories: Head Office (Rama 2), Hua Hin, Ratchaphruek, Nakhon Ratchasima, Udon Thani, Rayong, Phitsanulok, and Chiang Mai. For the 4th consecutive year, the Company received awards in 3 categories: Kaset Nawamin, Khon Kaen, and Bangna. For the 3rd consecutive year, the Company received awards in 3 categories: Chonburi, Pattaya, and Hat Yai.

- The Company also received the “Thai Labor Standard” award, basic level, from the Department of Labor Protection and Welfare, Ministry of Labor, in 9 categories: Head Office (Rama 2), Ratchaphruek, Hua Hin, Bang Yai, Bang Kruai-Sai Noi, Chaiyaphruek, Chaeng Wattana, and Rangsit.

- In addition, the Company received Good Labor Practices (GLP) awards from the Department of Labor Protection and Welfare, Ministry of Labor, in 5 categories: Hua Hin, Ratchaphruek, Chaiyaphruek, Bang Kruai-Sai Noi, and Bang Yai.

- Furthermore, Index Living Mall, Nakhon Ratchasima branch, received the “Outstanding Model Workplace Health Promotion and Well-being Award 2025” from the Department of Health. This award recognizes the branch’s participation in the workplace health promotion program, which aims to build a collaborative network among the government, private sector, and civil society to effectively and sustainably promote workplace health. The Nakhon Ratchasima branch has demonstrated tangible results through continuous

projects that support both the physical and mental well-being of employees while fostering a safe and healthy working environment.



- The “Safety Culture Together in the Workplace” Award from the Bangkok Metropolitan Area 2 Department of Labor Protection and Welfare, Ministry of Labor, was received by two branches: the Head Office and the Rama 2 Branch. This award recognizes the importance of fostering a strong workplace safety culture and reflects the collaboration of both the Management and employees in adhering to safety measures and preventive practices to continuously reduce workplace accidents.



One employee from Index Living Mall, Chiang Mai Branch, received a Certificate of Outstanding Employee on National Labor Day in Chiang Mai in 2025. This recognition was awarded for the employee’s outstanding performance, dedication to achieving both personal and organizational goals, ability to exceed expectations, willingness to assist colleagues both within and outside the department, and active participation in various activities that promote teamwork and strengthen camaraderie within the branch.



The Company collaborates with the Department of Employment, Ministry of Labor, to support the Learn to Earn project. This project provides students with opportunities to gain real-world work experience alongside their studies, enabling them to earn income while studying, reduce family expenses, and prepare for employment after graduation.



2) Employment Program for Students, Persons with Disabilities, and Senior Citizens

The Company promotes equal employment opportunities for students, persons with disabilities, and senior citizens by providing them with the same care and benefits as regular employees. The Company also supports employment projects in collaboration with government programs that promote job creation and skills development across diverse labor groups.

Employment of Students, University Students, People with Disabilities, and senior citizens



Student Employment Program

The Company has signed a Memorandum of Understanding (MOU) with educational institutions under the “Cooperation Project to Promote Student Employment During School Breaks or Periods of Free Time.” This project provides students with opportunities to make productive use of their free time, develop practical work skills, and earn supplementary income to help alleviate their families’ financial burden. In 2025, the Company employed a total of 69 students.

Employment of Persons with Disabilities

The Company continuously implements a policy of employing persons with disabilities to promote career opportunities and self-reliance. This is achieved by providing suitable job positions in various locations, including the Head Office, distribution centers, and branches nationwide. In 2025, the Company employed a total of 42 employees with disabilities. As a result of this commitment, the Company received the “Outstanding Organization Supporting Persons with Disabilities – Excellent Level” award from the Ministry of Social Development and Human Security. The Company continues to actively support the employment of persons with disabilities, fostering an inclusive and equitable society and creating opportunities for individuals of all abilities to participate in the workforce. In recognition of these efforts, the Company has received awards for the sixth consecutive year (2020–2025).



Employment of Senior Citizens

The Company recognizes the value and potential of senior citizens and supports their employment to promote income security, enhance self-worth, and foster a sense of pride as part of an inclusive workforce. In 2025, the Company employed a total of 17 senior citizens, representing a 4.25-fold increase compared to 2024.

Number (people)	2020	2021	2022	2023	2024	2025
Employees with Disabilities	49	46	42	43	45	42
- Employees with Disability under Section 33	19	15	14	13	16	14
- Employees with Disability under Section 35	30	31	28	30	29	28
Elderly Employees	5	6	2	3	4	17
Total	54	52	44	46	49	59

3) Employee Commitment Assessment Project

The Company fosters a positive work environment by providing opportunities for employees to express their opinions and participate in organizational development through internal communication mechanisms such as Employee Voice and team-building activities. These projects aim to build understanding, trust, and collaboration between management and employees. Furthermore, the Company conducts an annual Employee Engagement Survey to provide valuable insights for developing appropriate human resource management approaches. In 2024, a significant change was made to the evaluation process, shifting from the Two-Factor Theory to the “Say–Stay–Strive Framework.” This new framework incorporates feedback, employee retention, and motivation. The revised approach enables the survey to better reflect employees’ actual needs and provides a more systematic evaluation process. The results can also be compared across companies within the same group using consistent standards.

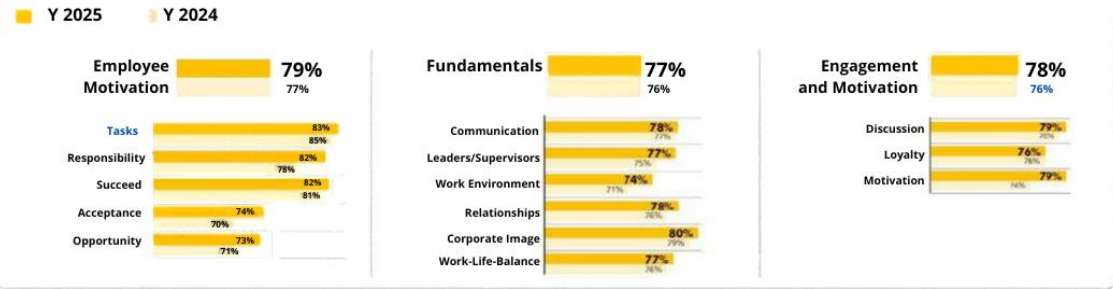
In 2025, the Company received no significant labor disputes and no complaints involving violations of laws or social regulations. The employee engagement score was 78%, which is considered satisfactory and represents an increase of 2% compared to 2024. The assessment results can be categorized into 3 key dimensions as follows:

- Motivation in the workplace: 79%, an increase of 2% compared to 2024
- Hygiene factors: 77%, an increase of 1% compared to 2024
- Engagement: 78%, an increase of 2% compared to 2024

Employee Engagement Assessment Summary 2025



Employee Engagement Factor



Summary

In 2025, the Company achieved an overall employee engagement score of **78%**, representing a 2% increase from the previous year. The survey response rate stood at **97%**, reflecting a strong level of employee participation and commitment. Key strengths were identified across the following dimensions: 1. Work Motivation: **Self-pride score: 83%**, 2. Foundational Factors: **Corporate image and reputation score: 80%**, 3. Engagement and Driving Force: **Confidence and advocacy score: 79%**. These results indicate a positive trend and affirm that employees are fully committed and ready to leverage their capabilities to drive the Company's objectives and achieve sustainable growth.

The increasing level of employee engagement reflects the Company's strong commitment not only to business performance but also to fostering employee well-being and fulfilling its social responsibility. Furthermore, data from the Thailand People Benchmarking 2024: Aspect 4 – Employee Engagement indicates that Thai organizations prioritizing employee happiness achieved an average employee satisfaction score of 77%, while the Company achieved a score of 78%, which is higher than the benchmark.

Employee Engagement Survey	2022	2023	2024	2025
	71%	78%	76%	78%

78% employee engagement assessment results
(target 85% by 2026)

0 labor complaints and violations of social laws or regulations

The Company communicates its business direction and strategy to employees at least once a year through the Town Hall 2025 event, providing employees with the opportunity to discuss and exchange business ideas directly with management. This reflects the Company’s commitment to promoting employee participation and strengthening engagement with the organization.



Furthermore, the Company prioritizes creating a supportive working environment for its employees. Improvements and enhancements have been made to the workspaces at the Head Office to ensure they are appropriate, modern, and aligned with current working requirements. These improvements promote work efficiency and enhance workplace safety, reflecting the Company’s commitment to the well-being of its employees.



In 2025, the Company organized a Staff Party under the “Rock Star” theme to strengthen camaraderie among employees and provide opportunities for staff to meet and build relationships in a friendly

atmosphere. The event included various activities, such as a themed costume contest with cash prizes and other awards.



4) Activities to Promote Employee Engagement within the Organization



4.1) Valentine's Love & Care 2025

The event was organized to spread love and foster camaraderie within the organization by distributing heart-shaped balloons to employees. The activity also provided an opportunity for employees to participate in a charitable project by purchasing balloons as tokens of love. All proceeds were donated to the Children's Heart Foundation to support children in need of treatment and care. This activity not only

created an atmosphere of joy and friendship within the organization but also reflected the Company's commitment to social responsibility and meaningful sharing.



4.2) The Company organizes health and fitness activities for employees at the Head Office, including Zumba Dance, Yoga, and Body Combat. External experts with relevant knowledge and experience are regularly invited to conduct these sessions once a week. The objectives of these activities are to promote physical health, relieve work-related stress, and support a healthy work-life balance.

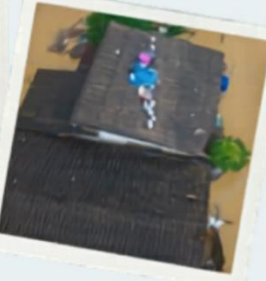


4.3) The Human Resources department at each branch organizes quarterly team-building activities and celebrations for the successful opening of new branches. These activities are arranged for all employees who have contributed to the branch's success.

4.4) The "Friends Helping Friends" project extended support to colleagues at the Hat Yai Branch, assisting more than 64 employee families and over 10 families of truck drivers and contracted drivers who were severely affected by the devastating floods in Hat Yai. Employees came together to express encouragement and provide assistance by donating funds and essential supplies to support Index Living Mall Hat Yai Branch employees during this difficult time.

*Index Living Mall Public Company Limited
"Friends Helping Friends"*

Sharing care and support with our colleagues.



Due to the severe flooding situation in Hat Yai, more than 64 families including branch employees were significantly affected, along with over 10 families from the Tao Kae Noi partners, who also experienced serious hardship.

We invite everyone to join us in sending encouragement and sharing support through the "Friends Helping Friends" initiative, to pass on care and concern to our colleagues



Urgently required donation items

-  Clothing: Clothing (new items or second-hand items in good condition), Blankets, Towels (unused)
-  Food and Beverages: Drinking water, Milk, Dry food items (easy to store and transport)
-  Essential Items: Toiletries, Wet wipes, Diapers (children and adults) Plates, bowls, and other kitchen utensils



Donations can be made at

Studio Town Hall from Today - 3rd December 2025



**1st Donation Period
(Urgent Period)**

Now - 3rd December 2025

Cash donations will be distributed to our colleagues promptly within the designated period, while donated items will be delivered to the branch immediately upon receipt

Further donation activities will be announced again

Join Our Donation

Scan the QR CODE



**Emergency Relief Fund for Employees
Affected by Flooding**

Let us come together to encouragement to our colleagues, and support one another through this crisis ❤️



Thank you sincerely

INDEX LIVING MALL LEAD BY

Mr. Pisith Patamasatayasonthi and his family,
together with the management team and
fellow employees, who joined forces to donate
funds and essential supplies to support those
affected by the flooding in the Hat Yai
District

Total monetary donations
amounting to

**415,449.68
Baht**



Index Living Mall Public Company Limited acted as an
intermediary in delivering donated goods and cash
contributions to those affected by the disaster on 4
December 2025



5) Personnel Development

The Company prioritizes the development of its human resources, which are a key factor in driving the organization toward sustainable success. Under the vision of “Grow Together,” the Company promotes lifelong learning through reskilling and upskilling programs to enhance work efficiency and prepare employees for the rapidly changing business landscape.

In addition, the Company creates equal opportunities for career advancement and encourages employees at all levels to participate in innovation and the sustainable development of the organization.

Goals and performance on personnel development for organizational sustainability

Indicators/Targets	Performance in 2025						
<p>The number of hours of training each employee receives per year</p> <table border="1" data-bbox="167 880 491 1386"> <tr> <td data-bbox="167 880 280 1048">Short term:</td> <td data-bbox="280 880 491 1048">12 hours per person per year by 2026</td> </tr> <tr> <td data-bbox="167 1048 280 1216">Medium term:</td> <td data-bbox="280 1048 491 1216">30 hours per person per year by 2029</td> </tr> <tr> <td data-bbox="167 1216 280 1386">Long term:</td> <td data-bbox="280 1216 491 1386">40 hours per person per year by 2034</td> </tr> </table>	Short term:	12 hours per person per year by 2026	Medium term:	30 hours per person per year by 2029	Long term:	40 hours per person per year by 2034	<p>- The Dynamic Program – Productivity is a continuation of the Leadership Program, focusing on developing key future skills for modern leaders in a rapidly changing environment (Dynamic Leadership). The program includes training and practical exercises in Digital Tools for Productivity, Collaborative Workflows, and Data-Driven Decision Making. These projects enable employees to work more efficiently, reduce redundant processes, improve the speed of customer service, and strengthen team collaboration. The project was initiated at the Chiang Mai Branch and was later expanded to the Chiang Rai Branch as the second location, following the opening of the new branch in August 2025. The project implementation and performance evaluation period ran from June to December 2025, with a target group of 75 sales and design staff responsible for furniture and home furnishing products.</p> <p>The results of the project contributed to increased sales growth. The Chiang Mai Branch recorded an 11.30% increase in sales compared to the same period in 2024. The Chiang Rai Branch also demonstrated continued sales growth in line with the Company’s targets. Based on this evaluation, the Company recognizes the project’s benefits in enhancing employee capabilities and driving sales performance, and therefore plans to expand the program to all branches by 2026.</p> <p>- The training program ensures 100% completion of Cyber Security courses, with employees required to achieve a minimum score of 80%. It also includes courses in Strategic Thinking, experience sharing sessions, and learning through digital learning platforms, such as Notion AI and IndexGPT.</p> <p>The Company has established four mandatory training courses for all employees:</p> <ul style="list-style-type: none"> ● Code of Conduct
Short term:	12 hours per person per year by 2026						
Medium term:	30 hours per person per year by 2029						
Long term:	40 hours per person per year by 2034						

- Anti-Corruption
- Personal Data Protection Act (PDPA)
- Human Rights and Human Rights Due Diligence (HRDD)

-A total of 5,906 hours of Individual Development Plan (IDP) training

Index Living Mall Public Company Limited ("the Company") places great importance on developing personnel potential as a key resource in driving the organization. The Company focuses on enhancing the knowledge and skills required for current roles while also equipping employees with the necessary competencies to meet future challenges. This approach supports the achievement of business goals and fosters career advancement opportunities at all levels.

In 2025, the Company emphasized sustainable human resource development, focusing on enhancing the knowledge and skills of its employees. A review and planning process for human resource development was conducted, taking into account key factors such as economic trends, the business environment, technological advancements, and emerging risks. This resulted in rethinking in human resource development to align with the organization's strategic direction and the application of technology to support sustainable learning. The development approach covers three main dimensions:

1. Self-Focus Development
2. Interpersonal Skills Development)
3. Leadership Development

The Company is committed to upgrading the learning process by shifting from traditional training methods to an integrated development approach that emphasizes concrete behavioral change. This ensures employees can effectively apply the knowledge and skills they acquire to their roles, aligning with the concept of "Developing People, Developing Organizations Towards Sustainability." in order to retain and develop high potential employees, enabling them to grow alongside the Company.

Management and Operational Approach

The Company has defined its human resource development vision under the dimension of "Developing People, Developing the Organization, Towards Sustainability." This philosophy of human resource development focuses not only on enhancing knowledge and skills but also on developing potential across multiple dimensions, including attitudes, creativity, and integrated problem-solving capabilities. These developments enable employees to create sustainable value for both themselves and the organization. This approach is supported by talent development projects and the implementation of

Individual Development Plans (IDPs) to guide employee growth in terms of capabilities and career advancement, ensuring continuous skill development for all employees in the long term.

