
  <b>HUMAN RESOURCES</b>	<b>OPERATING POLICY</b> Index Living Mall Public Company Limited		
	<b>TITLE:</b> General		<b>CONFIDENTIAL:</b> 01
	<b>TOPIC:</b> Human Resource Management		<b>DOCUMENT CODE:</b> ILM-HR-039
	<b>EFFECTIVE DATE:</b> 1 February 2025		<b>REVISION:</b> 01 <b>PAGE:</b> 1 / 7

### Verification and Approval

	Signature	Position	Date
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**Document History**

Revision	Revised Topics and Changes	Effective Date
00	Complete Document (Original Issue)	1 Jan 2022
01	1) Amended Section 4.3 Employment: Start date is set as the 1st or 16th of each month (except for daily contracts — if the start date falls on a company holiday, it will be moved to the next working day). 2) Amended Section 4.4: - Annual salary adjustment: New salary will be paid in March, including back pay for January and February. - Annual bonus payment: Will be paid in March of every year. 3) Amended Section 4.5: Summary of annual salary adjustment, bonus, and promotion results to be completed before 16 March of every year. 4) Amended Section 4.5: Employees based at the Head Office and Distribution Centres are eligible for promotion once per year, effective every 1 March.	1 Feb 2025

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	<b>EFFECTIVE DATE:</b> 1 February 2025		<b>REVISION:</b> 01 <b>PAGE:</b> 3 / 7

## 1. SCOPE

1.1 This policy covers monthly and daily employees of Index Living Mall Public Company Limited and The Walk Company Limited.

1.2 This policy applies to the entire Company, including the Head Office, branches, Furniture Centres, Distribution Centres (DC), The Walk, and any other existing or future business units of Index Living Mall Public Company Limited and The Walk Company Limited.

## 2. OBJECTIVE

2.1 To provide a framework and guidelines for human resource management practices aligned with the organization's vision and mission.

2.2 To ensure all business units within the Group share a unified understanding and operate to the same standard.

## 3. DEFINITIONS

**3.1 The Group** means Index Living Mall Public Company Limited and its subsidiaries.

**3.2 The Company** means Index Living Mall Public Company Limited, including those authorised to act on behalf of the Company or those assigned to work in the Company's name.


**3.3 Subsidiary** means a company in which the Company holds more than 50% of shares.

**3.4 Employees** means monthly and daily employees.

**3.5 Human Resources Department** means employees performing duties within the Human Resources Management and Development division, which comprises:

**3.5.1 Central HR** means the HR team based at the Head Office.

**3.5.2 Branch HR** means the HR team not based at the Head Office, performing duties at ILM branches, IFC, DC, The Walk, and other locations (if any).

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## 4. POLICY

### 4.1 Organizational Structure Management and Manpower Planning

The Company defines the organizational structure, operational line structures, and manpower planning to manage human resources in alignment with the organization's mission and direction.

### 4.2 Recruitment and Selection

The recruitment and selection process follows a systematic, transparent, and fair approach, aligned with the manpower plan. The process provides equal opportunities to both internal and external candidates who meet the requirements for the position. The Company also participates in job fairs with various institutions and organizations, conducts campus recruitment activities with educational institutions, and provides academic cooperation. All activities follow the guidelines set out in the Operating Policy on Recruitment and Selection (ILM-HR-008).


### 4.3 Employment

Candidates who successfully pass the selection process will be offered employment and must commence work on the 1st or 16th of each month (except for daily contracts — if the start date falls on a company holiday, it will be moved to the next working day). All required employment documentation is verified and prepared in accordance with the Operating Policy on Criminal Background Check (ILM-HR-006), Security Deposit for Damage (ILM-HR-007), Pre-Employment and Position Transfer Medical Examination (ILM-HR-009), and other related policies.

### 4.4 Compensation and Benefits

The compensation and benefits management system structures remuneration in various forms, including salary, monetary and non-monetary benefits, and direct and indirect benefits corresponding to each role and level of responsibility. This is designed to align with employee capabilities at all levels within the organization, creating satisfaction, motivation, and attracting high-potential talent. The Company also conducts benchmarking against businesses both within the same and different industries, ensuring employees receive lawful, appropriate, fair, and market-competitive compensation and benefits.

