

# Indexlivingmall



## SUSTAINABLE LIVING FOR FUTURE LIFESTYLE



**Index**livingmall

SUSTAINABLE  
LIVING FOR  
FUTURE  
**LIFESTYLE**

The company is committed to developing our organization towards sustainable growth for all sectors of society, in accordance with the principles of good corporate governance. Our goal is to create high-quality products and services that enhance the quality and safety of life, while also being community-friendly, socially responsible, and environmentally sustainable.







## SUSTAINABILITY STRATEGY

The Company operates its business under the framework of good corporate governance, transparency, and accountability. The Company is also committed to developing the business and balancing the economy, society, and environment while being able to manage business growth stably and be accepted by society, based on ethics and good corporate governance, ability to generate effective returns to shareholders, taking into account the impact of the Company's business operations on stakeholder in every aspect.







## GREAT EXPERIENCE

**CREATE A GOOD EXPERIENCE  
FROM PRODUCTS AND SERVICES**

- Customer Experience
- Development of innovative
- Products and services
- Digitalization and data privacy



## GROW TOGETHER

**Together create happiness and a good  
quality of life with responsibility**

- Human Rights
- Health and Safety
- Human capital development
- Community contribution
- Anti- Corruption



## GREEN PLANET

**Take care and pass on a  
sustainable environment to society**

- Energy conservation
- Waste management

THE  
UNTOLD  
STORY  
BEHIND  
“SUCCESS”

FROM THE RED CHAIR  
TO TODAY

---





"We achieved and are so proud of the year 2023, the most profitable year ever since the Company was established". We have grown strongly in revenue and could break the records in Profits for 2 years in a row (2022-2023). We are much stronger than the pandemic COVID-19 came.

The SUCCESS is from learning to adjust and change business strategies to the consumer demand and the nature of business competitiveness that keep substantially altered, "Speed to Market". For offline, we remodel to the "Space maximization", less sales space with higher revenue while rent out the remaining to generate more rental income. On the online, we keep ramping up the potential in creating value for customers in product, service, and convenience under the context of new environments after the pandemic. On the costing part, we have developed innovations in "Automation" and robotics which is the path to business excellence, raising efficiency at the competitive price.

Another key success is the better understanding of customers' needs with the right promotions to the right customer target including both online and offline media. The most important key success is "Customer Centric" we continue to create the product variety and enhance our furniture with Personalized and Customized to adapt and respond to the customers' needs. Including the customer journey to build satisfaction and convenience.

We shall strengthen ever more growth for the "Sustainable Growth", with the "Beyond Experience" for both our customers and employees and still keep the value of "Sustainable and Ethical practices".



## Table of Contents

02	Vision, Mission, and Core Values	53	Driving Business for Sustainability	270	<b>Attachment 2</b> Details of the Executives and the Controlling Persons of the Company and its Subsidiaries
05	Retail Stores	94	Management Discussion and Analysis (MD&A)	271	<b>Attachment 3</b> Details of the Head of Internal Audit
06	Important Financial Information	106	General Information and Other Important Information	272	<b>Attachment 4</b> Business Assets and Details of Asset Valuation
09	Message from the Chairman	108	<b>Part 2: Corporate Governance</b>	273	<b>Attachment 5</b> Policy and Guidelines for Corporate Governance (Full Version) and Code of Business Conduct (Full Version)
10	Board of Directors	110	Overview of Corporate Governance Policy and Principles	274	<b>Attachment 6</b> <ul style="list-style-type: none"> <li>• Report of the Board of Directors' Responsibilities for Financial Reports</li> <li>• Audit Committee Report</li> <li>• Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee Report</li> <li>• Risk Management Committee Report</li> <li>• Executive Committee Report</li> </ul>
12	Executive Committee	125	Corporate Governance Structure and Information on the Board of Directors Subcommittees, Executives, Employees, etc.	282	<b>Attachment 7</b> Internal Control Sufficiency Evaluation Form
14	Awards - Sustainability Awards	144	Corporate Governance Report		
16	<b>Part 1: Business Operation and Performance</b>	155	Internal Control and Connected Transactions		
18	The company's objectives and strategies in operations	166	<b>Part 3: Financial Statements</b>		
20	Key events over the past 5 years	252	<b>Attachments</b>		
22	Nature of Business	254	<b>Attachment 1:</b> Details of Directors, Executives, Controlling Persons, Chief Executive Directors, Chief Financial Officer, and the Company Secretary		
46	Risk Management				



# LIVE AND INSPIRE



Enjoy the meticulously designed collections by INDEX, featuring exquisite craftsmanship and high-quality production at every stage, while maintaining the utmost functionality of the products.

## Vision, Mission, and Core Values

### Vision

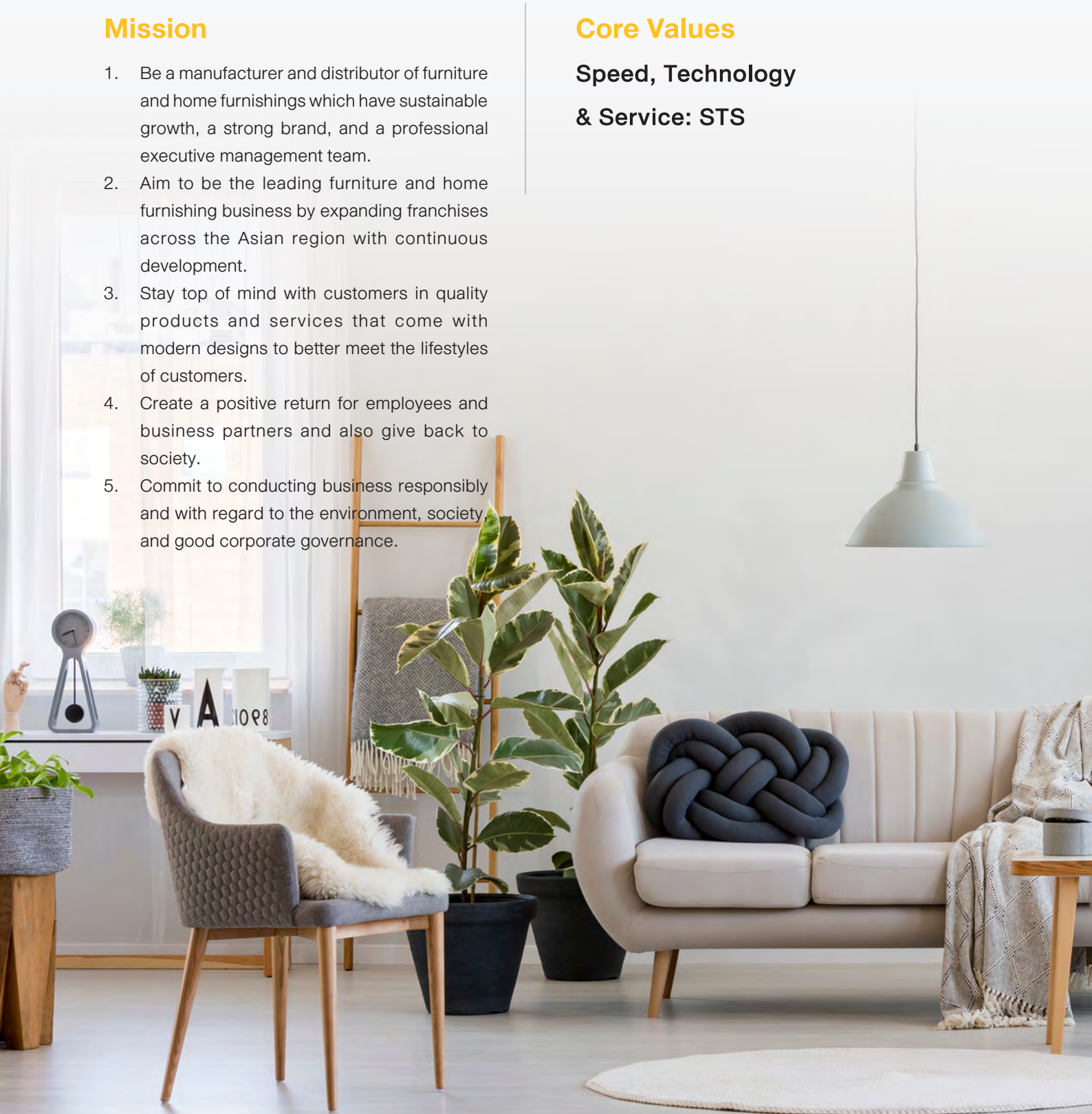
**Be top of mind for the best furniture and home furnishing business in Asia.**

### Mission

1. Be a manufacturer and distributor of furniture and home furnishings which have sustainable growth, a strong brand, and a professional executive management team.
2. Aim to be the leading furniture and home furnishing business by expanding franchises across the Asian region with continuous development.
3. Stay top of mind with customers in quality products and services that come with modern designs to better meet the lifestyles of customers.
4. Create a positive return for employees and business partners and also give back to society.
5. Commit to conducting business responsibly and with regard to the environment, society and good corporate governance.