Driven by the Company's commitment to elevating the learning process from traditional training to an integrated development approach that emphasizes behavioral change, the Company aims to cultivate and empower employees to effectively apply the knowledge and skills they acquire in their work. This approach is aligned with the concept of "Developing Oneself, Developing the Organization, Towards Sustainability." Therefore, the Company has established the following approaches to promote and support employees at all levels:

- The aim is to foster learning that leads to behavioral change by adapting learning approaches to produce measurable behavioral outcomes, such as applying knowledge in real-world situations or improving attitudes and work practices in employees' daily work.
- Multiple learning formats are integrated to achieve tangible results, combining classroom learning, self-learning or on-demand online learning, and practical activities such as workshops and on-the-job training.
- An enabling environment for behavioral change is also created. After training, the application of knowledge in actual work situations is monitored. Supervisors act as "learning leaders," providing support, guidance, and serving as role models. In addition, successful cases are documented to showcase best practices from employees who have effectively applied the training in their work.

The Company has established guidelines for developing its personnel toward organizational sustainability through various training programs designed to suit different target groups and learning styles, such as:

1. Roleplay
2. On the Job Training
3. Mentoring Program
4. Project Assignment
5. Classroom Training
6. Online Training

Individual Development Plan: IDP

The Company emphasizes systematic learning through the Individual Development Plan (IDP), resulting from a comprehensive study and analysis on the organization in collaboration between employees and management at all levels. This plan serves as a crucial tool for mapping long-term career growth and skill development, ensuring that employees are well-prepared for the Company's future growth and transformation. The IDP is designed to be specific and tailored to different management levels, categorized into three main groups:

Strategic planning and management	<p>Middle managers are expected to possess systems thinking capabilities, the ability to analyze the organizational environment, and the capacity to define strategic direction aligned with operational plans. They are also responsible for effectively implementing strategies that support the organization's key objectives and long-term sustainability. This includes strengthening skills in work planning, team management, and the continuous development of their teams.</p>
Risk management	<p>The program enhanced managers' skills in organizational risk assessment and management, situational analysis, and strategic decision-making under conditions of uncertainty. Furthermore, it strengthened their ability to communicate effectively with employees and the organization over the long term, foster a shared vision, and drive organizational change.</p>
Driving the organization towards sustainability	<p>The Company encourages executive involvement in driving the organization toward sustainability, with a focus on creating value for stakeholders through the development of team management capabilities and succession planning for key positions within the organization. This approach helps build a strong foundation for sustainable organizational growth.</p>

In 2025, the Company systematically developed its Individual Development Plan (IDP) to support organizational growth and the evolving skill requirements of the future workforce. The plan was restructured to cover two main skill groups: Functional Skills and Soft Skills. This approach is aligned with international development frameworks such as the 70-20-10 Learning Model, which emphasizes experiential learning as the foundation of employee development.

The Company prioritizes the development of its core workforce, including managers, supervisors, sales staff, design teams, warehouse staff, and support personnel, by strengthening essential digital skills required for

modern retail operations. These include systems and tools such as SAP S/4HANA, POS, CRM, BI Dashboard, and AI tools for productivity. In 2025, the Company implemented intensive employee skill development programs, accumulating a total of 5,906 hours of learning.

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- Functional Skills - 4,814 hours
- Soft Skills - 1,092 hours

This investment in learning strengthens employees' capabilities to be data-driven, improve sales and service efficiency, enhance design quality, and improve inventory management. It also fosters a corporate culture that is continuously adaptable to change. To meet sustainability standards, the Company's IDP plan is implemented in alignment with all dimensions of ESG, including:

- Environmental (E): Utilizing digital systems to reduce paperwork, conserve resources, and improve process efficiency.
- Social (S): Promoting upskilling and reskilling, reducing learning gaps, and supporting growth opportunities for employees at all levels.
- Governance (G): Enhancing operational transparency through verifiable information systems and performance assessments.

The IDP development in 2025 not only strengthens employee capabilities but also supports the organization's transformation into a highly competitive Digital Retail Organization, prepared to drive sustainable long-term growth.

This program is designed to develop the core competencies required for senior executives, focusing on 3 main dimensions of development.

Senior Executive Development in 3 Dimension		
Long-term strategic planning	Strategic risk management	Systematic and personnel development for sustainability
Executives will develop skills in strategic thinking at the macroeconomic level, analyzing future trends, and evaluating both internal and external environmental factors. This includes defining clear visions and strategies to capture growth opportunities and strengthen competitive advantage, building a sustainable foundation for the organization.	The program aims to develop the ability to assess and manage risks at the organizational level, make decisions under conditions of high uncertainty, and effectively manage organizational change. Executives will gain knowledge in designing risk management systems that cover the organization's financial, operational, and sustainability dimensions.	This is another key strategy within the project that supports organizational growth, strengthens corporate culture, and reinforces strategic human resource management. Executives will develop skills in managing people across all levels of the organization, including succession planning, as well as enhancing leadership capabilities, employee development, and effective change management.

Project Highlights

1) Dynamic Program – Productivity

The Dynamic Program – Productivity is an extension of the Leadership Program, aimed at enhancing employee capabilities to prepare for changes in the digital era of the furniture retail business. Building upon the Talent Development project within the Leadership Program, the Company focuses on developing key future skills for modern leaders in a rapidly changing environment (Dynamic Leadership). The program enhances work efficiency and strengthens team collaboration through the use of digital tools and modern technologies. The program includes training and practical exercises in Digital Tools for Productivity, Collaborative Workflows, and Data-Driven Decision Making. These projects enable employees to work more efficiently, reduce redundant processes, improve the speed of customer service, and foster a strong team culture. In addition, the project integrates ESG principles, including: Environmental (E): Reducing resource consumption by transitioning from paper-based processes to digital systems; Social (S): Developing employee skills, creating growth opportunities, and promoting teamwork; and Governance (G): Ensuring transparency in the use and management of technology

The project began at the Chiang Mai Branch and was expanded to the Chiang Rai Branch as the second location, a newly opened branch in August 2025. The project was implemented from June to December

2025, with performance measured during the same period. The target group consisted of 75 sales and design employees responsible for furniture and home furnishing products, including 56 employees from the Chiang Mai Branch and 19 employees from the Chiang Rai Branch. The Chiang Mai Branch was selected as the pilot location because it is a large branch with a group of high-potential employees who can serve as mentors and role models for training new staff within the branch as well as employees from the newly opened Chiang Rai Branch. In addition, both branches share similar geographic characteristics and customer segments. Under the project implementation, operational systems and teams were initially developed at the Chiang Mai Branch, while employees from the Chiang Rai Branch participated in training and learned from real operational processes at the Chiang Mai Branch. This approach enabled them to apply the acquired knowledge and work practices effectively in their branch operations.

As a result of the project, 75 participating employees contributed to increased sales growth. The Chiang Mai Branch recorded an 11.30% increase in sales compared to the same period in 2024, while the Chiang Rai Branch also demonstrated continued sales growth in line with the Company's targets. Based on this evaluation, the Company recognizes the effectiveness of the program in enhancing employee capabilities and driving sales performance, and therefore plans to expand the project to all branches by 2026.

2) Individual Development Plan: IDP

The Company implements Individual Development Plans (IDPs) through organizational studies and analyses covering employees and management at all levels. This process supports long-term career development planning and skill enhancement for personnel, while also preparing them for future organizational growth and change.

The Company has designed personalized development plans tailored to different management levels, which are categorized into three main groups:

- 1) First-line Management
- 2) Middle Management
- 3) Senior Management

In 2025, the Company completed a total of 58,298 hours of IDP training.

Individual Development Plan 2025



5,906

Number of IDP training hours

Functional Skills
4,814 hours

Soft Skills
1,092 hours

3) Cybersecurity Development

The Company places strong emphasis on cybersecurity by establishing policies and guidelines to protect information systems, critical business data, and personal information of all stakeholder groups from various cyber threats. A key strategy in this effort is the development of cybersecurity personnel. The Company implements a comprehensive preventive training program for both new and existing employees, ensuring 100% participation. The training includes a standardized knowledge assessment system, requiring all employees to achieve a minimum score of 80% to ensure that personnel possess the appropriate knowledge and understanding to support the organization's cybersecurity efforts. This reflects the Company's commitment to strengthening cybersecurity measures in alignment with international and best-practice standards, a crucial factor in building trust and confidence from all stakeholders.

Creating a Culture of Learning

The Company prioritizes comprehensive personnel development. Besides standard training programs, the Company provides internal knowledge-sharing projects, especially the Strategic Thinking course, designed as a collaborative learning platform for executives at different levels. This course enables senior executives with specialized expertise to directly share their knowledge and experience to middle management through a blend of classroom learning and hands-on workshops, incorporating real-world case studies for practical application.

This course emphasizes practical training that leads to real-world learning, enabling participants to effectively apply their knowledge in their roles. It also aims to inspire

participants and enhance their work potential, creating a strong foundation for personnel development that supports sustainable growth and alignment with the organization's context.

4) Online Learning Programs: Product Training for Store Employees

In 2025, the Company initiated a workforce development project through Digital Learning Platform. The objective was to enhance product and service knowledge among frontline employees in a comprehensive and continuous manner. The project was designed as a learning platform that can be accessed anytime and anywhere, supporting lifelong learning for employees. The learning system provides comprehensive content covering all aspects of products and services, enabling employees to access standardized information and apply it effectively in their work. In addition, the courses are designed to be suitable for employees with limited experience, allowing new staff to confidently acquire the fundamental skills and knowledge required for their roles.

This project not only enhances the expertise and confidence of frontline staff in delivering high-quality service but also strengthens their ability to recommend products that meet customer needs. As a result, it contributes to positive customer experiences and lasting impressions, which are essential factors in elevating service standards and maximizing customer satisfaction. The project reflects the Company's commitment to sustainable human capital development under the ESG dimensions, focusing on creating value for both employees and customers while elevating business standards to meet the expectations of all stakeholders.

5) Learning Innovation

The Company has implemented a proactive personnel development plan by integrating artificial intelligence (AI) technology to enhance work efficiency by launching two key technology skills development projects as follows:

5.1) The first project, Notion AI course, focuses on developing employees' knowledge and skills in applying artificial intelligence to project management. The course is designed to enable employees to utilize AI tools effectively, enhancing project management efficiency with practical applications.

5.2) The second project, IndexGPT course, is an in-house innovation aimed at promoting the efficient and ethical use of AI technology. This program equips employees with AI-powered tools to increase productivity and reduce time for daily tasks.

5.3) RISE with SAP S/4HANA System Upgrade Project

The RISE with SAP S/4HANA system upgrade project is an enterprise system development project with an investment of over 120 million baht to fully upgrade to RISE with SAP S/4HANA Cloud for Retail. The project aims to establish a strong foundation for the retail business and support sustainable growth in the future. The new system utilizes In-Memory technology, enabling real-time processing of large volumes of

data and functioning as an “intelligent brain” that connects all departments through a centralized data platform. This allows the organization to make faster, more accurate, and more transparent decisions. The development was implemented in collaboration with global business partners, including Nexus System Resources, SAP, and AWS.

This solution enhances business capabilities across several areas, including:

- **Store Operations:** POS systems operate faster, provide real-time inventory updates, and improve sales and service efficiency.
- **Supply Chain:** Inventory can be managed more accurately, helping reduce storage costs and improve delivery tracking.
- **Finance & Accounting:** Financial reports can be generated in real time, reducing complex processes and ensuring regulatory compliance.
- **Marketing:** Access to real-time customer data supports the development of more targeted products, services, and marketing campaigns.

The project also aligns with all ESG dimensions, including:

- **Environmental (E):** Reducing paper usage and resource consumption through digital systems, while improving logistics efficiency to lower energy use.
- **Social (S):** Enhancing digital skills for employees at all levels and fostering collaboration through one unified platform.
- **Governance (G):** Increasing data transparency, reducing human error, and strengthening management through verifiable data systems. This project represents a significant step toward becoming a data-driven digital retail organization that is agile, competitive, and capable of achieving sustainable long-term growth.

6) Sustainability and Corporate Governance Learning

The Company prioritizes enhancing awareness and understanding of sustainable development among personnel at all levels through capacity-building programs that encompass sustainability and corporate governance. This aims to ensure that all employees recognize their role in advancing the organization’s sustainable development goals.

In 2025, the Company introduced 4 compulsory courses: Code of Conduct, the Anti-Corruption Course, Personal Data Protection Act (PDPA) Course, and Human Rights Due Diligence (HRDD). Designed for both new and existing employees, these courses are delivered through a blended learning format, combining online learning and classroom training to ensure effective knowledge acquisition aligned with employees’ roles

These actions reflect the Company’s commitment to building a culture for sustainability through personnel development, which will lead to stable growth and sustainable organization.

Performance

In 2025, the Company conducted 125 training courses to enhance employees' knowledge and skills across various fields. The training amounted to an average of 21.55 hours per employee per year, with a total expenses of 1,769,581.81 baht, equating to an average cost of 427.64 baht per employee per year. The average training hours per employee increased threefold, reflecting the Company's commitment to continuous learning and development to enhance knowledge, skills, and innovation. Training programs included both mandatory courses and courses based on employees' interests.

Furthermore, improvements were made to training formats and the accessibility of learning materials. The promotion of online training programs, both internally and externally, also contributed to reducing training-related costs.

Employee Training Hours



21.55

hours per person per year

Target: 12 hours per

person by 2026

Employee Training and Development

Employee Training and Development	2021	2022	2023	2024	2025
Average Number of Training Hours for Employees (Number of training hours/person/year)	0.93	3.31	3.05	7.19 ¹	21.55
Training Expenses (baht)	442,955.54	1,804,664.37	1,345,432.20	2,972,342.00	1,769,581.81

Remark¹: In 2025, the number of employees attending the training and the total training hours are calculated based on the actual attendance.

7) Individual Employee Development in 2025

In 2025, the Company recorded a total of 5,502 hours of IDP (Individual Development Plan) training. The details are summarized as follows:

Management Level	Number of Courses	Number of Employees Trained	Total Training Hours	Average Training Hours per Person
Top Management	6	237	1,800	7.59
Middle Management	7	270	3,348	12.4
Senior Management	5	50	354	7.08

Note: The number of employees trained and total training hours are based on actual participation.

5. Community Involvement

The Company operates with a strong commitment to social and community responsibility in all areas where it conducts business. It focuses on creating shared value between the business and the community through local employment, collaboration with community products, the promotion of local wisdom, and Corporate Social Responsibility (CSR) projects that address the needs of surrounding communities. Community engagement is categorized into five key dimensions.

1. Community Development
2. Education
3. Young Entrepreneur
4. Health
5. Religion Art and Culture

This approach helps improve the quality of life for people in the community, while strengthening good relationships and trust between the organization and the community.

Goals and Performance Highlights

Indicators/Targets	Performance in 2025
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<p>-More than 70% of local employment is generated through the “Tao Kae Noi” Project.</p> <p>-Zero complaints from the community were reported.</p> <p>-At least one project supporting community products is implemented each year.</p>	<p>- 72% of local employment was created through the Tao Kae Noi Project, representing an increase of 2% compared to 2024.</p> <ul style="list-style-type: none"> • Product development is carried out in collaboration with local communities, with projects and activities implemented jointly with communities and society. • The Company prioritizes the suitability and benefits of the community and society, with community engagement categorized into five key dimensions: <ol style="list-style-type: none"> 1. Community Development and Support 2. Education and Children's Activities 3. Support and Promotion of the Tao Kae Noi Project 4. Health Promotion 5. Religion, Arts, Culture, and Related Activities <p>Zero complaints were reported from the community</p>
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Commitment, Challenges, and Opportunities

Index Living Mall Public Company Limited (“the Company”) recognizes the importance of sustainable business growth alongside social responsibility. The Company’s commitment to creating value and benefits for communities and society is a fundamental aspect of its operations. This commitment is reflected through the development of projects that align with community needs, improve quality of life, and strengthen local economies. Examples include employing local residents through new branch expansions, developing products in collaboration with communities, and continuously supporting activities that enhance economic potential and create opportunities.

In its operations, the Company also recognizes the challenges it faces, including diverse economic, social, and cultural contexts in each area, varying expectations from stakeholders, and the need to balance financial performance with social benefits. Therefore, the Company emphasizes close collaboration with communities, active listening to community feedback, and transparent evaluation processes to ensure that its projects effectively address local needs.

Furthermore, community engagement presents significant opportunities to build strong relationships between the Company and society, enhance the organization’s image as a socially responsible business, and create new avenues for business growth through the development of unique products and services derived from local wisdom. This also helps create sustainable competitive advantages, expand the customer base, and support the Company’s long-term growth alongside the development of society.

Management and Operational Approach

The Company focuses on creating shared value with society, with sustainability as a core principle. This is achieved through product development in collaboration with communities to generate income, support local employment, and preserve local wisdom. Examples include the production of wood carvings and textile products from community enterprises in several provinces, along with support for social and environmental projects at both local and national levels.