Annual salary adjustments and bonus payments are determined based on the Company's budget, financial performance, achievement of Corporate Key Performance Indicators (KPIs), retail industry salary surveys, individual Competency evaluation results, Individual KPIs performance, and comparison of each employee's salary against the compensation structure for their respective level and position.

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	<b>EFFECTIVE DATE:</b> 1 February 2025		<b>REVISION:</b> 01 <b>PAGE:</b> 5 / 7

- Annual salary adjustment and bonus are determined once per year based on the Company's financial performance and business conditions, applicable to employees who commenced employment on or before 1 July of each year.
- Annual salary adjustment: The revised salary will be paid in March, including back pay for January and February.
- Annual bonus payment: Will be paid in March of every year.

#### 4.5 Performance Management through Key Performance Indicators (KPIs)

Performance management follows a systematic, transparent, and fair process. KPIs are cascaded from corporate targets down to business lines, departments, and individual employees at all levels, aligned with the organization's goals and business plans. Competency assessments are also conducted as part of the evaluation. Performance evaluation is conducted once per year following the calendar year cycle. The summary of annual salary adjustments, bonuses, and promotions must be completed before 16 March of every year.

#### 4.6 Promotion

The promotion process follows systematic, transparent, and fair procedures. The Company recognizes the importance of a motivational system based on career advancement, enabling employees to progress along their Career Path from entry-level to senior positions in line with their performance and capabilities.


- Employees based at the Head Office and Distribution Centres are eligible for promotion once per year, effective every 1 March.
- Employees based at Index Living Mall branches are eligible for promotion once per month, effective every 1st of each month.

#### 4.7 Training, Learning, and Development

The Company ensures that training and development activities are aligned with business needs, strategy, and vision, with continuous improvement and development plans. The process is systematic and supports individual development along career paths. It also incorporates knowledge and information management processes to foster innovation that drives sustainable organizational growth, guided by the principles of consultation, participation, integration, and interconnection.

#### 4.8 Creating a Positive Work Environment

The Company is committed to creating a positive work environment through systematic processes that comply with the law and promote employee quality of life, well-being at work, organizational pride, and engagement.

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The Company focuses on promoting ethics, professional code of conduct, organizational culture, and labour relations. All processes comply with government policy guidelines and the organization's vision and mission. The Company also promotes new innovations and technologies to enhance work efficiency.

#### 4.9 Policy Amendments

The Company reserves the right to amend, modify, or supplement this HR Operating Policy as deemed appropriate.


#### 4.10 Superseded Documents

Any documents, memoranda, announcements, and manuals that contain information related to or conflicting with this Operating Policy, which were previously issued or in practice, shall be deemed superseded. This HR Operating Policy shall take effect in their place.

### 5. PROCEDURE

5.1 Human Resource Management Procedure — Employees and management may follow the guidelines and use supporting documents as outlined in the Addendum on Human Resource Management Procedures (ADD-HR-024) and any other documents that may be issued in the future.

5.2 Human resource management processes will be continuously improved and developed to keep pace with current situations, ensuring that all HR activities and management practices are systematic and interconnected.

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	<b>EFFECTIVE DATE:</b> 1 February 2025		<b>REVISION:</b> 01 <b>PAGE:</b> 7 / 7

## 6. REFERENCE AND FORMS

### 6.1 Operating Policies and Reference Documents

No.	Document Code	Document Name
1	ILM-HR-006	Operating Policy on Criminal Background Check
2	ILM-HR-007	Operating Policy on Security Deposit for Damage from Employment
3	ILM-HR-008	Operating Policy on Recruitment and Selection
4	ILM-HR-009	Operating Policy on Pre-Employment and Position Transfer Medical Examination
5	ILM-HR-030	Operating Policy on Payroll and Compensation Administration

### 6.2 Forms and Supporting Documents

No.	Document Code	Document Name
1	-	Organization Chart
2	-	Manpower Plan
3	-	Performance Appraisal Form
4	FM-HR-CB-024	Employee Status Change Notification Form
5	FM-HR-CB-030	Competency Assessment Form (Operational – Supervisory Level)
6	FM-HR-CB-031	Competency Assessment Form (Managerial – Director Level)

## 7. ADDENDUM

7.1 Addendum: Human Resource Management Procedures (ADD-HR-024)