### Core Values

**Speed, Technology  
& Service: STS**





# 4 JOY

## 4 Joy Ready to Serve

Index Living Mall gives you the pleasure to shop for furniture and home furnishings that are pocket-friendly and offer you special services like no others.



### JOY **PRICE**

For pocket-friendly  
and happier shopping



### JOY **DESIGN**

By world  
class designer



### JOY **SERVICE**

That will make your home  
decoration easy



### JOY **QUALITY**

Guarantee with  
international standard





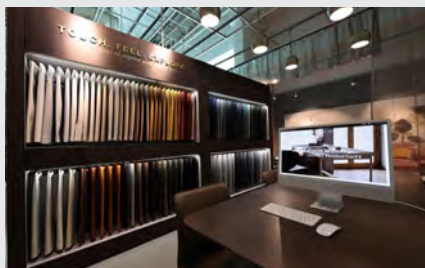
# Index livingmall



**Index**livingmall

Number of stores in  
Thailand

**31 Stores**



**BoConcept**

in Thailand

**2 Stores**



**TRENDDSIGN**

in Thailand

**7 Stores**



**THE WALK**

in Thailand

**3 Stores**



**LITTLE WALK**

in Thailand

**4 Stores**



**A franchise with 17 stores across 7 countries.**



● **SUSTAINABLE LIVING FOR FUTURE LIFESTYLE**

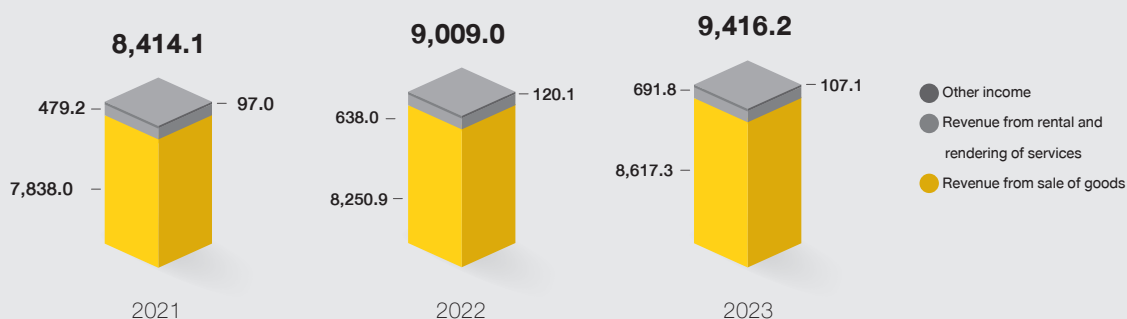


## Important Financial Information



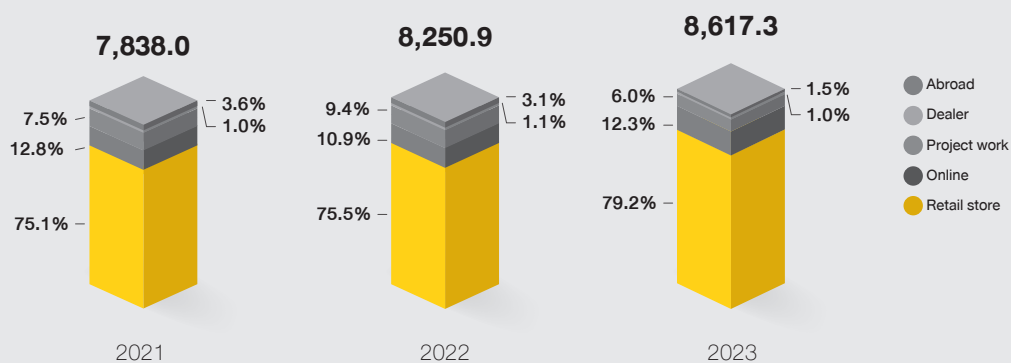
### Total income

(Unit: THB million)



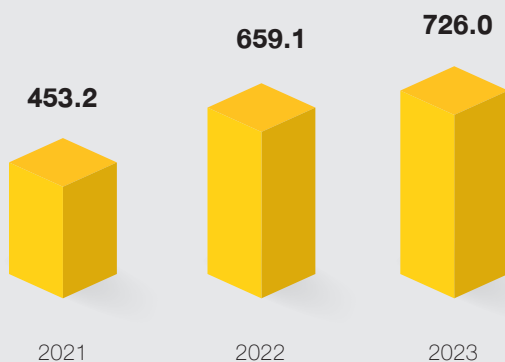
### Sales by Channel

(Unit: THB million)



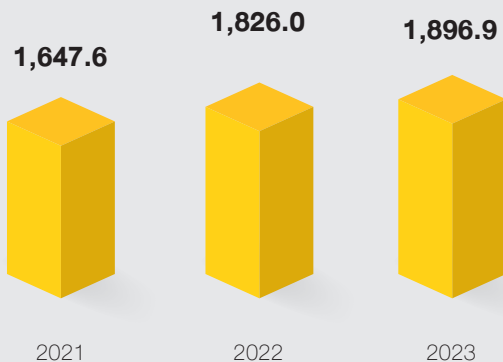
### Net Profit

(Unit: THB million)




### EBITDA

(Unit: THB million)



Statement of Income (Unit: THB million)	2021	2022	2023
Revenue from sale of goods	7,838.0	8,250.9	8,617.3
Revenue from rental and rendering of services	479.2	638.0	691.8
Operating revenue	8,317.1	8,888.9	9,309.1
Cost of sale of goods	4,456.5	4,565.8	4,682.7
Cost of rental and rendering of services	267.5	311.7	343.0
Cost of sales and services	4,724.0	4,877.5	5,025.7
Selling and distribution expenses	1,951.2	2,097.3	2,178.9
Administrative expenses	963.1	1,038.8	1,133.1
EBITDA	1,647.6	1,826.0	1,896.9
Depreciation&Amortization	871.8	830.6	818.6
EBIT	775.8	995.4	1,078.4
Net Profit	453.2	659.1	726.0
Statement of Financial Position (Unit: THB million)	2021	2022	2023
Total Assets	12,356.0	12,031.5	12,324.5
Total Liabilities	7,044.9	6,363.6	6,345.9
Paid-up Capital	2,525.0	2,525.0	2,525.0
Equity attributable to owners of the parent	5,309.8	5,668.0	5,964.7
Dividend per share (Baht)	0.55	0.80	1.00
Liquidity Ratios	2021	2022	2023
Current Ratio (x)	0.8	0.8	1.0
Quick Ratio (x)	0.2	0.2	0.4
Profitability Ratios	2021	2022	2023
%GPM from Sale of Goods	43.1%	44.7%	45.7%
%GPM from Rental and Rendering of Services	44.2%	51.1%	50.4%
%Overall GPM	43.2%	45.1%	46.0%
EBIT Margin (%)	9.2%	11.0%	11.5%
Net Profit Margin (%)	5.4%	7.3%	7.7%
EBITDA Margin (%)	19.6%	20.3%	20.1%
ROA (%)	6.1%	8.2%	8.9%
ROE (%)	8.7%	12.0%	12.5%
Leverage Ratios	2021	2022	2023
D/E (x)	1.3	1.1	1.1
IBD/E (x)	0.9	0.7	0.7

A full-body portrait of Mrs. Pennapha Dhanasarnsilp, Chairman of the Board, standing in a modern, minimalist interior. She is wearing a light beige or cream-colored suit with a belted jacket and matching trousers, paired with light-colored pointed-toe pumps. Her accessories include a multi-strand pearl necklace, a brooch on her jacket lapel, a watch on her left wrist, and a ring on her left hand. The background features a white wall with a large arched niche, a white shelf with a vase of dried flowers and a silver vase, and a small wooden side table with a white vase. A portion of a modern armchair is visible on the left.