The Company also promotes local employment, purchases products from local producers, and provides opportunities for vulnerable groups to participate in production and service processes. In addition, the Company supports education, sports, and healthcare projects to comprehensively enhance the quality of life in communities. This approach helps strengthen positive relationships with surrounding communities, reduce social inequality, and enhance the long-term competitiveness of local communities.

The Company integrates community needs into its corporate strategy to achieve balanced growth across economic, social, and environmental dimensions. Furthermore, the Company conducts community and social impact assessments related to its operations to gather feedback, opinions, and suggestions from surrounding communities. The information collected is then analyzed to develop solutions and preventive measures that promote mutually beneficial and sustainable coexistence between the Company and surrounding communities.

Project Highlights

1) Community Development

The Company recognizes the importance of participating in the development, promotion, support, and assistance of communities and society alongside its business operations. These projects aim to improve the quality of life of community members while strengthening positive relationships and building trust between the organization, the community, and society.

Developing products in collaboration with communities to generate income and promote sustainable social development.

The Company prioritizes product development in collaboration with local communities, promoting local wisdom while enhancing the grassroots economy for sustainable growth by supporting community products, ensuring fair income distribution, and strengthening long-term community economy. The Company has developed products in collaboration with communities, including:

- **Wood Carving Products:** These products are developed in collaboration with the Ban Kiu Lae Noi Community Enterprise in Chiang Mai Province. The Company partnered with this community enterprise located in San Pa Tong District, Chiang Mai, which is renowned for its wood-carving

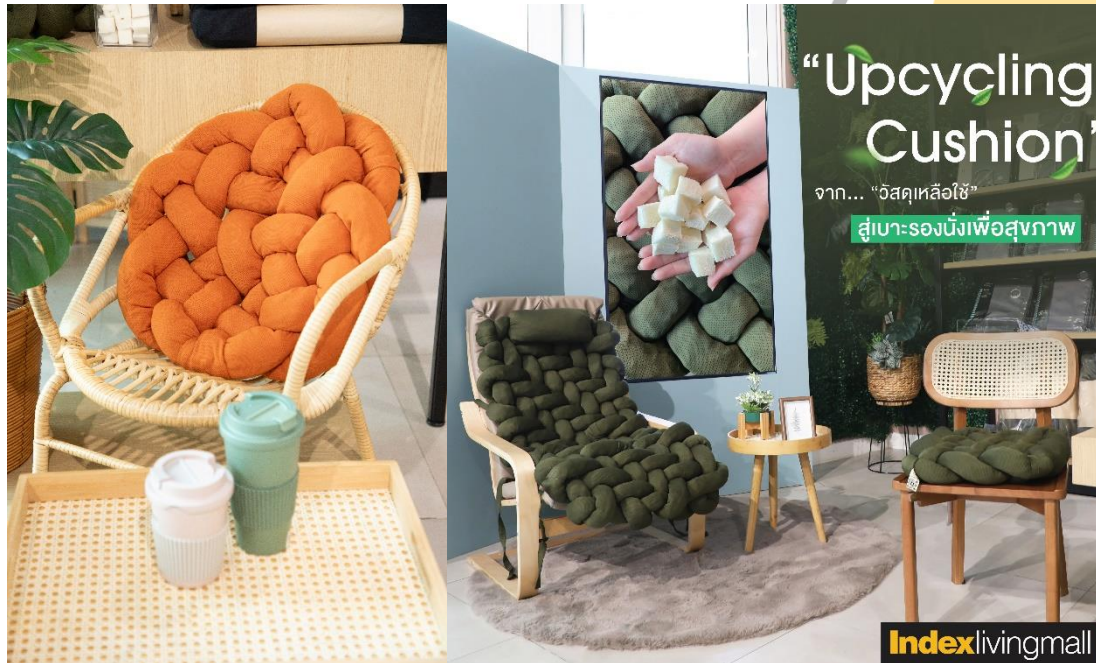
expertise. The project builds on the unique craftsmanship and local wisdom that have been passed down for approximately 60 years by skilled wood carvers to produce the “Chiang Da” series of living room furniture. The collection is designed with a modern aesthetic while combining functionality and craftsmanship to create added value and generate sustainable income for the community. This product line is available through Index Living Mall stores and online channels.



Supporting community products, specifically seat cushions, in collaboration with the Khao Kiris Rubber Bedding Sewing Group Community Enterprise in Kamphaeng Phet Province under the "Phiang Jai Thai Spa" brand, which produces cushions and mattresses from rubber foam scraps. This project helps reduce industrial waste and create added value by applying the concept of "recycling leftover foam scraps" to develop high-quality, eco-friendly products. These products have been certified as Green Production by the Department of Environmental Quality Promotion.

This product is made from natural rubber, is biodegradable, and free from chemical residues, helping to reduce carbon dioxide emissions. It also promotes local wisdom, creates jobs, generates income, and contributes to the sustainable development of the community economy.

In addition, the seat cushions are designed to provide user comfort, reduce pressure points, and help minimize potential health issues, while meeting the quality standards of Index Living Mall. These products are distributed nationwide through Index Living Mall stores.



Community and Social Engagement and Development

In 2025, the Company implemented various projects and activities through Index Living Mall branches in collaboration with local communities and society within its operational areas and nearby regions, aiming to strengthen relationships and contribute to sustainable community development.

“Sharing Sustainable Farming Happiness with the Community” Project

The Index Living Mall, Hua Hin Branch initiated the “Sharing Sustainable Farming Happiness with the Community” project at Ban Tha Wang Hin Border Patrol Police School in Prachuap Khiri Khan Province, involving 64 students and teachers. The project aims to support the construction of a fish farming facility to provide a safe source of protein and reduce food costs. It also includes painting and repairing damaged parts of the school building to improve the quality of life for students and teachers. In addition, the project provides practical learning opportunities in agriculture and environmental management for students while promoting the participation of network business partners in sustainable community development.

As a result of the project, fish farming has been successfully implemented, with the fish used in school lunch programs and sold to generate income. Students, teachers, and members of the community gained

knowledge in sustainable agriculture, cost reduction, improved nutrition, and life skills through agricultural activities. This knowledge can be further applied to generate supplementary income for families. The project also strengthened ongoing collaboration among the school, the community, and local organizations.



“Mahachai Green Hub” Project

The Index Living Mall, Mahachai Branch, located in a community area with a natural canal running alongside it, recognized the importance of the aquatic ecosystem as part of the area’s drainage system. However, the canal faced issues with floating debris and accumulated water hyacinth, causing blockages and reducing drainage efficiency. To address these environmental challenges, the Mahachai Branch initiated the “Mahachai Green Hub” project to improve environmental conditions and strengthen internal waste management practices based on the 3Rs principle – Reduce, Reuse, Recycle. The project began on December 5, 2015, with collaboration between the community and employees to collect water hyacinth from the canal. Approximately 330 kilograms of water hyacinth were collected, cleaned, dried, processed, and reused as cushioning material to replace plastic bubble wrap for packaging and transporting goods between branches and distribution centers.

The results of the project showed that products were not damaged when dried water hyacinth was used as an alternative to plastic bubble wrap. This project helped reduce packaging costs and decrease general waste at the branch by approximately 17%. In addition, the removal of up to 330 kilograms of water

hyacinth significantly reduced the environmental burden associated with managing water hyacinth that obstructs waterways.

The project also strengthened relationships with surrounding communities and contributed to improving local quality of life through collaborative canal restoration activities. These efforts support a cleaner environment, help reduce flooding risks, and increase green spaces along waterways.

Furthermore, the project raised awareness about waste separation and efficient resource utilization while fostering a continuously positive relationship between the Mahachai Branch and the local community.

The “Mahachai Green Hub” project therefore serves as a model project for innovative waste management that addresses community environmental challenges while creating business value, reducing waste, and benefiting the surrounding community. It also demonstrates the Company’s commitment to ESG (Environmental, Social, and Governance) principles and supports the Company’s long-term sustainable business practices.





Furthermore, the Company prioritizes community engagement and building positive relationships by encouraging employees to participate in social activities. Examples include the “Mangrove Reforestation” project at Bang Pakong Bawornwittayayon School in Chachoengsao Province, and the “One Day One Deed: Plant–Release–Share, Fulfilling the Rayong Sea Dream” activity, which focuses on conserving and restoring marine resources through crab releases and mangrove sapling cultivation in Rayong Province.



“One Day One Deed,” Activity, Rayong

Hat Yai Flood Relief

Index Living Mall Public Company Limited provided urgent assistance to employees at its Hat Yai Branch during the major floods in November 2025. The support included essential supplies and more than 100 survival kits, as well as financial contributions collected from employees to help alleviate hardship and boost morale.

In addition, the Company donated funds to the Songklanagarind Hospital Foundation and the Good Deeds Foundation to support people affected by the disaster. The total value of the assistance exceeded 1,000,000 baht, reinforcing the Company's commitment to supporting its employees and communities during times of crisis.



2) Children Education and Activities

- The Index Living Mall Group participated in the “Index Living Mall Unites Business Partners for Compassion” project to support students and teachers affected by floods in Chiang Rai, Nan, and Chiang Mai provinces. The Company mobilized contributions from business partners, suppliers, executives, and employees and donated furniture, equipment, and essential supplies to 23 schools that were damaged by the floods. These schools included Ban Pon School, Bo Kluea School, Ban Yod Doi Wattana School (a school under the Royal project), Border Patrol Police Schools, and Sri Sangwal Chiang Mai School, among others. The support aimed to help restore the affected schools so that teaching and learning activities could resume as normal.



In addition to supporting education, the Company also promotes creativity among youth, students, and vocational learners. Following a collaboration with Thonburi Vocational College, Faculty of Fine Arts, Design Department, under the “Italiving Idea” project, the Company donated sliding panels for use in teaching and further developed the wood panels into modern, multifunctional furniture. This project aims to benefit the college by encouraging creative thinking, enhancing practical skills through hands-on experience, and maximizing the use of available resources, in alignment with the Company’s ESG commitment to supporting education for sustainable social development.

Index Living Mall Public Company Limited promotes local employment in Chiang Rai Province and supports income generation for community members by sourcing handmade bamboo fans produced by villagers from Ban Muang Ruang, Mae Korn Subdistrict, and the weaving group from Ban San Sai Noi, Chiang Rai Province. These products were used as souvenirs during the grand opening celebration of the Chiang Rai Branch.

Furthermore, the Company supports employees whose permanent residence is in Chiang Rai by allowing them to transfer back to their hometown to be closer to their families under the “Return Home ILM Chiang Rai” project.



- This project provides students from various educational institutions with the opportunity to visit and observe different departments within the Company, fostering the exchange of knowledge and professional experience while preparing them for future employment.
- The program also creates job opportunities and provides a platform for students to express their talents through a Christmas Festival event organized by the Company. Students are employed as part of the event, enabling them to earn income while developing performance and musical skills and contributing to memorable experiences for both Thai and international customers.



Index Interfurn Co., Ltd. also prioritizes promoting educational opportunities and improving the learning environment. The Company donated office equipment to six schools in Phra Nakhon Si Ayutthaya Province, which are Ban Khlong Takian School (Moo 2, Teachers' Day 2024), Wat Thap Mongkol School, Wat Chang School, Pak Kran Pittayakom School, Pracha Samakkee School, and Wat Sawang Arom School, to support education for children and youth.

3) Tao Kae Noi Project

The Company prioritizes creating employment and income opportunities for communities through the Tao Kae Noi Project. This project provides opportunities for small business owners and independent workers to offer delivery and installation services to customers nationwide.

The project enables the Company to manage transportation and installation services efficiently and promptly, supporting its nationwide business expansion. At the same time, it creates employment and

income opportunities for hundreds of participants across the country, encouraging installers to develop into independent entrepreneurs and build sustainable careers.

In 2025, the Company's distribution center (DC) provides product installation training to Tao Kae Noi artisans in order to provide services to customers with the Company's standards so that Tao Kae Noi technicians could have the opportunity to be trained and increase their knowledge. There is training available to impart knowledge regarding furniture assembly and installation as well as service standards training so that customer services can be provided in accordance with the Company's standards.

Number of Technicians in the Tao Kae Noi Project Compared with Delivery and Installation

Technicians

Year	2563	2564	2565	2566	2567	2568
Tao Kae Noi	209	263	272	363	335	357
	64%	72%	69%	67%	70%	72%
Company's Employee	117	104	123	179	147	140
	36%	28%	31%	33%	30%	28%
Total	326	367	395	542	482	497

Note: number of technicians in the Tao Kae Noi project accounts for 72 percent of the Company's delivery and installation technicians.

4) Promoting Health

The Company has been honored with a Royal Certificate of Commendation, Common Level, from Her Majesty Queen Sirikit, the Queen Mother, through the Thai Red Cross Society, in recognition of its support in promoting and recruiting blood donors. The commendation was presented by a Privy Councillor (Royal Representative) on September 5, 2024, in recognition of the Company's continuous cooperation in organizing group blood donation activities for 12 years.

The Company is committed to fostering a corporate culture of "giving" by collaborating with the Thai Red Cross Society. Executives, employees of Index Living Mall, and volunteers have participated in blood donation activities to help ensure an adequate blood supply for patients in need. This project aims to create a positive social impact and is also dedicated to Her Majesty Queen Sirikit, the Queen Mother, in recognition of her 69 years of service as President of the Thai Red Cross Society, supporting humanitarian efforts for the public.



5) Religion, Arts, Culture, and Related Activities

The Company promotes the preservation of local religion, arts, and culture by supporting participation in various cultural activities. Examples include the Bun Sarth Month Ten Festival in Nakhon Si Thammarat Province, the Elephant Festival in Surin Province, the Candle Procession Festival in Ubon Ratchathani Province, and the Chak Phra Festival in Surat Thani Province, etc. These projects aim to preserve valuable traditions and foster pride in local cultural identity.



Index Living Mall, Nakhon Si Thammarat branch, participated in the annual Bun Sarth Month Ten Festival and the Red Cross Fair in 2025 and won first prize in the parade and the group parade competition



The Surin branch participated in the Surin Elephant Festival, “The Amazing Surin Elephant Festival” of 2025

Community Impact Assessment

The Company operates with a strong commitment to social, community, and environmental responsibility, striving to be a good neighbor and a reliable partner to local communities. Therefore, the Company conducts community surveys and feedback processes to build positive relationships and support sustainable development. This approach enables the Company to understand community needs, assess potential impacts, and create shared value between the Company and surrounding communities.

The Company has established a requirement to conduct community and social impact surveys every two years regarding its business operations. The most recent survey, the first survey conducted in 2024 (1/2024), took place between October 1 and October 15, 2024, to gather opinions and perspectives from communities that may be affected by the Company's operations in various locations.

The survey results from 197 respondents in 2024 indicated that 24 individuals (12.18%) reported being affected. The Company has implemented appropriate mitigation measures and continues to monitor the impact. Furthermore, no complaints related to community impacts were received in 2025.

**Performance Results of Sustainability Management in the Social Dimension
Overview of Sustainability Management in the Social Dimension – Employee-Related Information for the Year 2025**

Employee Information	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Number of Employees (people)	2,216	1,810	4,026	2,315	1,886	4,201	2,322	1,816	4,138
Number of Employees Classified by Age (people)									
Younger than 30 years old	591	399	990	639	436	1,075	565	327	892
Between 30-50 years	1,415	1,250	2,665	1,454	1,358	2,812	1,507	1,289	2,796
Over 50 years old	210	161	371	222	92	314	250	200	450
Employees Classified by Position (people)									
Operational Level	2,172	1,779	3,951	2,272	1,853	4,125	2,278	1,784	4,062
Executive Level	31	22	53	33	24	57	33	23	56
Senior Executive Level	13	9	22	10	9	19	11	9	20
Total Remuneration (baht)	791,630,782	716,810,689	1,508,441,471	817,601,898.71	730,001,277.60	1,547,603,176.31	874,451,234.66	743,886,983.92	1,618,338,218.58
Employees who resigned voluntarily (people)	321	301	622	569	382	951	501	346	847

Overview of sustainability management in the social dimension regarding employee treatment for the year 2025.

Information on Employee Provident Fund	2023	2024	2025
Number of Employees who are Members of the Provident Fund (people)	1,268	1,214	1,211
Percentage of Employees Participating in the Provident Fund (%)	31%	29%	29%
Amount of Money Contributed by the Company to the Provident Fund (baht)	10,314,925.76	15,989,391.84	10,687,701.03
Major Labor Disputes	0	0	0
Human Rights, Child Labor, and Women's Labor Complaints	155	156	0
Number of hours that employees have received training (hours per person per year)	3.05	7.19	21.55
Employee engagement survey results	78%	76%	78%

5. Sustainability Management in the Governance and Economic Dimensions

The Company is committed to conducting its business in accordance with the good corporate governance to promote efficiency, transparency, and trust in organizational management, while strengthening confidence among all stakeholders, including shareholders, investors, business partners, employees, and society as a whole. The Company operates with a firm commitment to strong governance practices, focusing on creating sustainable value through robust governance mechanisms, a knowledgeable, competent, and independent Board of Directors, and comprehensive policies covering strategy, risk management, internal governance, and transparent information disclosure.