**Mrs. Pennapha Dhanasarnsilp**  
Chairman of the Board



## Message from the Chairman

**Dear all stakeholders,**

2023 was a year of hope for everyone and all sectors that the economy would return to its robust growth levels prior to the COVID-19 pandemic. Since China fully opened its borders at the beginning of 2023, many businesses in Thailand were anticipating a significant resurgence due to a substantial influx of tourists visiting the country.

Index Living Mall Company adjusted its strategic management, increased operational agility, aimed to surpass the 2022 profit record, and further developed strategic plans to be even stronger than 2022. Therefore, the Company has achieved its highest-ever profit record in 2023.

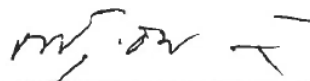
The positive factors contributing to the Company's revenue record included an influx of tourists into the country that exceeded the government's expectations. The rising purchasing power benefited major tourist provinces, leading to higher sales revenue in branches located in major tourist provinces. Sales revenue grew to be higher than the COVID-19 outbreak. Additionally, branches in Bangkok experienced the same favorable impact, which contributed to year-round sales growth. While storefront channels experienced a consistent growth in sales revenue, the Company's online sales channels expanded and received positive feedback across all platforms, improving the Company's operating results.

In regards to the retail space service business, the Company launched its fourth branch of Little Walk in Krungthep Kreetha during the last quarter of 2023 and received outstanding feedback from tenants. As a result, the Company achieved a 100% occupancy rate. In addition, the Company renovated branches in major tourist provinces such as Phuket or Pattaya to maximize the space utilization of Index Living Mall stores while increasing the retail space. This contributed to the Company's highest profit record.

Even though the Thai and global economies faced numerous risks and challenges in 2023, the Company's strong market strategies, agility in adapting to changing circumstances, and effective cost and expense controls allowed it to grow and expand its furniture retail and rental businesses, increasing profitability in a competitive environment.

In addition to the Company's operating results, the Company is committed to striving to be an organization with sustainable growth under the 3G principles of Great Experience, Green Planet, and Grow Together, which encompass the environmental, social, and governance dimensions with the concept of "Sustainable Living for Future Lifestyle". 2023 was the first year that the Company was selected as one of Thailand Sustainability Investment and achieved SET ESG Annual Ratings for 2023 in the service sector, with market capitalizations ranging from 3,000 to 10,000 million Baht. The Company was also awarded an excellent CG rating score for corporate governance for 4 consecutive years by the Thai Company Directors Association (IOD) and ranked as one of the Top Quartile Companies in 2023 for the first time in the Corporate Governance Report of Thai Listed Companies: CGR in 2023. Furthermore, in an effort to promote transparency through information disclosure, the Company was honored with the SET AWARDS 2023 — Outstanding Investor Relations Awards for Business Excellence in 2023 for 2 consecutive years. All of these serve as sources of inspiration and satisfaction for Index Living Mall to be a Company that strives to achieve sustainable growth and benefits for all stakeholders.

On behalf of the Board of Directors of Index Living Mall Public Company Limited, I would like to express our gratitude to all customers, business partners, and shareholders who have consistently shown tremendous support for the organization. This includes the executives and employees who have diligently labored over the previous year in order to propel operating results to an all-time high in 2023, which represents the Company's utmost pride. The Company is confident that Index Living Mall will experience triumph and pride in 2024, just as it did in 2022 and 2023.



**Mrs. Pennapha Dhanasarnsilp**  
Chairman of the Board



## Board of Directors



**1 Mrs. Pennapha Dhanasarnsilp**

Independent Director  
Chairman of the Board  
Chairman of Nomination,  
Remuneration, Corporate  
Governance, and Sustainable  
Development Committee

**2 Mr. Jirayut Rungsrithong**

Independent Director  
Chairman of the Audit Committee  
Nomination, Remuneration, Corporate  
Governance, and Sustainable  
Development Committee

**3 Mr. Adisak Ruckariyaphong**

Independent Director  
Chairman of the Risk Management  
Committee  
Chairman of the Investment Committee  
Audit Committee  
Nomination, Remuneration, Corporate  
Governance, and Sustainable  
Development Committee

**4 Mr. Thakorn Piyapan**

Independent Director  
Audit Committee Member  
Investment Committee Member

**5 Mr. Ariya Banomyong**

Independent Director

**6 Mr. Pisith Patamasatayasonthi**

Director  
Chairman of the Executive Committee  
Chief Executive Officer





**7 Mrs. Kunthong Udommahuntisuk**  
Director

**8 Miss Kridchanok Patamasatayasonthi**  
Director  
Risk Management Committee  
Investment Committee  
Executive Committee  
Managing Director

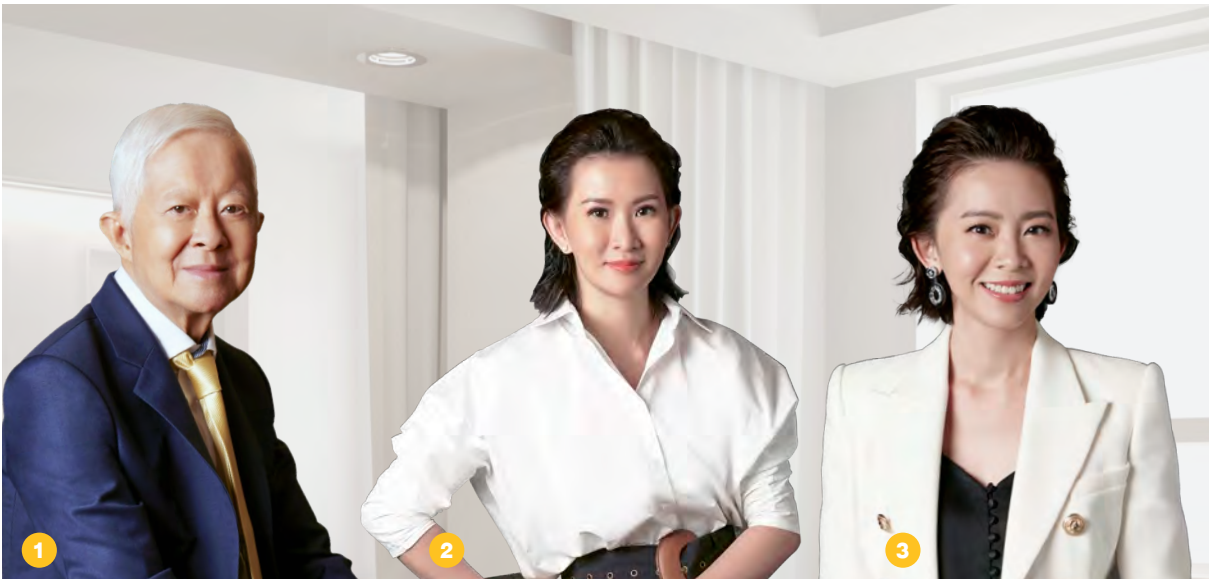
**9 Ms. Pichapim Patamasatayasonthi**  
Director  
Executive Committee

**10 Mr. Ekalak Patamasatayasonthi**  
Director  
Executive Committee

**11 Mr. Ekaridhi Patamasatayasonthi**  
Director  
Risk Management Committee  
Executive Committee



## Executives



**Mr. Pisith Patamasatayasonthi**  
Chief Executive Officer

**Miss Kridchanok Patamasatayasonthi**  
Managing Director

**Ms. Pichapim Patamasatayasonthi<sup>1</sup>**  
Senior Vice President - Furniture,  
Mattress & HDI Trading Line



**Mr. Ekalak Patamasatayasonthi**  
Senior Vice President - Business  
Development Younique  
and The Walk Line

**Mr. Nattinai Yuttapatsak**  
Senior Vice President - Project  
Sales and Office Furniture Line

**Mr. Kwanchai Kitkongkajornchai**  
Senior Vice President - Product  
Strategy Development  
and Dealer Line



**Ms. Phairunya Supitux<sup>1</sup>**  
Senior Vice President - Accounting  
and Finance

**Ms. Pavaravadee Wichaidit**  
Senior Vice President - Supply Chain  
Management, DC and IT Line



**Mrs. Kanjanawan Layluxsiri**  
Senior Vice President - Marketing

**Mr. Gerard McGurk**  
Senior Vice President – Retail Commercial  
International Retail & Field Merchandising Line

Remarks <sup>1</sup>Ms. Phairunya Supitux was appointed as senior vice president – Accounting & Finance on February 27, 2023.

## Awards of Success

### 1. Awards and Company Achievements Good Corporate Governance



The Company received an Excellent CG Scoring or 5 symbols for 4 consecutive years and was ranked among the Top Quartile Companies of 2023 for the first time in the Corporate Governance Report survey of listed companies of the Thai Listed Companies: CGR) for 2023 by the Thai Company Directors Association (IOD), by the Stock Exchange of Thailand and the Office of Securities and Exchange Commission (SEC).



The Company was placed in the highest scoring group for 2023, receiving a full 100 % score or 5 coins for 5 consecutive years, for the AGM Checklist, by the Thai Investors Association.



The Company received the Outstanding Investor Relations Awards 2023 for SET AWARDS 2023 for companies listed on Thailand's Stock Exchange with a market capitalization of more than 3,000 million Baht but less than 10,000 million Baht.

### 2. Sustainability Awards and Achievements



The Stock Exchange of Thailand selected the Company as one of the "Thailand Sustainability Investment" or SET ESG Ratings for 2023 in the service group for the first year. The Company was chosen as one of 193 sustainable stock companies in the category of listed companies with market capitalizations ranging from 3,000 to 10,000 million Baht.

This selection reflects the Company's commitment to conducting business that takes sustainability into account in every aspect. This includes being responsible for the environment, society, shareholders, and stakeholders in all sectors, as well as adhering to corporate governance principles in order to achieve sustainable development goals and create sustainable business opportunities.



The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) from the Thai Private Sector Collective Action Against Corruption (CAC) Committee by the Thai Institute of Directors (IOD) in September 2022.



The Company received a plaque for "Outstanding Support Organization for Persons with Disabilities for 2023, at an outstanding level, from the Ministry of Social Development and Human Security.



The Company received the Award for Outstanding Establishment in Labor Relations and Labor Welfare 2023.



### 3. Branding and Marketing Awards and Achievements



**October 2022**

The Company received the Outstanding Investor Relations Awards 2022 for SET AWARDS 2022 for companies listed on the Stock Exchange of Thailand with a market capitalization higher than 3,000 million Baht but not exceeding 10,000 million Baht.



**November 2022**

The Company received a plaque for "Outstanding Support Organization for Persons with Disabilities for the year 2022" from the Securities and Exchange Commission (SEC).



**February 2020**

GERMAN DESIGN AWARD 2020 from Winner of Invisible Bed designed by Apirat Boonruengthaworn, top furniture designer of Thailand



Asia Pacific Entrepreneurship Awards 2019



**2018-2019**

No. 1 Brand Thailand 2018-2019 Marketeer



**March 2017**

Thailand's Most Admired Brand Award 2017



**February 2017**

THAILAND'S TOP 10 RETAILERS RANKING, the only furniture and home furnishing retail company of Thailand from the 500 Asia-Pacific Retail Companies ranked in 2017 at the 2017 RET

# 1

## Part 1 Business Operation and Performance









## 1. 1. Corporate Group Structure



### Goals and Strategies for Business Operations

In 2023, the performance of Index Living Mall Public Company Limited (the "Company") improved exponentially and significantly compared to 2022 and prior to the COVID-19 outbreak despite the continued uncertainty surrounding the Thai economy in 2023, due to global economic factors and multiple conflicts. The Company maintained robust business operations that surpassed those of its competitors in the same industry. This was partly due to an influx of foreign tourists and increased spending in the country. A strong strategic plan and high-potential employees are significant contributors to the achievement of exceptional operating results, resulting in the highest-ever net profit.



### Furniture and Home Furnishings Business

Index Living Mall stores serve as the primary sales channel for the furniture retail business. The Company optimizes sales area, store layout, and product offerings to better serve customers. This enables the Company's branches to maximize revenue per square meter while still meeting customer needs by renting out the remaining retail space. Renting to a large number of tenants expands a variety of products and businesses as well as increases customer traffic. Renting out sales

areas in the Company's branches significantly boosts its profitability and helps manage costs effectively. This success is evident in the Phuket and Pattaya branches. The Company renovated the Phuket branch, including Index Living Mall, Bo Concept, and Trend Design, which will be fully open in July 2023. This coincided with an influx of foreign tourists into Thailand, which stimulated customer spending in the province, causing sales at the branches to increase significantly in comparison to 2022. The sales area in the Pattaya branch was also converted to a rental sales area. Tenants have fully occupied the retail space which increased customer traffic, income, and profits from product sales. This effective and successful adjustment will serve as an area management model for the next branch.

After the COVID-19 outbreak subsided, customers returned to spend and visit more branches. This is evident from the significant increase in income and profits at Index Living Mall stores. The Company's online sales channels continue to grow significantly on both the current and new platforms in comparison to 2022. The Company adjusted its strategy to provide consumers with greater access to its products through live broadcasts and influencers to align with the new consumer behavior of online shoppers. This was successful because furniture sales through online channels increased over the previous year. This resulted in an increase in the gross profit margin for online channels. The

online sales channel team includes a new generation with access to modern technology, understanding consumer behavior in the digital age, and being flexible to adjust strategies. As a result, the online channel became the primary source of revenue and profit for the Company.

In addition to strong strategic planning in sales channels, the Company has a strong strategy for sourcing products that meet the needs of all target groups, which includes adding mass products under the Furinbox brand to Index Living Mall stores. These were previously distributed online only in order to meet the needs of a substantial number of mass-market customers. In addition to expanding distribution channels, the Company extended the range of Furinbox products which received positive feedback from the target group. The Company continues to strengthen the options for the target group by offering customized and personalized products that respond to customer groups with specific preferences and demands.

Another critical component of the Company's revenue and profit generation is effective product cost management, as well as selling and administrative expenses. The products are manufactured at the Company's furniture factory. The Company invests in modern machinery and technology to reduce production costs, improve quality control, and ensure profitable products. Regarding sales and administrative expenses, since the COVID-19 outbreak, the Company has implemented strict expense restrictions due to fluctuating consumer behavior and the domestic and international economy. As a result, the Company must proactively manage and control these expenses.

Due to a significant increase in operating results in 2023, the Company was able to repay long-term loans with floating interest rates ahead of schedule and in full, despite the higher interest rate. This helped reduce the Company's expenses by 16 million Baht over the course of the year (a 32 million Baht decrease in 2022).



### Rental and Retail Space Business Services

In 2023, the Company opened its fourth branch, Little Walk, in Krungthep Kreetha, following the success of its previous three branches. This location has high potential due to its proximity to various housing projects, an international school, educational institutions, hospitals, golf courses, department stores, and community malls. It is also easily accessible and the occupancy rate reached 100% in a short period of time.

In 2023, revenue from rental and retail space services was driven by Little Walk, the newly opened Krungthep Kreetha branch, and Little Walk Lat Krabang, which was launched in the fourth quarter of 2022. Additionally, space management strategies were implemented in The Walk, Little Walk, and Index Living Mall branches to maximize income and profits. Efficient management and cost management in the rental and retail space services business resulted in increasing profit margins. The Walk and Little Walk had a significantly higher occupancy rate than the previous year due to effective space management that met tenant needs.