Furthermore, the Company prioritizes the promotion of business ethics, support for innovation, and active stakeholder engagement by providing channels for communication, opinions, and feedback from stakeholders at all levels. These practices strengthen accountability, transparency, and the development of the organization toward sustainable growth.

The Company is committed to conducting business with integrity, adhering to good governance principles, and opposing all forms of corruption in order to enhance transparency, accountability, and trust among all stakeholders. The Company has established comprehensive policies and preventive measures across several areas, as follows:

1) Ethical Business Conduct Framework

The Company has established a Code of Conduct to guide the behavior of directors, executives, and employees at all levels. Continuous communication and training are provided to ensure that personnel understand and apply these principles in their daily work. Compliance with ethical standards is also incorporated into the annual performance evaluation process.

The Company places great importance on preventing the misuse of insider information in order to ensure compliance with applicable laws and the principles of good corporate governance. The Company has therefore established a written Insider Information Policy as well as Guidelines on the Use of Insider Information and Securities Trading for directors, executives, and employees. All relevant persons are required to acknowledge and strictly comply with these policies. The policies were proposed to and approved by the Board of Directors and have been formally announced and implemented.

In 2025, the Company undertook the following actions:

The Corporate Secretary informed directors, executives, and relevant employees of the securities trading blackout period via email at least one month prior to the public disclosure of the Company's financial statements, and for a period of 24 hours after such disclosure. In addition, the Company monitored

changes in the shareholding of directors and executives, including their spouses, de facto spouses, and minor children, and reported such changes to the Board of Directors on a semi-annual basis.

Directors who sold or transferred securities were required to submit copies of the reports on changes in securities holdings and derivatives transactions to the Corporate Secretary after reporting such information to the Office of the Securities and Exchange Commission (SEC). The Corporate Secretary subsequently reported the changes in securities holdings of directors and executives to the Board of Directors on a regular basis every six months.

The Company has established a requirement to review the Insider Information Policy and the Guidelines on the Use of Insider Information and Securities Trading at least once per year. In 2025, the Board of Directors approved a review of the Insider Information Policy without any amendments, as it remained in compliance with applicable laws, rules, and regulations. All directors, executives, and employees acknowledged and complied with their obligations to report their securities holdings in accordance with the policy and guidelines, with a completion rate of 100 percent.

The Company also provided knowledge and training on the preparation of reports on changes in securities holdings and derivatives transactions of executives (Form 59) in accordance with the SEC Notification No. SorJor. 6/2024 (Re: Preparation of Reports on Changes in Securities Holdings and Derivatives Transactions of Directors, Executives, Auditors, Plan Preparers, and Plan Administrators). This training served as a reminder to directors, executives, and employees of the importance of strict and accurate compliance with the Company's policies and guidelines. All directors, executives, and employees duly acknowledged their duties regarding the reporting of securities holdings, with a completion rate of 100 percent.

During the reporting period, the Company did not identify any violations of insider trading regulations, nor did it receive any whistleblowing reports or complaints relating to the misuse of insider information. Directors and executives fully complied with the Company's policies and guidelines in all respects.

Prevention of Conflicts of Interest

The Company has established a Policy on the Prevention of Conflicts of Interest and related guidelines for directors, executives, and employees. All relevant persons are required to acknowledge and comply with these policies. The policies were approved by the Board of Directors, formally announced, and are reviewed at least once a year. The Company communicates these policies to executives and employees at all levels, beginning with the new employee orientation process.

The core principle of the policy is that all decisions relating to transactions or activities of the Company must be made in the best interests of the Company and its shareholders. Directors, executives, and

employees are required to avoid any actions that may give rise to conflicts of interest. The key principles of the Company's conflict of interest guidelines are as follows:

1. All directors and executives of the Company, as defined by the Office of the Securities and Exchange Commission, are required to disclose their interests and any potential conflicts of interest, as well as those of related persons who may be stakeholders in the Company's management. Such disclosure must be made upon first appointment and updated whenever there are changes, using the form approved by the Board of Directors and submitted to the Chairman of the Audit Committee.
2. The Company has a clear and transparent shareholding structure and does not engage in cross-shareholding with major shareholders, thereby avoiding conflicts of interest. The Company discloses its shareholding structure and that of its subsidiaries in detail in the Annual Registration Statement / Annual Report (Form 56-1 One Report), including complete disclosure of the securities holdings of the Board of Directors.
3. The Company has clearly defined roles and responsibilities among the Board of Directors, the executive committee, senior management/management team, and shareholders, thereby preventing any overlap or interference in duties. In cases where a director or executive has an interest in a matter under consideration, such person is required to refrain from attending the meeting and abstain from voting to ensure that decisions are made fairly and in the best interests of shareholders.
4. The Company has established written policies on good corporate governance and the use of insider information, which are included in its rules of authority and employee regulations. These policies clearly specify disciplinary actions in cases where executives or employees disclose the Company's information to the public or use such information for personal benefit.
5. The Company has established policies and guidelines on conflicts of interest and related party transactions/intercompany transactions to ensure the appropriateness of such transactions. These transactions are subject to review by the Audit Committee and are conducted in compliance with the rules and regulations of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand.
6. The Company requires that any director, executive, or employee who has an interest in a transaction of the Company shall not participate in the consideration or approval of such transaction. The pricing of such transactions shall be fair and reasonable and conducted under normal commercial terms, comparable to transactions with unrelated third parties.
7. The Company requires that related party transactions be submitted to the Audit Committee for review and the provision of opinions prior to seeking approval from the Board of Directors, in accordance with

the principles of good corporate governance and the rules and regulations prescribed by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

8. The Company requires disclosure of information relating to transactions that may involve conflicts of interest, related party transactions, or intercompany transactions, in compliance with the rules and regulations of the Office of the Securities and Exchange Commission and the Capital Market Supervisory Board. Such disclosures shall be made in the Annual Registration Statement / Annual Report (Form 56-1 One Report) or other relevant disclosure reports, as applicable, with due consideration given to the best interests of shareholders.

9. Employees and their family members shall not engage in any actions that conflict with the interests of the Company, whether arising from interactions with business-related parties such as suppliers, customers, or competitors, or from the use of opportunities or information obtained through employment with the Company for personal gain. This includes engaging in businesses that compete with the Company or undertaking outside employment or activities that may adversely affect the employee's performance of duties.

Reporting of Conflicts of Interest

(1) Directors

- Directors are required to prepare a Certificate of Related and Conflict Person upon appointment to a new position or upon any change in relevant information, as applicable.
- Directors are required to submit a conflict of interest report in the prescribed form to the Audit Committee upon appointment or when a conflict of interest arises during the year, as applicable.
- In cases where a director engages in any action constituting a conflict of interest, such director shall disclose all relevant facts to the Audit Committee.

(2) Executives / Executive-Equivalent Positions

- Executives or persons holding positions equivalent to executives are required to prepare a Certificate of Related and Conflict Person upon appointment to a new position or upon any change in relevant information, as applicable.
- Executives or executive-equivalent persons are required to submit a conflict of interest report in the prescribed form to the Audit Committee upon appointment or when a conflict of interest arises during the year, as applicable.
- In cases where an executive or executive-equivalent person engages in any action constituting a conflict of interest, such person shall disclose all relevant facts to the Audit Committee.

(3) Employees at Director Level or Equivalent

- In cases where an employee at the director level or equivalent engages in any action constituting a conflict of interest, such employee shall promptly disclose all relevant facts to his or her supervisor as soon as practicable and prepare a conflict of interest report.
- The supervisor shall review the reported conflict of interest.
- If a conflict of interest is identified, the supervisor shall determine and issue instructions accordingly, prepare a written determination with the conflict of interest report attached, submit such determination to the Executive Committee, and inform the relevant employee at the director level or equivalent of the decision. The employee shall be required to withdraw from any involvement in the matter concerned.
- Upon completion of the Executive Committee's consideration, the matter shall be forwarded to the Human Resources Department for further action.

The Company considers the Policy on the Prevention of Conflicts of Interest and the Policy on Intercompany Transactions and Related Party Transactions to be significant policies. The Company requires that these policies be reviewed at least once per year. In 2025, the Board of Directors approved the annual review of the policies on the prevention of conflicts of interest and intercompany/related party transactions without any amendments, as they remained consistent with applicable laws, rules, regulations, and notifications. All directors, executives, and employees acknowledged these policies and complied accordingly.

The Company also communicated the policies and guidelines on the prevention of conflicts of interest and intercompany or related party transactions to all directors, executives, and employees through various channels, including publication on the Company's website, notice boards, and new employee orientation programs.

The Company provided knowledge and awareness on appropriate practices in the event of conflicts of interest via email to all directors, executives, and employees to enhance awareness and understanding. In addition, the Corporate Secretary monitored and ensured that all directors, executives, and employees required to submit conflict of interest disclosure reports completed such reporting in full, achieving a completion rate of 100%.

With respect to intercompany transactions and related party transactions, the Company considered and conducted transactions that were in the ordinary course of business or supportive of normal business operations under normal commercial terms with transparency, comparable to transactions with external parties, and with due regard to the best interests of the Company. Persons with an interest in such

transactions did not participate in the consideration thereof. The Company reported such transactions to the Audit Committee on a quarterly basis.

For transactions that were not conducted under normal commercial terms and that may give rise to conflicts of interest, such transactions were subject to review and approval by the Audit Committee prior to submission for approval by the Board of Directors or shareholders, depending on the transaction size. The Company strictly complied with all relevant rules and regulations and fully disclosed material information in accordance with applicable disclosure requirements.

In 2025, the Company did not identify any violations of the conflict of interest policies or guidelines, nor any violations arising from related party transactions. Furthermore, the Company did not receive any whistleblowing reports or complaints relating to conflicts of interest or related party transactions.

2) Anti-Corruption Policy

The Company has established a clear Anti-Corruption Policy, which is communicated to employees and publicly disclosed on the Company's website. The Company also supports the Thai Private Sector Collective Action Against Corruption (CAC) project and promotes self-assessment in accordance with CAC guidelines. Multiple complaint channels are available for both internal and external stakeholders, and an independent committee is responsible for reviewing and investigating complaints.

3) Personal Data Protection and Cybersecurity

The Company strictly complies with the Personal Data Protection Act (PDPA) in governing the use and retention of personal data belonging to customers and stakeholders. The Company also employs cybersecurity systems and data encryption processes to prevent data leakage or unauthorized access. In addition, monitoring systems are in place to detect data anomalies, and periodic reviews of system performance are conducted.

4) Promoting Participation and Transparency

The Company provides several channels for stakeholders to submit feedback, including suggestion boxes, email, the Company website, and a dedicated whistleblowing channel. This system includes protection to maintain anonymity and prohibits any form of retaliation. In addition, the Company submits an annual report on ethics and anti-corruption performance to the Board of Directors.

Corporate Governance Code: The Company operates under the 8 principles of corporate code which are:

1. Establish Clear Leadership Role and Responsibilities of the Board– Oversee and ensure that business operations align with goals and strategic plans effectively.

2. Define Objectives that Promote Sustainable Value Creation – Create long-term value for the Company and its stakeholders.
3. Strengthen Board Effectiveness– Composed of directors with diverse expertise and independence.
4. Ensure Effective CEO and People Management– Promote the development of leadership potential to drive the Company toward its defined goals.
5. Nurture Innovation and Responsible Business– Support the development of innovation alongside ethical business practices.
6. Strengthen Effective Risk Management and Internal Control –Establish a robust risk management system to maintain business stability.
7. Ensure Disclosure and Financial Integrity)–Adhere to accounting standards and ensure accurate and fair financial disclosure.
8. Ensure Engagement and Communication with Shareholders)–Provide opportunities for communication and feedback from stakeholders.

Goals and Performance

Indicators/Targets	Performance in 2025
- Zero Complaints regarding corruption/PDPA -Executives and employees completed the training and passed the required assessments at a rate of 100%.	<ul style="list-style-type: none"> ● Zero disputes or complaints related to corruption were reported. ● Zero complaints regarding business ethics. ● 100% of employees and managers completed the required training and passed the assessments.

Business and Economic Responsibility

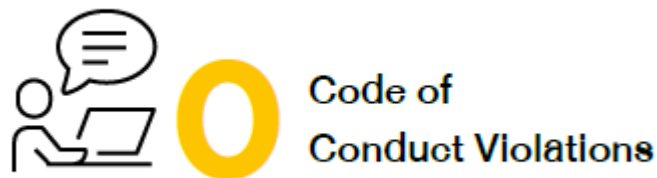
The Company conducts its business with code of business conduct and fairness, emphasizing honesty, integrity, fair competition, and anti-corruption. The Company also strictly adheres to relevant laws and regulations, sustainable development while considering the environmental, social, and economic impacts through the following measures:

- Sustainable supply chain development – Promote supply chain management that prioritizes environmental sustainability and fair labor practices.
- Tax Policy and Financial Governance – Operate with transparency and take responsibility for tax and financial risk management.

- Cybersecurity – Manage data security to protect customer and organizational data.

The Company operates business based on corporate governance code, ensuring steady growth, sustainable competition, and the creation of long-term value for shareholders and stakeholders across all sectors. The Company is committed to maintaining transparency in its operations, protecting the interests of shareholders, and considering both current and future market conditions and risk factors while upholding the equitable and ethical treatment of employees, customers, partners, and all stakeholders. The Company is dedicated to fostering understanding among its personnel about the importance of corporate governance and the code of business conduct, and encourages all employees to adhere to these principles. This commitment has been communicated to directors, executives, and employees through various channels, continuously promoting a sustainable corporate culture.

In 2025, there were no violations of the Company’s Code of Conduct.



Anti-corruption

The Company declared its intention to combat all forms of corruption by defining anti-corruption policy as a practical guideline to prevent and fight against corruption for the Company and its subsidiaries. The Company is a member of the Private Sector Collective Action Against Corruption (CAC) (More information is available at: <http://investor.indexlivingmall.com/storage/download/cg/anti-corruption-policy-en.pdf>).

The Company modified the internal management process, assessed risks that may cause corruption, and established risk control measures and processes in accordance with the anti-corruption policy and the standards of Private Sector Collective Action Against Corruption (CAC). The Company determined the whistleblowing and complaint measures, investigation period, investigation procedures, penalties, confidentiality, and protection of complainants or whistleblowers (More information is available at: <http://investor.indexlivingmall.com/storage/download/cg/csr-policy-en.pdf>).

Anti-Corruption Performance

The Company has included an annual anti-corruption audit as part of its internal control audit plan. As of 2025, no incidents of corruption or misconduct related to the Company were reported.



Complaints on Corruption

Whistleblowing

The Company has established a **Whistleblowing Policy** to provide protection and ensure fairness for whistleblowers or complainants who report information or provide clues regarding corruption, human rights violations, bullying, harassment, or non-compliance with applicable laws, rules, regulations, the Company's and its subsidiaries' policies, guidelines, and Code of Conduct.

The Company is committed to promoting a transparent and fair organizational culture. It has established complaint and whistleblowing channels as mechanisms to enable the Company to receive complaints from both internal employees and external parties regarding violations of laws, regulations, and the Company's Code of Conduct, which may result in damage to the Company's assets or reputation. The Company has provided whistleblowing channels to allow stakeholders to submit complaints upon discovering corruption, misconduct, inappropriate behavior, illegal acts, non-compliance with regulations or ethical standards, or human rights violations in the course of business operations.

During 2025, the Company reviewed its Whistleblowing Policy and communicated and provided knowledge to all employees to raise awareness of the importance of compliance with the Code of Conduct, corporate governance policy, and other relevant policies. In addition, the Company implemented further preventive measures in several areas, including enhancements to internal control systems and audit processes to improve effectiveness, as well as organizing training and annual reviews of anti-corruption policies and guidelines at least once per year to prevent the recurrence of similar incidents in the future. Furthermore, no cases of corruption involving government agencies or external parties were identified, and no incidents resulted in fines or legal disputes.

However, during the reporting period, the Company did not receive any complaints or whistleblowing reports regarding misconduct. Nevertheless, the Company continues to place importance on preventing the occurrence of whistleblowing cases by emphasizing the establishment of a strong Code of Conduct, effective internal control systems, the cultivation of a transparent organizational culture, and close oversight by the Board of Directors.