The successful launch of the Little Walk project, which is a small Convenience Shopping Mall designed in a Strip Mall style (stores arranged in rows in the same direction with convenient parking on the left and right) that allows customers to easily access parking spots, shops, or restaurants, has prompted the Company to expand Little Walk branches by 1-2 locations to increase retail space by approximately 5,000-8,000 square meters. The Company also prioritizes finding new partners in the form of business expansion or new model development that best meets the needs of consumers.



### Business Operations Under the Concept of Sustainable Living for Future Lifestyle

In 2023, the Company was driven towards business sustainable development and placed importance on all ESG dimensions, Environment, Social, and Governance, under the concept of 'Sustainable Living for Future Lifestyle' in order to meet the sustainable future lifestyle in an environmental dimension where the Company generates electricity from solar rooftops as a mechanism to reduce greenhouse gas emissions in accordance with Thailand Voluntary Emission Reduction Program: T-VER and the Low Emission Support Scheme Project (LESS) from Thailand Greenhouse Gas Management Organization (Public Organization).

In regards to the social and governance dimension, the Company places great importance on society as part of business operations by maintaining good relationships with employees and customers and promoting equality within society and governance, emphasizing efficient, transparent, and verifiable governance as well as taking stakeholders into account.

## 1.1 Policy and Overview of Business Operations

### Important Events in the Past 5 Years

# Year 2019

The Company was listed on the Stock Exchange of Thailand (IPO) on July 26, 2019.

Index Living Mall, Chaiphruet Branch, and Chanthaburi Branch were launched to cover the area of Nonthaburi and the east respectively.

The first branch of the WINNER Store in Ratchaburi province was launched. This is a COCO store (Company Owned Company Operated).

The Company launched two branches of Index Living Mall in Vietnam. These were franchise stores in Ho Chi Minh City, Vietnam. Vietnam is a country with high growth potential for business expansion because of its recent high economic growth rate.

Launched a 5th franchise of Index Living Mall in Yangon, Myanmar on June 2, 2020. Launched a 3rd franchise of Index Living Mall in Ho Chi Minh City, Vietnam on December 3, 2020.

Launched Furinbox, a brand-new product that is ready-to-assemble furniture. Furinbox is innovative furniture that resulted from a new design concept. The product was designed and developed to be multi-functional and convenient. The highlights of the product are its affordable prices, ease of assembly, and it is accessible in all areas. The product was designed to penetrate the mass market and a new generation of customers through online sales channels

Collaborated with NocNoc.com, the leading e-commerce platform that sells building materials and home furnishing items in order to enhance the Company's potential in the online marketing of the Home Living category as well as stimulate the growth of online sales.

Cooperated with SCG, the leader of Innovative Houses, by officially opening a showroom called "Younique Customized Furniture, innovative customized furniture" inside the SCG Experience Building to create opportunities to expand Younique's customer base.

Cooperated with Boonthavorn Ceramic Company Limited, a leading business center for decorative materials, tiles, and sanitary ware as well as bathrooms, kitchens, and home furnishings. A showroom called "Younique Customized Furniture, innovative furniture tailored to your liking" was opened at Boonthavorn, Kaset Nawamin Branch in order to create opportunities to expand Younique's customer base.

Cooperated with Landy Home (Thailand) Company Limited, the number 1 home building center in Thailand in order to create direct access to customers who are in the process of building new homes.

Temporarily closed the Index Living Mall, Mahachai Branch (December 19, 2020 and January 15, 2021), and the Rayong branch (December 28, 2020 and January 3, 2021) in compliance with the provincial governor's mandate to stop a second wave of the COVID-19 pandemic.

# Year 2020

There was a temporary closure of Index Living Mall, The Walk, and Little Walk branches from March 22 to May 16, 2020, due to the government lockdown restrictions in order to prevent the spread of COVID-19. However, there were some areas in The Walk and Little Walk that opened for service. These included supermarkets, restaurants (for takeaway service only), pharmacies, etc. Every branch reopened for business as usual on 17, 2020.

The Company discontinued the Index Furniture Center at The Mall, Tha Phra branch on January 14, 2020, due to the expiration of the long-term lease agreement. The Company also discontinued Index Furniture Center, Don Mueang Airport branch in June 2020, because of the disruption in air travel due to the measures to stop the spread of COVID-19. The operating results of the branch did not significantly increase the total sales volume of the Company. As a result, the Company ceased the operation of the said branches.

Discontinued a BoConcept store in the Index Living Mall, Pattaya branch on October 16, 2020, after the spread of the COVID-19 pandemic affected the sales of the store. This is one of the areas that had a relatively significant economic impact because its main source of income is from tourism and the purchasing power still has not returned to normal. The Company decided to cease the operations of the said branch in order to reduce expenses and properly manage the business.



# Year 2021

Temporarily closed certain branches of Index Living Mall, The Walk, and Little Walk according to the government lockdown restrictions for 29 provinces in maximum and strictly controlled areas to prevent the spread of COVID-19 from July 12 to August 31, 2021. After the situation improved, the government began easing restrictions on September 1, 2021 and announced a policy to reopen the country on November 1, 2021.

The Company entered into an agreement with COM7 Public Company Limited (COM7), a large smartphone and technology product retailer in Thailand, as a distributor of electrical appliances, mobile devices, and computer equipment at every branch of Index Living Mall. In the fourth quarter of 2021, the Company began delivering areas in the first phase to COM7 with 5 branches and will gradually expand to all branches in early 2022.

Launched two international franchises in Indonesia in the fourth quarter of 2021 in cooperation with a new partner, PT Mitra Adiperkasa (MAP Group), a large retail capital group in Indonesia with retail stores and leading stores for fashion, sporting goods, children's clothing, food, and beverages. These 2 branches have been well received in Jakarta, Indonesia in November and December 2021, respectively.

Discontinued Fashion Island-Ramintra branch of Index Furniture Center in October 2021 due to the expiration of the department store's retail space agreement. The Company intends to open a stand-alone branch in a nearby area. The operating result of this branch was insignificant to the Company's total sales. As a result, the Company decided to close the branch.

# Year 2022

Index Living Mall and Little Walk, Lat Krabang Branch were launched in December 2022. This was the 32nd branch of Index Living Mall and the 3rd branch of Little Walk. They have been well received by customers according to the sales volume of Index Living Mall and the occupancy rate of Little Walk space is 100%.

The Company launched the 4th Index Living Mall franchise stores in Vietnam in October 2022 after the success of the first 3 stores over the past 3 years, despite the impact of the COVID-19 outbreak.

The Company renovated the BoConcept, Siam Paragon Branch, and reopened the store again in May 2022. BoConcept is a Danish furniture brand that the Company operates as a franchise to expand its high-end customer base.

Due to the expiration of the lease agreement, the Company discontinued Index Furniture Center at The Mall Bangkai in July 2022. However, the Company will consider an investment in a new branch in the future.

The Board of Directors approved a joint venture with Flash Express Company Limited, a comprehensive E-Commerce service provider, to establish a company that provides transportation, furniture and large goods assembly, and installation in Thailand. The joint venture registration is expected to be completed by the second quarter of 2023.

# Year 2023

Discontinued Index Living Mall, Rattana Thibet branch in January 2023 due to an expired rental contract. The Company plans to invest in additional branches in the future.

In May 2023, the Company formed a joint venture with Flash Express Company Limited to establish the brand "BULK BULK" as a comprehensive transportation service provider that offers furniture and large goods assembly and installation on an E-Commerce platform to expand its customer base from transportation to assembly and installation by professional teams.

Discontinued Index Furniture Center, Central Bangna branch in June 2023 due to an expired rental contract.

Little Walk, Krungthep-Kreetha Branch was launched in October 2023, with a sales area of 5,300 square meters. It is the fourth branch of Little Walk by the LITTLE WALK Company that capitalizes on opportunities and potential in Eastern Bangkok and has achieved a 100% occupancy rate since opening.

## 1.2 Nature of Business Operations

### 1.2.1 Business and Revenue Structure of the Corporate Group

The Corporate Group operates a furniture and complete home furnishing business. Its main sales channel is through retail business, especially Index Living Mall stores which collect furniture, household items, home furnishings accessories, and a complete range of home-related products and services. There are also retail stores under the brands Trend Design, BoConcept, and OK Furniture. The next sales channel is online sales, project sales, selling through dealers, and giving franchising rights to Index Living Mall stores in foreign countries. This includes an original equipment manufacturing business (OEM) for both domestic and international operators. In addition to the furniture business, the Company also operates rental and retail space service business in Index Living Mall and community malls under the brands The Walk, Little Walk, and Index Mall, as well as other businesses which is an additional service to the main business of the Company. The details are as follows:

#### 1. Retailer of Furniture, Home Furnishings, and Decorations

The Company provides a variety of distribution channels to support the needs of each customer group, both domestically and internationally

**1.1 Retail stores:** There are a variety of store formats, styles, and products in order to effectively reach the

target audience in each area. The Company's retail stores are as follows:

- **Index Living Mall** is a shopping center that offers furniture, household items, home furnishings, and comprehensive home-related services that focus on Mass to Premium Mass products. This is divided into:
  - *Index Living Mall* is a standalone store that sells a full range of products, whether furniture, home furnishings, or home decorations, and also offers comprehensive home-related services. At the end of 2023, there were a total of 31 branches.
  - *Index Furniture Center* is a store located in department stores. At the end of 2023, there was 1 branch of Index Furniture Center. The Company changed its strategy by launching new branches of Index Living Malls. Therefore, no additional branches of Index Furniture Center were launched.

This is so that customers can purchase products and receive comprehensive home-related services in one place in Index Living Mall stores. The Company launched a home service business under the name Index Home Service which has a furniture moving service, a house cleaning service, an air conditioner cleaning or disinfection service, a sofa leather replacement service, and home and condominium inspection services by professional engineers. This was added to provide home services that meet the needs of customers even more.

#### Branches of Index Furniture Centers and Index Living Malls

Number	Branch	Province	Store Name
<b>Bangkok and its vicinity</b>			
1	Seacon Srinakarin	Bangkok	Index Furniture Center
2	Rangsit	Pathum Thani	Index Living Mall
3	Banga	Bangkok	Index Living Mall
4	Ekkamai	Bangkok	Index Living Mall
5	Bangyai	Nonthaburi	Index Living Mall
6	Ratchaphruek	Bangkok	Index Living Mall
7	Kaset Nawamin	Bangkok	Index Living Mall
8	Kaset Nawamin	Samut Sakhon	Index Living Mall
9	Chaengwattana	Bangkok	Index Living Mall
10	Nakhon Pathom	Nakhon Pathom	Index Living Mall
11	Rama 2	Bangkok	Index Living Mall
12	Bang Kruai - Sai Noi	Nonthaburi	Index Living Mall
13	Chaiyaphruek	Nonthaburi	Index Living Mall
14	Lat Krabang	Bangkok	Index Living Mall

Number	Branch	Province	Store Name
<b>Central Region</b>			
15	Phitsanulok	Phitsanulok	Index Living Mall
16	The Walk Nakhon Sawan	Nakhon Sawan	Index Living Mall
<b>Western Region</b>			
17	Hua Hin	Phetchaburi	Index Living Mall
<b>Eastern Region</b>			
18	Chonburi	Chonburi	Index Living Mall
19	Pattaya	Chonburi	Index Living Mall
20	Rayong	Rayong	Index Living Mall
21	Chachoengsao	Chachoengsao	Index Living Mall
22	Chanthaburi	Chanthaburi	Index Living Mall
<b>Northeast Region</b>			
23	Ubon Ratchathani	Ubon Ratchathani	Index Living Mall
24	Udon Thani	Udon Thani	Index Living Mall
25	Khon Kaen	Khon Kaen	Index Living Mall
26	Nakhon Ratchasima	Nakhon Ratchasima	Index Living Mall
27	Surin	Surin	Index Living Mall
<b>Northern Region</b>			
28	Chiang Mai	Chiang Mai	Index Living Mall
<b>Southern Region</b>			
29	Phuket	Phuket	Index Living Mall
30	Hat Yai	Songkhla	Index Living Mall
31	Surat Thani	Surat Thani	Index Living Mall
32	Nakhon Si Thammarat	Nakhon Si Thammarat	Index Living Mall

- **Trend Design** is a premium furniture store with a modern Italian style that focuses on premium mass to premium segments with high-quality products and minimalist style located within the Index Living Mall and leading department stores. There are currently 7 branches (Index Living Mall Bangna branch, Ratchaphruek branch, Kaset-Nawamin branch, Chiang Mai branch, Pattaya branch, and Phuket branch, as well as Siam Paragon Department Store).
- **BoConcept** is a famous furniture franchise store from Denmark under the concept of urban Danish Design with a minimalist style that targets premium customers. The premium product group is available at 2 branches of the Index Living Mall; Phuket branch and on the 3rd floor of the Siam Paragon Department Store.
- **OK Furniture** is a small furniture store that sells OK furniture, Winner, Furinbox, and home furnishing items at affordable prices in order to penetrate the

mass customer segment. Currently, there are 2 branches located in Ratchaburi and Kanchanaburi.

## 1.2 Project Sales

The Company offers furniture and home furnishing items for project work by targeting B2B (Business to Business) customers from real estate businesses, agencies, and various organizations. Primarily, the Company manufactures made-to-order products under its own brand and non-branded products (OEM) for both domestic and international markets. The types of project work can be categorized as follows:

- 1.1.1 Home projects which are mainly for condominium projects, hotels, and restaurants. This includes the manufacturing of prefabricated metal stairs and mezzanine work. In addition to design, production, and installation of products, the service includes product development collaboration to ensure the success of client projects. The Company received positive feedback from a significant clientele of prominent real estate firms in Thailand.



- 1.1.2 Office project work and office furniture (Logica Project), such as desks, chairs, lockers, and sofas, cover production, and installation. The main customers are architects, designers, private companies, hospitals, educational institutions, government agencies, medium and large-sized state enterprises, etc.

### 1.3 Domestic Dealers

The Company operates a wholesale furniture business with dealers which are furniture stores that distribute mainly Winner branded products and also sell other brands inside the store as well. However, there is a clear division of sales areas. The locations of dealerships are scattered in major cities and secondary cities in Thailand. In 2023, the Company had a total of 30 dealers in the country.

### 1.4 Online Channel Sales

Since the outbreak of COVID-19, consumer behavior has shifted toward online shopping. The Company has prioritized the development of online sales channels in a variety of formats, including e-commerce and social commerce. The Media Production and LIVE Streaming team reaches customers via social media platforms such as Facebook, Instagram, and TikTok, as well as marketplaces including Lazada and Shopee.

In 2023, TikTok was the new megatrend. The Company foresees an opportunity for expansion and launched a TikTok Shop as a new channel for marketing and distributing products, with a dedicated LIVE Streaming team. The operating result via TikTok shop in 2023 enabled Index Living Mall to become one of the top sellers in the furniture product category.

To expand its online customer base, the Company purchased an online channel on marketplaces for Home Huk-branded furniture on Lazada, Shopee, TikTok, Facebook, and the HomeHuk website, where sales are expected to increase significantly in the future.

The Company uses AI and automation systems to cut operating costs and improve efficiency. There is an automatic order management system that allows orders to be processed quickly and accurately through online channels.

The Company plans to launch a mobile app with enhanced functionality and seamless integration with its systems to improve customer connectivity and convenience.

Online distribution channels are classified into three categories:

1. E-Commerce Website: The main e-commerce website is [www.indexlivingmall.com](http://www.indexlivingmall.com), which includes furniture and home furnishings, as well as specific brand websites such as Furinbox that offer online shopping services, discounts coupons, online payment, easy tracking, and fast delivery service.
2. Social commerce: Selling through social media platforms such as Facebook, Instagram, and Line, using a chat management system powered by AI and a Chat Automation system to increase convenience and lower costs. Customers can also be reached through LIVE Streaming and media production by an internal team which includes a digital marketing analyst team that works within the Company to improve marketing efficiency.
3. Marketplaces: The Company has stores on leading marketplaces such as Lazada, Shopee, Tiktok, NocNoc, and OfficeMate under the brands Index Living Mall, Furinbox, and HomeHuk in order to expand the market and reach target groups.