The Company has reported matters relating to complaints of misconduct to the Nomination, Remuneration, Corporate Governance, and Sustainability Committee, and has also reported any identified cases relating to corruption and anti-corruption to the Audit Committee, as appropriate. Both committees comprise independent directors.

1) Distribution of Economic Value

The Company recognizes its role as a leader in Thailand's home furnishings and furniture retail industry. Its objective is not only to generate financial returns for shareholders but also to create and distribute economic value inclusively to all stakeholders, including employees, customers, business partners, communities, and society.

This creation of economic value is reflected through investments in business operations and supply chains, job creation, workforce skill development, and the promotion of stable and sustainable economic opportunities.

The Company also faces challenges arising from global economic volatility, which affects operating costs and consumer purchasing power, as well as intense competition within the supply chain and increasingly stringent legal requirements and sustainability standards. These factors require the Company to continuously adjust its strategies to maintain a balance between business growth and the creation of shared value for society.

At the same time, the Company recognizes opportunities to create added value through innovation and technology by developing products and services that meet evolving consumer needs, establishing strategic partnerships with domestic and international business partners, investing in projects that improve community quality of life, and supporting small and medium-sized enterprises (SMEs) to enhance their competitiveness and achieve sustainable growth. The Company reaffirms its commitment to conducting business with transparency, stakeholder participation, and continuous improvement, ensuring that the creation and distribution of economic value serve not only as a driver of business performance but also as a foundation for sustainable economic and social development in Thailand.

Management Guidelines and Practices

The Company has established a systematic management approach for creating and distributing economic value, with the objective of balancing business growth with social development. The key approaches are as follows:

1. Establishing Clear Strategies and Policies

- Develop economic strategies aligned with the Company's vision and mission.
- Focus on creating shared value in both economic and social dimensions to ensure that all stakeholders benefit fairly.

2. Developing a Sustainable Supply Chain

- Promote the participation of local entrepreneurs and SMEs in the sourcing of goods and services.
- Build strategic partnerships with suppliers to enhance product quality and support more equitable income distribution.

3. Investment and Job Creation

- Expand investments both domestically and regionally to create employment opportunities and support local economic development.
- Promote the creation of stable and equitable employment.

4. Human Resource Development

- Implement continuous training and skill development programs to strengthen employee competitiveness.
- Support clear and adaptable career development paths aligned with changing market conditions.

5. Creating Value for Customers

- Develop products and services that meet consumer needs while maintaining high quality standards.
- Build customer trust through quality assurance, fair pricing, and transparent service.

6. Enhancing Community Quality of Life and Local Economies

- Invest in social projects related to education, environmental conservation, and vocational skill development.
- Support CSR activities that contribute to improving the quality of life and strengthening local economies in surrounding communities.

7. Monitoring and Evaluation

- Establish economic and social key performance indicators (KPIs) to measure and evaluate performance outcomes.
- Continuously review and improve management approaches to align with changing circumstances and international standards.

Summary table of economic value distribution to stakeholders

Stakeholder Groups	Economic Value Received
1. Employees	<ul style="list-style-type: none">- Salary, wages, and benefits- Provident fund contributions- Employee care and development expenses

2. Suppliers and contractors	- Wages and operating expenses
3. Financial institutions	- Interest and financing expenses
4. Shareholders	- Dividends
5. Government Sector	- Government fees, corporate income tax, local development tax, property tax, specific business tax, and other taxes
6. Community	- Budget for social activities and community development

2) Creating Customer Experience

The Company is committed to providing high-quality products and services to ensure customer satisfaction and deliver an exceptional customer experience. The Company adheres to the principles of sincere service, professionalism, and social and environmental responsibility. At the same time, the Company places importance on building long-term relationships with customers, encouraging engagement, and listening to customer feedback in order to develop products and services that truly meet consumer needs.

In its operations, the Company faces challenges from intense market competition, rapidly changing consumer demands, as well as environmental pressures and increasingly stringent regulatory requirements. However, these circumstances also present opportunities for the Company to accelerate innovation, improve production efficiency, enhance service standards, and develop more sustainable business models.

With this commitment, the Company continues to create shared value for the business, customers, society, and the environment, supporting stable, transparent, and sustainable long-term growth.

Goals and Performance: Creating customer experiences

Indicators/Targets	Performance in 2025
<ul style="list-style-type: none"> - CSAT not less than 94% during 2022–2025 and not less than 95% in 2026. - Customer Retention Rate greater than 90% by 2026. - Customer Compliant Resolution Rate at 100% as defined in the SLA. 	<ul style="list-style-type: none"> - Customer Satisfaction Score (CSAT) in 2025 is 97.1%. - Customer Retention Rate is above 94%.

The Company is committed to offering high-quality products and services to ensure customer satisfaction and deliver an exceptional customer experience. The Company adheres to the principles of sincere service, professionalism, and social and environmental responsibility. At the same time, the Company prioritizes building long-term relationships with customers, encouraging engagement, and listening to customer feedback in order to develop products and services that truly meet consumer needs.

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Management guidelines and approaches

Providing a positive and memorable customer experience is essential for sustainable business operations. It not only builds satisfaction and trust in the Company's products and services but also fosters strong and lasting relationships with customers, contributing to long-term business growth. Therefore, the Company has established policies and management guidelines focused on systematic customer care, encompassing product quality, service standards, and attentiveness at every stage of communication.

This approach reflects the Company's commitment to exceeding customer expectations through service excellence, emphasizing sincerity, professionalism, and prompt, accurate responses. It also involves creating open communication channels that provide transparent and accessible services, allowing customers to freely share feedback. Such feedback is used to develop products and services that genuinely meet the needs of all customer segments. The approach to creating positive customer experiences and developing products and services is as follows:

1. Creating an Excellent Service Experience

The Company values every interaction between customers and the organization, focusing on sincere service, professionalism, and offering a wide range of products—from furniture and home furnishings to comprehensive home services. These services include after-sales support, renewable energy services, and home renovation services, all aimed at maximizing customer satisfaction and building long-term brand trust.

2. Developing and Enhancing Employee Capabilities

Employees play a crucial role in delivering positive customer experiences. Therefore, the Company focuses on developing employee potential through continuous and in-depth training to strengthen service, sales, and communication skills. The goal is to enable employees to effectively meet customer needs while fostering a caring and attentive service mindset.

3. Continuous Product Development

The Company is committed to innovation and continuous product development to meet the evolving needs of consumers. All products are developed in accordance with high standards of quality, safety, and modern design suitable for the lifestyles of diverse customer groups. The Company emphasizes creating high-quality products while continuously improving innovations in products and services based on customer feedback.

Furthermore, the Company remains committed to providing high-quality products and services to ensure customer satisfaction and deliver an exceptional customer experience. Adhering to the principles of sincerity, professionalism, and responsibility, the Company prioritizes building long-term relationships with customers through continuous feedback and engagement, which are then used to develop products and services that meet their genuine needs.

Creating a positive customer experience is a key factor in sustainable business operations. Therefore, the Company has established systematic policies and guidelines for managing customer service and value creation, as follows:

1. Creating an Excellent Service Experience

The Company values every interaction between customers and the organization, focusing on all aspects from the in-store environment and employee professionalism to product quality, product variety, and comprehensive home-related services. These include delivery and installation, after-sales service, and measures to protect customers' personal data, all aimed at maximizing customer satisfaction and building long-term trust and confidence.

2. Developing and Enhancing Employee Capabilities

The Company prioritizes continuous personnel development through in-depth training at all levels to strengthen service and operational skills. This ensures employees are able to effectively meet customer needs and create a positive impression at every stage of interaction.

3. Continuous Product Development

The Company continuously innovates and develops new products to respond to the changing and diverse needs of consumers. All products adhere to high standards of quality, safety, and modern design suitable for different lifestyles, thereby enhancing quality of life and creating value for society.

4. Product Quality Control and Safety Standards

The Company conducts product quality control at every stage—from raw material selection and production to distribution—to ensure that products delivered to customers meet the specified quality standards and the highest safety requirements.

5. Product Warranty and Customer Satisfaction Policy

The Company has established a product warranty policy to strengthen customer confidence. The warranty covers defects resulting from the manufacturing process in accordance with the conditions specified in the warranty documentation. This policy reflects the Company's commitment to high manufacturing standards and product quality.

6. Customer Relationship Management Strategy

The Company implements a Customer Relationship Management (CRM) strategy through continuous and transparent communication, systematically collecting customer feedback to strengthen trust, improve satisfaction, and foster long-term customer loyalty.

7. Quality Control of Logistics Services

The Company prioritizes logistics service quality to ensure efficient, fast, and timely delivery. Verification processes are implemented at every stage to ensure that customers receive products accurately and on schedule.

8. Efficient Logistics Management

The Company manages logistics through professionally trained technicians and a Transportation Management System (TMS) for route planning and delivery control. Customers can track delivery status in real time. Additionally, a Proof of Delivery (POD) system using tablets is implemented to confirm delivery and collect customer satisfaction ratings for continuous service improvement.

9. Customer Relationship Management and Feedback System

The Company has established a dedicated CRM department supported by technology and information systems to manage customer communication. Multiple online and offline channels are available for customers to submit feedback or complaints conveniently, quickly, and transparently.

10. Data Analysis and Customer Satisfaction Surveys

The Company conducts continuous Voice of Customer (VOC) surveys to understand customer experiences at each stage. The insights obtained are used to improve operational processes and enhance services to better meet customer needs.

11. Privacy Policy

The Company places strong emphasis on protecting customers' personal data and strictly complies with the Personal Data Protection Act B.E. 2562 (2019). Strict measures are implemented for the collection, use, disclosure, and management of personal data to prevent misuse and strengthen customer trust.

The Company is firmly committed to continuously improving service quality to achieve the highest level of customer satisfaction and deliver the best possible customer experience. Clear goals and measurable indicators are established to systematically monitor and evaluate performance under the Key Customer Experience Development Policy, which includes the following:

1. Setting Customer Satisfaction Targets and Indicators

The Company uses a Customer Experience Platform to assess customer satisfaction across all channels, including branches, online platforms, living malls, and product delivery services. The Customer Satisfaction Score (CSAT) is used as a key metric to evaluate satisfaction and guide service improvements.

2. Monitoring Employee Service Standards

The Company ensures consistent service quality across all branches by conducting regular service audits performed by independent external assessors. The results are used to improve service quality continuously.

3. Service Level Agreements (SLA)

The Company has established clear Service Level Agreements (SLAs) covering both Customer Service and After-Sales Service to ensure customers receive high-quality services in a timely manner. The

Company also continuously develops its Customer Experience (CX) system to create exceptional and memorable customer experiences.

The Company also monitors and evaluates service quality across all processes related to customer service, including after-sales service, to ensure consistent service excellence and continuous improvement.

In today’s highly competitive environment and rapidly changing consumer behavior, Customer Experience (CX) has become a critical factor directly influencing business success. It not only enhances customer satisfaction but also drives revenue growth, customer retention, and brand strength.

Recognizing the importance of CX, the Company has implemented various strategies to continuously improve and enhance the customer experience.



Process	Operations
Business and marketing development	<ul style="list-style-type: none"> - Analyze customer needs to improve product and service selection. - Develop new marketing programs, strategies, and promotions. - Utilize AI and data to gather customer feedback for product development and improvement. - Evaluate employee and team satisfaction and service quality.
Retail sales at Index Living Mall	<ul style="list-style-type: none"> - Establish Store Standards and Service Standards to control quality and operational standards. - Utilize interior design designers, considering customer needs, lifestyle, and budget. - Offer comprehensive product ordering services and after-sales service. - Provide training for branch staff to ensure consistent knowledge and standards.

Process	Operations
	<ul style="list-style-type: none"> - Update promotions and new products through online media and display them in the Index Experience Room. - Implement a Flexi Service system allowing customers to customize service options according to their needs. - Implement a service quality evaluation system, such as using QR codes and SMS.
Online sales	<ul style="list-style-type: none"> - Ensure easy access to products and services for customers. - Create new sales channels such as marketplaces and social media. - Implement a shipping tracking system and product status monitoring. - Provide call center service for advice and assistance around the clock. - Establish online service standards to build customer confidence.
Delivery and Installation	<ul style="list-style-type: none"> - Delivery and installation services are available with a trained team. - Establish a quality control system for installation and after-sales service. - Additional services include moving old furniture. - Provide advice and consultation on product usage.
<i>After Sale Service</i>	<ul style="list-style-type: none"> - Provide a Customer Service team to assist and resolve customer issues. - Establish a system for receiving customer complaints and feedback. - Provide product repair services and offer a quality guarantee. - Continuously monitor customer satisfaction. - Utilize a Real-time Feedback and Resolution system to resolve problems quickly.
Customer Personal Data Protection	<ul style="list-style-type: none"> - Establish a policy regarding customer data protection and the retention of personal data. - Implement data security measures and protect against cyber-attacks.

Project Highlights

Enhancing Service through Innovation and Technology

1. Digitalization and Data Privacy

The Company prioritizes privacy rights and data security, recognizing the importance of protecting the rights and freedoms of data owners to ensure confidence and security when using the Company's services. Personal data received is used only for lawful purposes and with the consent of the data owner. The Company has established a Privacy Policy to promote transparency and trust, which can be accessed through the Index Privacy Policy.

Performance on Personal Data Security

The Company has established an information security management structure by appointing a Vice President of Information Technology (VP IT) and a Data Protection Officer (DPO) to oversee and proactively establish policies, as well as monitor operations to ensure compliance with international standards and relevant laws.

In 2025, the Company conducted in-depth data security analyses, regularly monitored potential data breaches, and implemented hardware and software systems for data protection and management to ensure maximum operational security. In addition, the Company regularly tested its Business Continuity Plan (BCP) and conducted cybersecurity incident response drills.

The Company has also improved and strengthened its information security systems, including:

- Active Directory to verify employee identities and control access rights.
- Access Control and Data Encryption Systems to protect sensitive information.
- Continuous review and updates of personal data protection measures to align with international laws and standards.
- Upgrading the email system to a secure cloud-based Microsoft Exchange Server, reducing cyberattack risks, preventing unauthorized access, improving operational efficiency, and minimizing the risk of data loss or leakage.
- Migrating databases to highly stable cloud systems, including transferring central servers and on-premise data centers to secure colocation and cloud environments to enhance system stability, reduce operational disruption risks, and strengthen business continuity.
- Implementing the SAP S/4HANA ERP system, which is modern and highly secure, supporting advanced data management and enhancing the efficiency of handling complex and sensitive organizational data.

- Implementing a Mobile Device Management (MDM) system to control and manage mobile devices such as smartphones and tablets, allowing secure remote access to data and reducing the risk of data loss or cyberattacks.
- Developing and implementing ISO 27001 and the NIST Cybersecurity Framework to strengthen information security measures in accordance with international standards and reduce cyber risk exposure.

Through these measures, the Company effectively mitigates cyber risks, reduces the likelihood of data breaches, and continuously strengthens trust among stakeholders.

More details regarding the Company's privacy policy are available at:
<https://www.indexlivingmall.com/privacy-policy>

2. Innovation and Digital Transformation

Innovation and technological development play a critical role in enhancing organizational efficiency and supporting the business value chain to deliver a sustainable and positive customer experience. In **2025**, the Company implemented several key initiatives, including:

2.1 Customer Experience Enhancement

The Company utilizes digital technology to develop customer experiences aligned with digital-age consumer behavior, focusing on equitable, convenient, and transparent access to services. This approach strengthens customer and partner satisfaction and supports long-term relationships. A key project includes:

- **Line Connect** – Joy Member for Foreigners and Corporate Customers, a membership system through the LINE Official Account that supports the use of discount coupons and reward points for foreign and corporate customers. The system enhances service accessibility and reduces paperwork in operational processes.

2.2 Operational Excellence

The Company continuously upgrades its operational processes through technology to increase efficiency, reduce manual work, minimize errors, and improve resource utilization. This approach also helps reduce environmental impacts and supports long-term sustainability. Key projects include:

- ERP system migration to SAP S/4HANA, enhancing system security, stability, and reliability at the global enterprise level while supporting effective data governance and improving management efficiency through technologies such as Robotic Process Automation (RPA) and Artificial Intelligence (AI). The Company places the highest priority on the accuracy, security, and protection of critical organizational data.
- Implementation of a Product Information Management (PIM) system, a centralized platform for managing product information that reduces data redundancy and errors, decreases resource use from manual processes, and improves data consistency across all communication channels.
- 3CadNext, a web-based 3D design application and CPQ (Configure, Price, Quote) system integrated with ERP and manufacturing systems. This 100% cloud-based platform enhances the efficiency of customized furniture design and production, reduces rework, and supports optimal resource utilization for the Younique brand.



2.3 Upgrading Systems for Smart Business (Smart Business Systems)

The Company focuses on centralized data management to support strategic planning and decision-making based on accurate, transparent, and verifiable data. This is achieved by utilizing data analytics and artificial intelligence technologies as follows:

- **Upgrading the Enterprise Data Warehouse (EDW) to SAP Datasphere** establishes a reliable data center that is seamlessly integrated with SAP S/4HANA, enabling executives and employees to access accurate, complete, and timely information through Business Intelligence (BI) tools. This supports effective and responsible decision-making among stakeholders.

- **AI Content Generation for PIM:** The application of Generative AI to automate the creation and enhancement of product data helps reduce bottlenecks in data preparation processes, minimizes repetitive tasks for employees, and improves the sustainable and efficient use of digital resources. The organization can utilize this data to support accurate business planning, reduce risks, and strengthen long-term competitiveness.

Activities and Performance

In addition to operating in accordance with established customer service processes, the Company emphasizes continuous improvement in both product quality and service standards to enhance customer care and deliver a better overall customer experience.

3) Creating a Sustainable and High-Quality Shopping Experience

The Company prioritizes the development of a sustainable shopping experience, focusing on green building design that considers air quality, energy efficiency, and waste management. This is complemented by the development of lifestyle malls that support sustainable consumption, environmental conservation, and responsible business practices. At the same time, the Company places strong emphasis on convenience, safety, and accessibility in all aspects of the customer experience.

In 2024, the Company opened its Saraburi Branch (the 33rd branch), which represents the first GREEN RETAIL STORE model in Thailand and the ASEAN region. The building is designed as a Zero Energy Building (ZEB) capable of generating its own electricity through a solar power system. This reduces reliance on fossil fuels and lowers greenhouse gas emissions. The project aligns with the environmental strategy of Saraburi Province and the Saraburi Sandbox Project, which aims to position the province as a pilot area for clean energy and environmental management in Thailand.

At the same time, a marketing campaign was launched to promote environmental sustainability by collecting plastic bottles (PET bottles) starting from the opening of the Saraburi branch and continuing through early 2025. The campaign, titled “REBORN Plastic Bottles into Eco-Friendly Robes,” aims to create new value for a sustainable world by encouraging customers and community members to participate in creative waste management. Collected clear plastic bottles were sent to Wat Chak Daeng, a temple participating in the “Turning Waste into Merit” project. The PET bottles were transformed into yarn and used to produce 133 eco-friendly robes. This project promotes efficient resource utilization while helping to reduce environmental impacts.



Commitment to carbon neutrality and net-zero greenhouse gas emissions

The Company aims to achieve carbon neutrality by 2050 and net zero greenhouse gas emissions by 2065, driven by sustainable building construction and services.

The Saraburi branch is therefore designed under two main concepts:

1) Maximizing energy efficiency

- The building is designed to minimize energy consumption to meet low-energy building standards, aiming for a net energy consumption of 308 kWh/m²-yr or lower than 126 kWh/m²-yr according to the Zero Energy Building (ZEB) criteria.
- Utilizing innovative construction techniques such as isowall, roof insulation, and IGU glass helps reduce heat transfer between the interior and exterior of the building, improving energy efficiency, minimizing energy loss, and saving costs in the long run.

2) Indoor air quality control and safety

- Install an indoor air quality control system that meets international standards to ensure that building occupants and customers breathe clean and safe air.
- Set key control parameters such as:
 - PM 2.5 levels are close to the outdoor atmospheric level.
 - Carbon dioxide (CO₂) levels do not exceed the specified standard.
 - Airborne microbial and fungal counts do not exceed 500 CFU/m³.
 - Humidity control and reduction of volatile organic compounds (VOCs) are implemented for the health and well-being of building occupants.

Index Living Mall, Chiang Rai Branch

The Company has expanded its operations to the tourist city of Chiang Rai, opening its 35th branch and the second branch in the northern region after the Chiang Mai branch. The new branch spans 6,300 square meters and represents an investment of 200 million baht. Developed under the concept “Finding the Perfect Home in Your Beloved City,” the store offers a comprehensive selection of home products, including furniture, household items, and home decorative items designed in a modern cozy style. The branch design incorporates the unique charm of Chiang Rai, inspired by the orange trumpet flower, the provincial symbol, to convey a distinctive local identity. The store also features handcrafted ceramics with hand-painted designs, along with products made from natural materials sourced from Wiang Pa Pao District.

Chiang Rai Province is renowned for producing Lanna ceramics, crafted by skilled artisans who have passed down this cultural heritage through generations. These ceramics are showcased in the store to highlight their distinctive beauty and cultural identity, creating a unique and memorable shopping experience for customers.



Little Walk Ramkhamhaeng

The Company has expanded its Little Walk project with the Ramkhamhaeng branch (the 6th location), establishing a presence in the eastern suburban area on more than 7 rai of land, with an investment of over 130 million baht. The project is designed to serve as a destination for shopping, dining, entertainment, and education, offering a comprehensive lifestyle experience for all generations. The development features a variety of retail tenants that cater to diverse consumer needs, including the first BONUS SUKI restaurant in Bangkok and the first Cha Tra Mue drive-thru in Bangkok, among others. The project also supports health-

conscious lifestyles, with facilities such as Anytime Fitness (24-hour fitness center) and Pilates studios. Leveraging the strengths of a strip mall concept, the development provides convenient accessibility and is strategically located near the MRT Orange Line (Khlung Ban Ma Station), offering a convenient and integrated lifestyle destination for consumers.



Create a home lover community



Organize marketing activities to create new experiences for customers across all generations through workshops and various activities such as art, cooking, and home lifestyle design. These projects aim to build a community for home enthusiasts and provide engaging experiences where customers, especially families, can spend quality time together and participate in activities in an enjoyable and meaningful atmosphere.



The Company also organizes workshops that promote awareness of environmental conservation while creating engaging experiences through art activities, such as designing trays for home use. These activities involve repurposing discarded seashells, broken tiles, and pebbles into unique works of art, allowing customers to take pride in their own designs. In addition, these projects help instill a sense of pride among children and the general public in contributing to environmental protection.

Index Home Service: Developing Sustainable and Comprehensive Home Services

To further strengthen its position as a “One Stop Shopping for Home” destination, the Company has expanded into home-related services under Index Home Service. This comprehensive range of services includes expert furniture moving and installation, interior cleaning and maintenance covering plumbing, electrical, and structural work, appliance and home equipment repair and maintenance, curtain

replacement and cleaning using specialized techniques, pre-occupancy home inspections, and home design and decoration consultations to enhance both value and functionality.

In 2024, the Company entered a new phase by expanding its smart home technology services, introducing additional services such as solar panel installation for clean energy generation and EV charger installation with intelligent energy management systems. These services support the adoption of clean energy while helping customers reduce long-term energy costs.

In 2025, the Company continues to develop new services enhanced with Smart Home Integration, including IoT device installation, smart security systems, and Energy Management Systems to improve energy efficiency in homes. These developments position Index Home Service as a leader in comprehensive home services that seamlessly integrate technology with sustainable living.



The Company is committed to continuously enhancing customer satisfaction by applying innovation and technology to its operations. Since 2022, the Company has developed a Customer Experience Platform to evaluate and monitor customer satisfaction at every stage, from visiting branches and purchasing products through various channels to receiving comprehensive delivery and installation services.

4) Developing Customer Experience and Customer Satisfaction Systems

The Company has continuously and systematically developed its customer experience system. In 2023, the Company began utilizing AI-driven analytics to analyze customer feedback and collect highly accurate data. These insights are used to improve the efficiency of service operations, marketing activities, and delivery systems.

In 2025, the Company further enhanced its integrated Customer Experience Platform to systematically collect, analyze, and evaluate insights into customer behavior and expectations. Various tools were implemented, including Customer Satisfaction Score (CSAT) and a Real-time Feedback & Resolution system, enabling the Company to quickly understand customer feedback and respond to complaints efficiently. As a result of these developments, the customer satisfaction score in 2025 reached 97.1%, achieving the target originally set for 2026. The Company remains committed to continuously improving customer service and aims to achieve 98% in 2026, while maintaining a customer return rate above 94%, reflecting strong customer confidence in the Company's services. To further enhance communication efficiency and service convenience, the Company has implemented digital tools such as QR codes for customer satisfaction surveys instead of SMS links, and conducts service quality assessments through the Mystery Shopper Program to obtain objective feedback for continuous service improvement. In addition, the Company utilizes AI-powered data analytics to perform deeper insights and analysis of customer feedback

All of this reflects the Company's commitment to creating exceptional customer experiences, which is a key driver in building long-term satisfaction and loyalty.

1. Customer Satisfaction Survey

The Company places great importance on continuously monitoring and evaluating customer satisfaction. From 2022 to 2025, customer satisfaction has consistently remained above 90%, reflecting the quality of the Company's services and the strong trust customers have in the Company.



97.1% customer satisfaction score

In **2025**, customer satisfaction achieved its target, exceeding expectations for **2026**. The Company remains committed to further improving its customer service.

Year	2022	2023	2024	2025
Customer Satisfaction	92.33%	90.1%	95.5%	97.1%

Remark: The Company revised its customer satisfaction assessment criteria effective from 2022 onwards.

2. The application of digital technology and the protection of personal data security

The Company places great importance on the protection of personal data and cybersecurity, recognizing that the use of digital technology today must be coupled with responsible protection of data owners' rights. This is to enhance trust, transparency, and operations in accordance with good governance principles.

The Company is committed to developing a data storage and management system that is secure, accurate, complete, and verifiable, while also providing data owners with full rights as stipulated by law, such as the right to access, correct, or request the deletion of their personal data.

Recognizing its role as a digitally-driven organization in providing services and conducting business, the Company operates under a clear, transparent privacy policy that complies with personal data protection laws. This ensures the safe and optimal use of data for both users and society as a whole.

Goals and Performance

The Company focuses on applying digital technology while maintaining strict security measures for personal data in order to create reliable and sustainable operational standards.

Indicators/Targets	Performance in 2025
Digitalization projects helped reduce working hours and improve customer satisfaction.	- Developed Production Information System, 3CadNext, SAP S/4HANA, etc.
Zero data breaches or data leakage incidents	<p>Appointed a Data Protection Officer (DPO) and established systems to support data subject rights in accordance with the Personal Data Protection Act (PDPA).</p> <p>Implemented security systems including Active Directory, Mobile Device Management (MDM), Multi-Factor Authentication (MFA), and Microsoft 365 to strengthen information security.</p> <p>Zero data breaches or personal data incidents were reported in 2025.</p> <p>Conducted continuous training programs on cyberattack prevention and compliance with PDPA requirements.</p>

Personal Data Protection

Management Guidelines and Practices

Index Living Mall Public Company Limited recognizes the importance of applying digital technology alongside personal data protection in order to build trust among stakeholders and enhance the efficiency of business operations in a stable, transparent, and sustainable manner. Therefore, the Company has established a comprehensive management framework based on relevant laws, international standards, and the principles of good corporate governance.

1. Clear and Accountable Governance Structure

The Company has assigned the Vice President of Information Technology (VP IT) to oversee information security policies and the application of technology to support the organization's business strategy. An Information Security Committee monitors operations and provides policy recommendations to ensure consistency and continuity in information security management.

At the same time, the Company has officially appointed a Data Protection Officer (DPO), in accordance with the Personal Data Protection Act (PDPA), to oversee and promote responsible practices in the collection, use, disclosure, and transfer of personal data.

2. Technology and Information Systems Management

The Company prioritizes establishing a stable IT infrastructure capable of handling various cyber threats. Key measures include:

- Implementing Active Directory and Mobile Device Management (MDM) to control access rights and prevent data leakage from devices used within the organization.
- Requiring Multi-Factor Authentication (MFA) for accessing information systems to verify user identities, reduce the risk of unauthorized access, and strengthen information security.
- Migrating data centers from on-premise infrastructure to colocation and cloud platforms to enhance operational stability, reduce risks from physical disasters, and improve network security.
- Upgrading the email system by enhancing the Exchange Mail Server and implementing Microsoft 365 (Office 365) to improve stability, security, and system availability while supporting digital-age operations and strengthening long-term cybersecurity and business continuity.
- Implementing a Security Scorecard service to continuously assess and monitor the cybersecurity levels of both the organization and its business partners. This approach uses external data to

help management quantify cybersecurity risks and support effective governance, risk management, and decision-making.

- Continuously upgrading hardware and software systems to address evolving cyber threats, prevent unauthorized data access, and support flexible work arrangements and business growth in the digital era.

3. Establishing International Security Standards

The Company adheres to internationally recognized information security standards, including:

- ISO/IEC 27001: Information Security Management System (ISMS)
- NIST Cybersecurity Framework

These standards help establish systematic approaches for risk control, cyber threat response, and the protection of the organization's data assets.

4. Corporate Communication and Awareness

The Company conducts training, communicates policies, and raises awareness among employees regarding:

- The rights of data subjects
- Compliance with the Personal Data Protection Act (PDPA)
- Awareness of cyber threats, emphasizing personnel at all levels in protecting the data for which the organization is responsible.

5) Innovation and Technological Transformation

Index Living Mall Public Company Limited recognizes the importance of digital technology and innovation as key drivers for enhancing organizational competitiveness and responding to rapidly changing consumer behavior in the digital era. Therefore, the Company has established a comprehensive approach to innovation and technology development that covers internal business support systems, customer experience enhancement, and strategic data management to support management decision-making. The development and application of these innovations and technologies are implemented under three main approaches: Customer Experience Enhancement, Operational Excellence, and Smart Business Systems, with the objective of supporting stable and sustainable organizational growth.

Project Highlights

1. Customer Experience Enhancement

The Company implements innovative projects designed to respond to consumer behavior in the digital era by using technology to enhance services, making them more modern, flexible, and capable of maximizing customer satisfaction. Key projects include:

- **Line Connect – Joy Member for Foreigners and Corporate Members**
A membership system through the **LINE Official Account** that supports the use of discount coupons and the redemption of reward points for foreign members and corporate customers.
- **Index Living Mall Mobile Application**
The mobile application serves as an important distribution channel aimed at enhancing convenience and encouraging consumer purchasing decisions. It offers exclusive in-app promotions, a points accumulation system, and the JOYMEMBER membership program to foster long-term customer loyalty. The application also features a secure payment system and flexible delivery and installation services, allowing customers to select their preferred service time. Continuous development and improvements to system performance and security ensure that the application remains an important tool for increasing sales, expanding the customer base, and strengthening the Company's competitive advantage.

2. Operational Excellence

The Company focuses on leveraging technology to enhance internal processes, making them more agile and efficient while reducing reliance on manual operations. This approach helps minimize errors, increase operational speed, and support sustainable business operations. Key projects include:

- **IndexGPT (Generative AI for Internal Use)**
IndexGPT is a generative AI tool developed for internal organizational use. It integrates data from various systems, such as SAP and other organizational databases, and summarizes the information into easily understandable insights. This enables executives and employees to efficiently access critical information required for operations and strategic decision-making. In addition, the system incorporates role-based access controls to ensure that access to sensitive and customer data is properly managed and protected from potential data leakage.
- **ERP System Upgrade to SAP S/4HANA**
The upgrade of the ERP system to SAP S/4HANA, a modern digital platform, enhances system security, stability, and reliability to meet global enterprise standards. It also improves

management and operational efficiency through technologies such as Robotic Process Automation (RPA) and Artificial Intelligence (AI), while maintaining the highest priority on safeguarding the accuracy and integrity of critical organizational data.

- **Product Information Management (PIM) System**

The Product Information Management (PIM) system enables the centralized collection, storage, and management of product information. This facilitates the distribution of consistent product data across various communication and sales channels while reducing errors and manual processes.

- **3CadNext**

3CadNext is a cloud-based web application for 3D design and CPQ (Configure, Price, Quote) that integrates with ERP and manufacturing systems. The platform supports the efficient management of complex customized furniture products with multiple configuration options for the Younique brand.

3. Smart Business Systems

The Company prioritizes centralized data management to support strategic planning and data-driven decision-making. To achieve this, the Company has implemented advanced data management and analytics systems as follows:

- **Upgrading the Enterprise Data Warehouse (EDW) to SAP Datasphere**

The Company upgraded its Enterprise Data Warehouse (EDW) to SAP Datasphere, a modern and reliable centralized data storage platform that seamlessly integrates with SAP S/4HANA. This system enables employees to access accurate, complete, consistent, reliable, and timely data. It also incorporates Business Intelligence (BI) capabilities, allowing executives and departmental staff to effectively utilize critical data for informed decision-making.

- **AI Content Generation for PIM**

The Company applies generative AI technology to automatically create, customize, and enhance large volumes of product data. This helps reduce bottlenecks in the data preparation process for sales operations and improves overall efficiency in product information management.