### 1.5 Modern Trade

The Company extended the production of OEM products to develop furniture products and distribute branded products for the Modern Trade customer group which is composed of construction material and home furnishing retailers. In 2023, the Company expanded its distribution market for home furnishing items in department stores, beginning with Siam Paragon, Emporium, and Emsphere Department Store. There are plans to expand to other branches. This sales channel is heading in a better direction and opens up more opportunities to expand the market and customer base.

### 1.6 International Distribution

The Company expanded its furniture and home furnishings distribution business to international markets, which has significant growth potential and business expansion opportunities. The Company intends to seek business collaboration with local operators who are knowledgeable in furniture and home furnishings distribution in each country. Distribution channels are categorized as follows:

- Overseas Index Living Mall retail stores in the form of franchise businesses. These are full-scale Index Living Mall franchised stores that have the same in-store management as stores in Thailand.
- Project sales include home and office designs, either in the form of purchasing products or purchasing products with installation services. The

Company has networks in many countries through the storefront of franchises and dealers as well as direct customers.

- **Original Equipment Manufacturers (OEM) and Trading:** The Company manufactures made-to-order products which include furniture without branding or with customer brands, for foreign customers in America, South Korea, Japan, and Asian countries. This includes selling the Company's brands such as Index, Winner, Furinbox, LOGICA, and THERAFLEX to foreign customers.

## 2. Rental and Retail Space Service Business

The Company operates the rental and retail space service business through The Walk Company Limited and the Company itself. The rental and retail space service business is divided into the following 4 categories:

### 2.1 The Walk

Mini community mall in the form of air-conditioned multi-story buildings. This includes Index Living Mall, supermarkets, restaurants, cafes, shops, and banks that have convenient parking for customers who use the service. There are a total of three branches, Ratchaphruek, Kaset Nawamin, and Nakhon Sawan.

### 2.2 Little Walk

Mini community mall in one-story buildings which features convenient access. It is classified as a small business model in the form of a Convenience Shopping Mall, designed in the style of a strip mall.

Some locations provide drive-through services as well. Currently, Little Walk has 4 branches: Bangna, Pattaya, Lat Krabang, and Krunghtep-Kreetha (launched in 2023).



## 2.3 Index Mall

A large retail space within the Index Living Mall building in a standalone format increases opportunities and attracts people to visit and shop at Index Living Mall. There are 6 branches in total, namely Bang Yai, Rama 2, Bang Na, Chaiyapruet, Pattaya, and Phuket.

## 2.4 Retail Space within the Index Living Mall

Retail spaces in Index Living Malls are smaller than the current Index Mall. The Index Living Mall has 31 branches with available retail spaces.

## 3. Other Businesses

The Company increased channels to generate income from other business operations that do not sell furniture, home furnishings, and rental businesses by purchasing a food and beverage franchise. This included the development of consumer goods stores that complement the shops and services in the rental area to attract consumers to use the services in Index Living Mall and The Walk. Currently, the Company has other businesses that currently operate as follows:

**3.1 Franchise Stores namely Amazon:** The Company bought an Amazon coffee shop franchise to open the service in the Company's rented areas. Currently, there are 2 branches: The Walk Kaset Nawamin and The Walk Bangna. Mikka Cafe is a coffee shop business. The first branch was launched at the Company's headquarters on Rama 2 Road.

**3.2 Other Stores namely Seoul U Mart:** A Korean supermarket business that the Company developed its own brand and imported products from Korea such as food, condiments, snacks, beverages, kitchen equipment, etc., which are primarily focused on launching at The Walk. There are currently 2 branches: The Walk-Kaset Nawamin branch and the Ratchaphruek branch.

**3.3. Furniture transportation and assembly business:** Bulk Bulk Company Limited, a joint venture between the Company and Flash Express Company Limited, a leader in parcel transportation with a transportation network that covers all of Thailand, will provide "delivery and installation services" for quality furniture products. The customer base includes both large and small business operators as well as online and offline customers. The service fee is charged per piece and for the entire trip, with no limit on the number of orders or frequency of product delivery.

## Revenue Structure

The summary of the Company's revenue structure classified by distribution channels is as follows:

	2021		2022		2023	
	THB million	%	THB million	%	THB million	%
<b>A. Revenue from the sale of goods</b>						
1. Domestic sales						
1.1 Retail stores	5,885.6	69.9	6,229.5	69.1	6,827.1	72.5
1.2 Projects	588.3	7.0	773.1	8.6	517.8	5.5
1.3 Dealers	79.6	0.9	92.7	1.0	83.1	0.9
1.4 Online	1,000.7	11.9	902.8	10.0	1,055.8	11.2
<b>Total revenue from domestic sales</b>	<b>7,554.2</b>	<b>89.8</b>	<b>7,998.1</b>	<b>88.8</b>	<b>8,483.8</b>	<b>90.1</b>
2. Overseas sales						
2.1 Franchise and Dealers	77.9	0.9	85.9	1.0	39.7	0.4
2.2 OEM	186.3	2.2	145.3	1.6	59.5	0.6
2.3 International projects	19.6	0.2	21.6	0.2	34.3	0.4
<b>Total revenue from overseas sales</b>	<b>283.8</b>	<b>3.4</b>	<b>252.8</b>	<b>2.8</b>	<b>133.5</b>	<b>1.4</b>
<b>Total revenue from sale of goods</b>	<b>7,838.0</b>	<b>93.2</b>	<b>8,250.9</b>	<b>91.6</b>	<b>8,617.3</b>	<b>91.5</b>
<b>B. Revenue from rental and rendering of services</b>	<b>479.2</b>	<b>5.7</b>	<b>638.0</b>	<b>7.1</b>	<b>691.8</b>	<b>7.3</b>
<b>Total operating results</b>	<b>8,317.1</b>	<b>98.8</b>	<b>8,888.9</b>	<b>98.7</b>	<b>9,309.1</b>	<b>98.9</b>
<b>Other income</b>	<b>97.0</b>	<b>1.2</b>	<b>120.1</b>	<b>1.3</b>	<b>107.1</b>	<b>1.1</b>
<b>Total revenue</b>	<b>8,414.1</b>	<b>100.0</b>	<b>9,009.0</b>	<b>100.0</b>	<b>9,416.2</b>	<b>100.0</b>

Remark: Values may differ by one decimal point due to figure rounding.





## 1.2.2 Product Information







### 1. Nature of Business and Business Innovation Development

#### • Nature of Products or Services

**Furniture, Home Appliances, and Home Furnishing Business:** Products are classified into 3 core products:

#### 1. furniture products

1.1 The Company has a total of 6 furniture brands, Index Furniture, WINNER, Logica, Trend Design, Younique, and Furinbox which cover all types of furniture products for home and office use. This furniture is mainly made from particle board and medium-density fiberboard (MDF) under the European Standard E1. Furniture under these brands is manufactured by the corporation's factories and external manufacturers. Furinbox is a new concept of furniture in a box that is affordable, convenient, easy to transport, and quick to assemble which primarily targets mass-market customers.

Brand						
<b>Concept</b>	Smart Living	Respond To a simple, uncomplicated lifestyle	Beautiful and fully functional just for you	High-quality, simple products designed in Italian modern style to complement a high standard of living	High-quality office furniture with contemporary designs and functionality for professionals	New concept of furniture in a box that is affordable, convenient and quick to assemble
<b>Customer Group</b>	<ul style="list-style-type: none"> <li>• Age: 25 - 60 years old</li> <li>• Group: Premium Mass</li> <li>• Lifestyle: Modern urbanites who appreciate unique products</li> </ul>	<ul style="list-style-type: none"> <li>• Age: 20 - 45 years old</li> <li>• Group: Premium Mass</li> <li>• Lifestyle: Urbanites who prefer products that are simple and multifunctional, but also worthwhile</li> </ul>	<ul style="list-style-type: none"> <li>• Age: 25 - 45 years old</li> <li>• Group: Premium Mass</li> <li>• Lifestyle: Urbanites with a sense of individuality and a desire for innovation and customization</li> </ul>	<ul style="list-style-type: none"> <li>• Age: 25 - 50 years old</li> <li>• Group: Upper middle class income</li> <li>• Lifestyle: People with unique lifestyles who prefer modern and cutting-edge designs</li> </ul>	<ul style="list-style-type: none"> <li>• Architects, designers, hospitals, government and state enterprise agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Age: 25 - 35 years old</li> <li>• Group: Mass</li> <li>• Lifestyle: Minimalist and clean who prefer products that can fit into any area of the house or condominium</li> </ul>

1.1. Furniture products under other brands included BoConcept brands sold in BoConcept stores. These furniture products are imported from abroad in order to penetrate the customer group with higher levels of income.