6) Risk Management

Risk Management Policy and Plan

The Company has established policies for risk management and safety across all aspects of its business operations. Risk management focuses on identifying, analyzing, and managing risks that may impact both the Company's financial performance and reputation, including strategic, operational, financial, legal, and regulatory risks.

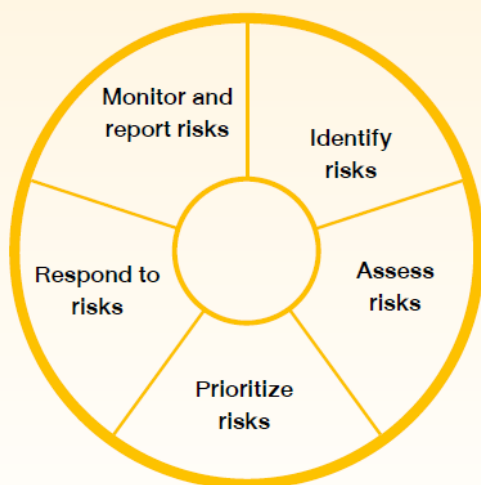
The Company is committed to fostering an organizational culture that emphasizes effective risk management, with strict adherence to applicable laws, regulations, and operational standards. The Board of Directors plays a key role in overseeing and monitoring risk management through the Risk Management Committee.

The Company adopts the international risk management framework COSO ERM 2017: Enterprise Risk Management – Integrating with Strategy and Performance, and integrates it with its ESG (Environmental, Social, and Governance) initiatives to support sustainable growth.

Risk Management Process

1. Identify potential risks to strategic goals and key processes.
2. Analyze and assess risks, considering their likelihood and impact.
3. Establish risk management measures such as internal controls, prevention, and risk transfer.
4. Continuously monitor and review risks, and report to the board.
5. Communicate and build a corporate culture of risk management to encourage participation from employees at all levels.

Risk Management Process



1. **Identify risks** - Identify potential risks that could impact the achievement of the Company's goals and objectives.
2. **Assess risks** - Assess risks by considering the impact and the likelihood of their occurrence.
3. **Prioritize risks** - Prioritize risks by considering the importance and severity of all risks.
4. **Respond to risks** - Respond to risks by taking measures to manage risk appetite, taking into account the costs and benefits of the actions.
5. **Monitor and report risks** - Monitor and report risks by regularly monitoring risk management practices and reporting the results to the Risk Management Committee and the Board of Directors.

Project Highlights

Risk Types	Risk Factor	Impact	Mitigation Approach
Strategic Risk	Economic and real estate volatility	Declining purchasing power and rising household debt affected sales performance.	Cost control measures, expanding with more affordable products (Furinbox), opening new branches, and conducting feasibility studies before investing
	Competition in the furniture and rental market	Declining market share, high costs, oversupply of rental space	Leveraging factory potential, omnichannel strategies, home service, prime locations, and retaining anchor tenants
	Changing Consumer Behavior	Consumers want value-for-money/eco-friendly products, and prefer online shopping	Increasing Eco product, Furinbox, Omni Channel, AI Customer Experience
	Emerging Risk: Climate Change	Climate risk + Transition risk → Cost + Compliance	Green Retail Store (ZEB), Solar Rooftop, Recycling Project, T-VER, BCP, ESG Integration
Operational Risk	High raw material and labor costs	Reduced margins, lower profits	Monitor raw material prices, adjust prices, have backup suppliers, use Solar Rooftop to reduce energy consumption
	Inventory Management	High inventory costs, obsolete products	Demand Forecast, Supply Chain Management, Clear Stock Promotion, Reduce SKUs
	Cybersecurity & IT	Cyber threats, data leakage, reputational damage	Cloud system, IT audit, hardware/software upgrade, employee training, cyber drill
Governance Risk	Corporate Governance and Anti-Corruption	Loss of Investor Confidence, Compliance Risk	Compliance with SEC/SET, CAC Membership, Whistleblowing, Internal Audit

Financial Risk	Currency volatility	Affects product costs and foreign exchange earnings	Natural Hedge, Forward Contract, Price Review, Building Relationships with Banks
	Risks from debtors	Bad debt, impact on cash flow	Use of collateral (L/C, Guarantee), provision for bad debts, credit checks
Shareholder Risk	Reliance on major shareholders	Influences decision-making, balance of power on the board	Independent board structure (5/11), Audit Committee, Conflict of interest policy
Human Rights Risk	Human rights risks	Risk of rights violations in the supply chain, reputational damage	Human Rights Due Diligence, Risk mapping, Remediation plan

7) Supply Chain Management

The Company recognizes the critical role of the supply chain as a key mechanism that connects business operations and creates shared value with stakeholders throughout the production and service processes. The Company is committed to developing a responsible, transparent, and sustainability-oriented partner network, while promoting Environmental, Social, and Governance (ESG) standards across all levels of the supply chain to strengthen long-term business stability, resilience, and competitiveness.

However, this area of operation also presents challenges due to the diverse structure of business partners, particularly small enterprises that may lack sufficient resources or readiness to fully adopt the Company's sustainability standards. Limitations in access to information and effective monitoring systems may also affect the overall continuity and transparency of the supply chain.

At the same time, the Company recognizes significant opportunities to strengthen collaboration with business partners toward shared sustainable development by promoting understanding, providing knowledge support, and applying technology to improve supply chain management efficiency. These projects help enhance business resilience, build stakeholder trust, and support the organization's overall sustainability objectives. The Company manages its supply chain based on the following key management principles:

Procurement Policy

The Company has established a procurement policy to guide employees in the procurement of goods and services in the course of business operations.

- The Company has defined ethical principles and professional operating procedures for supplier relationships to provide procurement personnel with a clear framework for working with honesty, integrity, and transparency. These principles emphasize acting in the best interests of the Company while ensuring fair treatment of suppliers. The policy covers procurement activities including purchasing supplies, contracting, leasing, and service procurement, with 6 main guidelines:

1. Compliance with laws and regulations
2. Avoidance of conflicts of interest that may influence decision-making
3. Prohibition of accepting or offering inappropriate gifts or gratuities
4. Strict confidentiality of pricing and business information
5. Promotion of fair competition among business partners
6. Prevention of fraud and corruption in all forms

These principles aim to promote transparency in the procurement process, strengthen trust with business partners, protect the Company's long-term reputation, reduce legal risks, and support sustainable business relationships.

Supplier Sustainable Code of Conduct

The Company recognizes that effective supply chain management is essential for sustainable growth and views suppliers and business partners as key stakeholders in driving business success. The Company therefore emphasizes strengthening sustainability practices among its suppliers and integrating sustainability assessment into procurement processes to support responsible and sustainable procurement. To support this approach, the Company has established a Supplier Sustainable Code of Conduct applicable to all suppliers, including Tier 1 and Non-Tier 1 suppliers, as a guideline for responsible operations. The code of conduct is communicated through multiple channels, including email, the Company website, and regular communication with the procurement department. The Company's Supplier Sustainable Code of Conduct covers key areas, including business ethics, labor standards, occupational health and safety, environmental management, as well as appropriate business conduct and operational practices.

- Business ethics emphasize compliance with laws and regulations, support for anti-corruption projects, avoidance of conflicts of interest, fair competition and anti-monopoly practices, respect for intellectual property rights, and strict protection of confidential information.
- Labor standards aim to protect the fundamental rights of workers by prohibiting forced labor and child labor, ensuring fair wages and working hours, preventing discrimination and harassment, providing clear employment documentation, and supporting workers' rights to freedom of association and collective bargaining.
- Occupational Health and Safety approach focuses on ensuring product safety and providing a safe working environment for employees in order to prevent accidents and minimize potential health risks arising from work processes.
- Environmental management emphasizes compliance with environmental laws, regulations, and standards, the establishment of preventive measures for environmental protection, efficient use of natural resources, avoidance of hazardous chemicals, and the promotion of sustainable practices throughout the supply chain.
- Management and Monitoring Approach implement structured work systems with standardized control processes, systematic data recording, performance monitoring and evaluation, and multiple whistleblowing channels that allow stakeholders to report concerns or irregularities.

Supplier ESG Protocol

The Company has established sustainable practices for business partners and relevant personnel, such as the procurement department, to strengthen sustainability throughout the supply chain and enhance proactive partner management in line with sustainable business operations. This program focuses on integrating a sustainability framework into partner management and promoting responsible and ethical business practices. This enables the Company to comprehensively identify and assess ESG risks from business partners, plan and implement corrective measures, and ensure effective sustainability performance. The principles are as follows:

- Operational Governance

The Company has designated the Board of Directors to oversee operations to ensure alignment with its sustainable practices with business partners. The Board has also assigned responsibilities to management at all levels to ensure the Company's operations align with its sustainability strategy throughout the supply chain.

- Procurement Guidelines Review

The Company mandates regular reviews of its procurement guidelines to improve and develop purchasing practices and related criteria, encompassing cost, product and service quality, and

delivery time, to align with current business operations. This aims to avoid potential conflicts with the sustainability strategy and the supplier's sustainable code of conduct.

- Exemptions for Suppliers under ESG Requirements

The Company establishes minimum criteria that suppliers must meet, and will implement corrective actions and development programs to improve partner performance. If supplier fails to meet the minimum requirements within the specified timeframe, the Company will consider terminating the partnership with that supplier.

- Prioritizing ESG-efficient Suppliers

The Company designates the ESG dimension as one of the evaluation criteria for selecting and identifying suppliers, prioritizing ESG-efficient suppliers as a minimum criterion for supplier selection or contract agreement.

- Purchasing Team Training

The Company provides training for the purchasing department and related teams to enhance their understanding of sustainability standards and improve their operational capabilities in alignment with the Company's sustainability strategy.

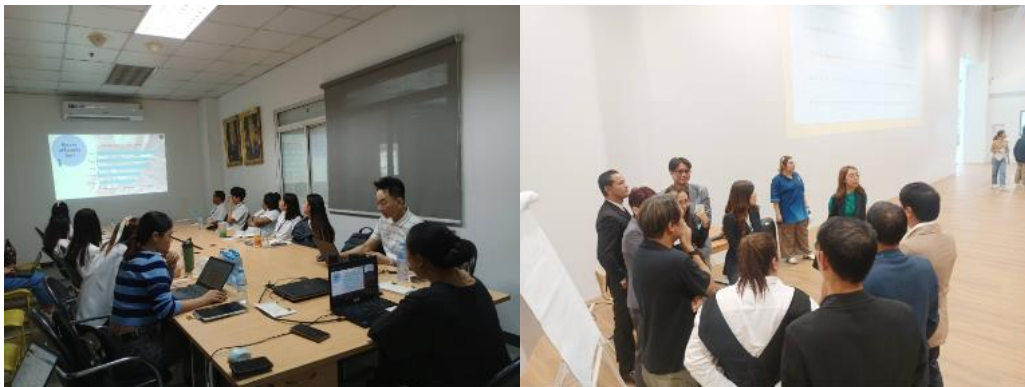


Figure : Training activities for the purchasing team and related staff in 2025 to enhance understanding of sustainability standards and strengthen their capabilities to align operations with the Company's sustainability strategy.

- **Supplier ESG Protocol and Supplier Sustainable Code of Conduct**

The company places strong emphasis on clearly and comprehensively communicating sustainable practice guidelines to its suppliers worldwide, in order to establish a shared understanding and promote consistent implementation throughout the supply chain. To this end, the company has developed relevant documents, guidelines, criteria, and requirements in multiple languages to accommodate the diversity of suppliers across different countries and regions.

Accordingly, the company has translated and disseminated these guidelines in three languages such as Thai, English, and Chinese which are the languages used in international business with suppliers. The information is communicated through appropriate channels such as the company website, official supplier notifications, briefing meetings, and training sessions. This ensures that all suppliers can access the information, clearly understand the requirements, and implement them correctly and effectively, thereby strengthening long-term collaboration in sustainability and responsible business practices.

Management and Operational Approach

The Company is committed to sustainable supply chain management, covering all stages from supplier selection and risk assessment to supplier development and long-term collaboration. The approach emphasizes efficiency, transparency, and responsibility in relation to the environmental, social, and governance (ESG) dimensions. The Company's key approaches include the following:

Establishing Standards and Policies - The Company has established a Supplier Code of Conduct that promotes respect for human rights, environmental protection, and good governance throughout production and service processes. This ensures that all suppliers operate in alignment with the Company's values and principles.

Risk Assessment and Management - The Company conducts ESG risk assessments with critical suppliers, particularly Tier 1 suppliers, to establish shared standards related to environmental management, safety, labor practices, and governance. Suppliers are also systematically selected and categorized based on transaction volume, strategic importance, and business impact.

Monitoring and Evaluation - The Company conducts regular on-site audits with critical suppliers to ensure compliance with ESG principles. In addition, a supply chain risk monitoring and reporting system has been established to identify and respond to potential risks, emergencies, or operational disruptions.

Promoting Environmental Sustainability - To support environmental sustainability, the Company encourages the use of eco-friendly materials and products within the supply chain, such as eco-products and biodegradable packaging, in order to reduce environmental impacts and support sustainable development.

Communication and Awareness - The Company continuously communicates its business policies and code of conduct to suppliers to promote mutual understanding and alignment with sustainability goals. This strengthens collaboration and supports long-term sustainable development across all dimensions of the supply chain.

These approaches reflect the Company's commitment to building a responsible, transparent, and sustainable supply chain that supports long-term business growth.

Supplier Risk Assessment

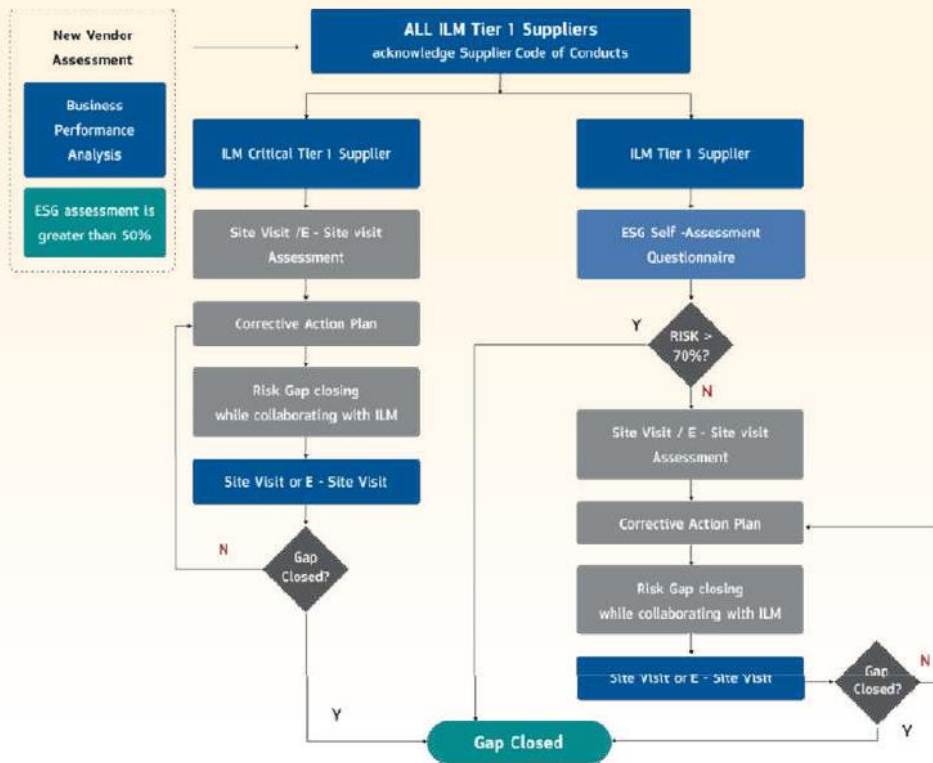
- Critical Tier 1 suppliers undergo ESG risk assessments through self-assessment questionnaires at least once per year.
- Site visits have been conducted at the operating locations of Critical Tier 1 suppliers. All 25 Critical Tier 1 suppliers have undergone site visits, representing 100% coverage.
- The assessment covers environmental, social, and governance (ESG) topics such as greenhouse gas emissions, child labor, workplace safety, data protection, and anti-corruption.

Risk scores are assigned based on predefined indicators, with results categorized into three levels:

- A (0–20%) – No significant risk
- B (20.01–70%) – Moderate risk
- C (70.01–100%) – High risk, requiring a Corrective Action Plan

Evaluation and Monitoring Process

- The Company conducts annual reassessments, analyzing both the likelihood and severity of potential impacts (Impact × Likelihood).
- For suppliers identified as high risk, progress is monitored according to the established improvement plan, and reassessments are conducted within six months.
- Suppliers who fail to meet the required standards may face termination of future business cooperation.
- All of these approaches reflect the Company’s commitment to developing a resilient, transparent, responsible, and adaptable supply chain, capable of responding effectively to the evolving demands of modern business.



Risk Assessment Process – Supplier Evaluation

Project Highlights

Project/Activity	Details
Identifying Critical suppliers	Both Critical Tier 1 suppliers and Non - Critical suppliers, are evaluated based on purchase value, strategic importance, and potential risk.
ESG Risk Assessment for Critical Suppliers	ESG risk assessment conducted on all 25 Critical Tier 1 suppliers
Corrective Measures and Supplier Capacity Building in Cases of Sustainability Risks	A total of 10 suppliers received capacity-building support. The percentage of significant suppliers participating in the capacity-building program was 100%.
Onsite Audits	Onsite audits were conducted on all 25 Critical Tier 1 suppliers to ensure that suppliers comply with sustainability standards. As a result of these assessments, the company did not identify any significant economic, social, or governance risks arising from the operations of any of the audited suppliers.

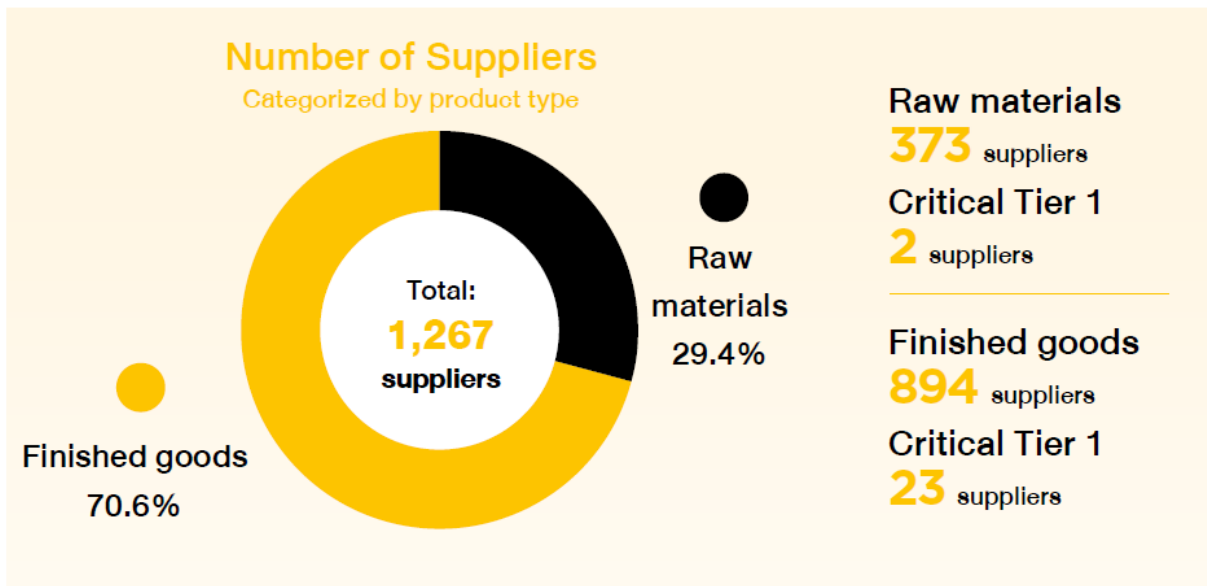
Developing an ESG Supplier Assessment Framework	ESG supplier assessment framework developed, with due diligence implementation starting in 2026
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Activities and Performance

Supplier Risk Assessment and Identification

In 2024–2025, the Company had a total of 1,267 suppliers, consisting of 894 finished goods suppliers and 373 raw material suppliers.

The Company has identified 25 critical suppliers that present strategic risks and have a significant impact on business operations, representing 1.97% of the total number of suppliers. These suppliers were classified as Critical- Tier 1 Suppliers, comprising 23 finished goods suppliers and 2 raw material suppliers.



- **Corrective Measures and Supplier Capacity Building in Cases of Sustainability Risks**

In cases where suppliers are assessed as having sustainability-related risks, the company takes a proactive approach, beginning with engagement and communication with the suppliers to inform them of the identified issues. The company works collaboratively with suppliers to review and determine appropriate improvement and corrective actions. Measures implemented include raising awareness and enhancing understanding of sustainability under the ESG framework, providing training programs, and systematically strengthening suppliers’ sustainability management capabilities.

The company clearly defines corrective action measures and conducts regular meetings with suppliers to support and monitor progress in improving operational practices in line with the company’s guidelines and

requirements. Where suppliers are still unable to fully comply with the established guidelines, the company provides additional support and guidance under its corrective action framework.

In 2025, the company did not identify any significant economic or sustainability-related risks arising from its suppliers. However, should such risks be identified in the future, the company will provide assistance, support, and corrective actions in accordance with established processes to prevent and mitigate potential impacts.

In addition, the company proactively enhances supplier capabilities through its Vendor Development Program, which aims to improve operational efficiency, reduce risks from negative impacts, and promote sustainable business practices. In the past year, 10 suppliers were supported to participate in this program, ensuring that suppliers are able to adapt, remain resilient, and grow steadily in a rapidly changing business environment, while achieving long-term sustainable growth together with the company.

Details	Suppliers
Suppliers that received support for corrective actions and operational improvements	No suppliers
Percentage of suppliers with identified negative impacts that received support for corrective actions and improvements	100%
Suppliers that received capacity-building support	10 suppliers
Percentage of significant suppliers participating in the capacity-building program	100%

Supplier Performance Evaluation

The company places strong emphasis on sustainable supplier management and has communicated its Supplier Sustainable Code of Conduct to all suppliers registered in its system, representing 100% coverage. This is to ensure a shared understanding and to elevate operational standards throughout the supply chain. The company's supplier performance evaluation process includes both document-based assessments and physical inspection audits (onsite audits) to identify, assess, and manage environmental, social, and governance (ESG) risks across the supply chain.

In 2025, the company conducted ESG onsite audits of 25 critical suppliers. The assessment results indicated no severe risk issues. All audited suppliers achieved a Grade A rating, with an average risk score of only 15%, reflecting the company's effective and systematic approach to supplier governance and sustainable supplier management.

Scope and ESG Assessment Criteria

Supplier performance evaluation covers key issues across three main dimensions, as follows:

1) Environmental

- Pollution emissions
- Greenhouse gas emissions
- Energy efficiency and energy management
- Water use and wastewater treatment
- Waste management and proper disposal
- Sustainable resource use
- Biodiversity
- Deforestation

2) Social

- No child labour
- Non-discrimination
- No forced labour or labour abuse
- Appropriate working conditions
- Fair remuneration and benefits
- Occupational health and safety
- Global disease risk management

3) Governance

- Conflict of interest management
- Anti-bribery and anti-corruption
- Information security and data protection
- Fair competition
- Protection of intellectual property rights

Monitoring and Corrective Measures

In cases where supplier evaluation results indicate sustainability-related risks, the company engages in communication and discussions with the suppliers to inform them of the identified issues and jointly define appropriate improvement measures. These may include ESG awareness-building, hands-on training, in-depth advisory support, and the enhancement of suppliers' operational standards.

The company has established a systematic corrective action process and holds regular meetings with suppliers to support and monitor progress when supplier performance does not meet company requirements.

In 2025, the company did not identify any significant economic, social, or governance risks arising from supplier operations, demonstrating the robustness of its supplier management system and the strong sustainability collaboration between the company and its suppliers.

- **Supplier Performance Evaluation**
- In terms of performance, the Company has communicated its sustainability practices to 100% of its suppliers. On-site audit results conducted on all 25 Critical -Tier 1 suppliers showed identified no significant risks. All suppliers received a Grade A assessment, with an average risk score of 15%, reflecting the Company's effective sustainable supplier management.
- In cases where supplier assessments identify sustainability risks, the Company engages with suppliers to communicate the issues and collaboratively determine appropriate solutions. These measures include promoting awareness of sustainability within the ESG framework, providing training and knowledge sharing, and supporting suppliers in strengthening their sustainable development. Furthermore, the Company establishes corrective action plans and conducts follow-up meetings to improve operations when suppliers do not comply with the Company's guidelines. In 2025, the Company did not identify any ESG risks arising from its suppliers

Supplier Development

- In addition to the measures described above, the Company has established a Supplier Development Program to enhance operational efficiency and strengthen environmental, social, and governance (ESG) performance among its suppliers. The objective is to ensure that the Company's suppliers can adapt, remain resilient, and achieve sustainable growth in a rapidly changing business environment. Currently, 64 suppliers are participating in this program. The program is guided by the following key principles:

- **Cost Management**
 - Collaborative Cost Reduction

The principle of collaborative cost reduction focuses on working jointly with suppliers to identify and eliminate inefficiencies within operational processes. This is achieved through value engineering analysis, improvements in production efficiency, and the development of more effective working processes. The approach does not focus on unsustainable price reductions, but rather on creating win-win solutions that benefit both parties.

- **Cost Transparency**

The principle of cost transparency promotes a shared understanding of cost structures through cost breakdown sharing and analysis of the Total Cost of Ownership (TCO). This approach helps identify

opportunities for sustainable cost optimization while strengthening long-term collaboration between the Company and its suppliers.

- **Product Development**

- Co-Development

The co-development principle involves inviting suppliers to participate in the product development process from the early stages (Early Supplier Involvement) in order to leverage their expertise and innovation, reduce development time, and enhance competitiveness.

- Knowledge & Technology Sharing

The knowledge and technology sharing principle promotes two-way knowledge transfer between the Company and its suppliers, including collaboration in technical development and innovation projects.

- **Business Relationships**

- Strategic Partnership

The strategic partnership principle views suppliers as long-term collaborators rather than merely suppliers. This approach emphasizes building trust, maintaining open communication, and involving suppliers in strategic planning.

- Two-Way Communication

The two-way communication principle establishes effective communication channels through regular collaborative meetings and a 360-degree feedback mechanism.

- **Quality**

- Quality at Source

The Quality at Source principle focuses on developing quality control systems at supplier facilities to prevent defects from occurring at the source, reduce redundant inspections, and increase confidence in product quality.

- Continuous Improvement

The continuous improvement principle fosters a culture of ongoing quality enhancement through the use of methodologies such as Kaizen, Six Sigma, and the sharing of best practices.

- **Supply Chain**

- Supply Chain Visibility

The supply chain visibility principle promotes transparency throughout the supply chain, including sub-tier suppliers, enabling more effective risk management and improved resilience.

- System Integration

The system integration principle connects information systems and operational processes between the Company and its suppliers. Examples include the use of Electronic Data Interchange (EDI), API integration, and shared planning systems to enhance efficiency and reduce operational errors.

- **Sustainability and ESG**

- The ESG Standards Elevation

The ESG Standards Elevation principle emphasizes collaboration with suppliers to improve environmental, social, and governance (ESG) standards through advisory support, training programs, and investment in clean technologies.

- o Shared Responsibility

The shared responsibility principle promotes collective responsibility for ESG management throughout the supply chain, including regular monitoring and reporting of ESG performance.

- o Sustainable Product Initiative

The Company promotes eco-friendly products across all aspects of its operations. This includes selecting products made from natural materials, free from harmful chemicals, certified according to international environmental standards, and designed with a low carbon footprint. Biodegradable packaging is used for products, and packaging materials are certified by the Forest Stewardship Council (FSC). The Company prioritizes sourcing paper, furniture, and office supplies from sustainably managed forests, monitoring the production chain, and educating suppliers on the importance of responsible forest management.

Regarding recycled products, the Company promotes products made from recycled materials, implements Take-Back programs for returning used packaging, supports upcycling projects, and selects products with post-consumer recycled content to support the development of a sustainable circular economy.

These 6 principles are designed to operate in an integrated manner rather than independently, requiring shared goals, holistic performance measurement, and balanced development across all dimensions. This approach supports the creation of strong and efficient partnerships capable of achieving sustainable long-term growth together.

Applying these principles helps the Company build competitive advantages, reduce risks, and create added value for all stakeholders within the business ecosystem.



Onsite Training on Supplier Development Program training activities held in 2025

8) Tax Policy

Index Living Mall Public Company Limited and its subsidiaries (“the Company”) are committed to conducting business in accordance with good corporate governance, transparency, and social responsibility. Paying taxes accurately and in compliance with applicable laws is an important part of this responsibility, as taxes represent a public resource that supports economic development and improves the quality of life in the communities where the Company operates. Therefore, the Company has established and publicly announced its Tax Policy, under which it adheres to tax planning practices that reflect the true nature of its business operations. The Company avoids any structures or transactions intended for tax evasion and ensures that taxes are paid fully, accurately, and on time in all relevant jurisdictions.

This policy covers all types of taxes applicable to the corporate group, including both direct and indirect taxes, and applies across all business units and operational functions, including connected transactions. The policy is a part of the Company’s sustainability management under ESG framework.

Goals and Performance Results

Indicators/Targets	Performance in 2025
<ul style="list-style-type: none">● 100% Tax filings and payments completed accurately● Zero significant tax disputes● Personnel training hours conducted according to the plan	<p>- Tax filings were completed accurately and transparently.</p> <ul style="list-style-type: none">● Tax expenses recognized totaled 170.8 million baht, representing a 6% increase compared to 2024.● Zero significant tax disputes were reported.● Personnel training was conducted in accordance with the plan.

Management and Operational Approach

To transform the policy into practical implementation, the Company has established the following operational guidelines:

1) Principles and Commitments

The Company conducts and manages its tax practices based on the following principles:

- Fully comply with all applicable tax laws and regulations and ensure that taxes are calculated, filed, and paid accurately and on time in every jurisdiction where the Company operates.
- Conduct tax planning based on the true economic substance of business activities, avoiding transactions or structures designed solely to evade taxes without genuine business justification.
- Ensure that related-party transactions comply with the Arm's Length Principle, with proper documentation and disclosure as required by law.
- Refrain from using jurisdictions classified as tax havens for the purpose of avoiding tax obligations.
- Promote transparency in tax disclosure, including the publication of relevant policies and information on the Company's website and in annual and sustainability reports.
- Strengthen internal communication and knowledge development, and provide regular training for relevant personnel to ensure compliance with applicable laws and the Company's standards.
- Continuously monitor changes in tax laws, assess potential impacts, and prepare mitigation plans to ensure that tax management supports the legitimate interests of stakeholders.

2) Governance Structure

The Company has established a governance structure to ensure effective oversight of tax matters:

- The Board of Directors oversees overall tax risk management and approves or reviews the Company's tax policies at least once per year.
- The Audit Committee supervises internal tax control systems, reviews significant tax issues or disputes, and receives progress reports from management.
- The Chief Financial Officer (CFO) is primarily responsible for managing the Company's tax matters, ensuring that adequate resources, processes, and internal controls are in place.

3) Tax Risk Management

The Company has defined its tax risk appetite at a low level and manages tax risks through the following process:

Control Measures

1. Risk Identification
Identify potential tax risks in significant projects or transactions, such as mergers and acquisitions (M&A), international expansion, contract agreements, IT or logistics projects, and tax incentive programs.
2. Risk Assessment and Approval
Assess and obtain approval from the CFO and relevant management. External advisors may be engaged in complex cases.

3. Control and Monitoring

Implement internal control mechanisms, document reviews, and internal audits to monitor compliance.

4. Reporting and Updates

Report significant issues and updates to the Audit Committee and the Board of Directors, based on the level of materiality.

4) Control Measures and Procedures

- Ensure that tax filings and payments are completed accurately and on time, with documentation retained in accordance with legal requirements.
- Prepare Transfer Pricing documentation (Local File and Master File) and conduct benchmarking analyses for related-party transactions in accordance with Thai and international regulations, while preparing for international standards such as BEPS and Country-by-Country Reporting (CbCR), where applicable.
- Utilize tax incentives only where permitted by law and supported by genuine economic benefits, ensuring compliance with all conditions and avoiding exploitation of legal loopholes.
- Monitor legislative developments through a regulatory watchlist, analyzing potential impacts and preparing contingency plans, such as for e-Tax Invoice systems and Global Minimum Tax (Pillar Two) requirements.
- Maintain transparent and cooperative relationships with government authorities, providing information as required by law and cooperating appropriately during audits.
- Integrate tax data and IT systems within ERP and accounting platforms to reduce errors and improve audit trail monitoring.
- Conduct continuous internal training and communication on tax matters for relevant employees.

5) Transparency and Whistleblowing Channels

- Publish the Company's tax policy and relevant tax-related information on the Company's website and in annual reports.
- Establish a whistleblowing channel covering tax matters and fraud, supported by measures to protect whistleblowers and ensure a fair and transparent investigation process.