#### 2. Home Furnishing Items

This covers a full range of home furnishing items more than 15,000 items were handpicked and have modern designs under the Index Home brand. The sales volume for home furnishing ranked second, behind furniture products. This includes consignment products from leading brands.

#### 3. Mattress and Bedding

The Company distributes mattresses and bedding products in Index Living Mall stores, whether house brands or consignment products. The house brands included Theraflex and Winner. The Company also sells bedding sets such as pillows, duvets, bolsters, and pillowcases under its own brands such as Index Home and Catherine Brooks. The Company currently sells mattress and bedding consignment brands such as Sealy, Dunlopillo, Lotus, Santas, Slumberland, Stevens, Synda, Springmate, etc.

In regards to electrical appliances, the Company provided Com7 Public Company Limited, Thailand's leading retailer of smartphones and technology products, with retail space at the Index Living Mall branches to sell electrical appliances in the store called "Banana" in a total of 31 branches.

### Product Development Policy

In order to meet the needs of customers and the market, the Product Strategy and Development Line collaborated with the Trading Team and the Retail Commercial and International Retail & Field Merchandising Line to study customer behavior by listening to customer feedback in order to develop new products and improve current products. The marketing team is responsible for developing marketing plans to support new products in accordance with the outlined concepts and closely monitoring the market environment to make timely adjustments to the plans.

In 2023, the Company modified the product development plan, sought out new products at affordable prices, adjusted the necessary product assortment, and responded more effectively to the ever-changing needs of its customers. In addition to developing products for sustainability, the Company is committed to developing products that are innovative and have functionality that meets the current needs of customers, such as the easy-to-clean fabric sofa, which is an innovative fabric with easy-to-clean and waterproof properties with more than 10 types of stain resistance, eliminating the problem of embedded stains in the fabric, and creating designs that respond to lifestyle needs and are different from competitors. For example, made-to-order furniture, such as sofas and beds, can be customized with different colors and materials. This includes an initial development project with the community by selecting products made from natural raw materials along with sustainability development such as the 'HAPPY VACATION' collection which highlights the value of local wisdom and brings the charm of natural "tie-dyed fabric" craftsmanship from the Ban Khiri Wong community in Nakhon Si Thammarat who collaborated in designing furniture that connects the identity of the urban life. Additionally, the Company designed smaller packaging to reduce greenhouse gas emissions, delivery cycles, and the use of plastic. The Company incorporated technology into its manufacturing processes by using automated systems to calculate and cut wood pieces to make production more efficient, generate the least amount of waste, and make the best use of natural resources.

In 2023, the Company invested in product research and development of 44.1 million Baht, which included the expenses of the Product Strategy and Development Line, the department responsible for the creation of new products for the Company.

Research and Product Development Expenditures (Million Baht)

Year	2019	2020	2021	2022	2023
Expenditures	42.8	31.2	35.0	37.9	44.1

### • Innovative Business Development

The Company aims to utilize quality technology and innovations in business operations as well as product and service development to connect and respond to the needs of the Corporate Group stakeholders in an efficient, quick, timely, and easy-to-access manner. The Company places importance on the personal information protection of those involved. The details in this section are disclosed in Part 1, section 2 Risk Management, and Section 3 Driving Business for Sustainability.

### • Tax Benefits

The Company used 24.2 million Baht in tax benefits from the Board of Investment (BOI) in 2023, as well as in 2022. The Company used cumulative tax benefits totaling 66.8 million Baht from 2021 to 2023 and received a total of tax benefits in an amount of 71.1 million Baht from machinery investment which will be used by the end of 2023.

## 2. Marketing and Competitive Environment

In 2023, the Thai economy was anticipated to expand at an exponential rate but the actual figures fell short of expectations. The average growth rate of the Thai economy was found to be less than 2%, indicating a slow and fragile recovery. Negative inflation indicates that the Thai economy is considerably weaker than anticipated while the cost of business operations has skyrocketed, particularly with regard to interest. The recovery in the manufacturing and tourism sectors was also slower than anticipated. The issue of chronically high household debt imposes pressure on domestic consumption and budget disbursements remained below initial projections. The effects of global economic volatility, including economic crises of major powers such as the United States and China, as well as the conflict between Israel and Hamas, have impacted Thailand's export sector, which has cultivated less benefit from global economic recovery than expected.

However, the overall furniture business in 2023 was outstanding, outperforming many other businesses. The important supporting factors included economic recovery

in both the service and tourism sectors, particularly the return of foreign tourists, as well as a growing real estate market. There was a demand for residences and second homes to support hybrid workplaces for high-income Thais and foreigners moving to Thailand, which included government subsidies such as lower transfer and mortgage fees.

In terms of competition in the furniture and home furnishing market, it continues to be intensified, particularly in the online market due to the trend of major E-marketplaces. Chinese products are invading Thailand in full force as China's infrastructure connects with Thailand, whether by road, rail, or water. This expedites the transportation of merchandise from China to Thailand. Certain businesses have begun selling products directly to consumers from warehouses in Thailand via online channels. It is indisputable that these items are considerably less expensive, despite the fact that a number of them fail to meet the inspection and authorization requirements in accordance with Thai regulations and tax measures. However, Thai operators must maintain production standards and quality control in order to pass standards, which increases the costs and disadvantages Thai operators.

Due to the aforementioned factors, the Company adjusted its product development strategy, product prices, and product quality while maintaining gross profit at a level commensurate with product costs and expanding its sales promotion plans to include more diverse formats. The Company also focuses on customer relationship management, considering customer expansion in order to attract new customers while maintaining its customer base. Creating brand loyalty through various tools to retain existing customers such as organizing exclusive promotions for members only. This includes collecting membership points or special privileges from a variety of major credit cards, as well as organizing events or marketing activities that provide customers with a unique experience in both products and services.

The Company expanded product variety to meet the needs of all target groups and increased sales of products for the mass group at the storefront of the Index Living Mall stores, allowing customers to experience product value, offering personalized and customized products to select the design, color, size, material, and functionality to meet the specific needs of customers and different preferences. In addition, the Company implemented expense management and cost control plans to improve the manufacturing of the affiliated factories with the Smart Factory

system. This includes policies to constantly manage product inventory and transportation in response to economic fluctuations. The Company also emphasized Omni-channels with the development of a back-of-the-house system in order to provide both online and on-site customer services to be in the same direction. Furthermore, the Company studied and analyzed sales data and various sales promotions using data analytics to increase the sales potential and marketing plans for the appropriate target groups in each sales channel, as well as to provide more accurate marketing communications in the future.

In terms of online channels, the Company adjusted its strategy for selling products online to keep up with emerging trends in a timely manner, whether it was adding a new sales channel through TikTok, a new platform that has become very popular, or live streaming sales on E-commerce and social media platforms, which allow the Company to rapidly expand new customer bases. AI systems are also used to improve efficiency in a variety of management functions, such as accurately managing orders and significantly lowering operating costs.

The retail space service business is likely to experience an increase in growth due to private consumption that aligns with the overall economic trajectory. The return of foreign tourists could prompt operators to adjust their strategies to deal with fierce competition from the rising supply of retail space due to the development of several large projects while E-commerce continues to compete for market share in the retail space industry. The Company has adjusted its retail strategies to maximize profits by managing the Index Living Mall store for both product sales and retail space, resulting in increased profits due to cost-efficient management. This includes the launching of a new Little Walk branch in Krunghthep Kreetha in 2023, a high-potential location, resulting in a 100% occupancy rate even before the launch date. This business model has proven to be successful for the Company. Convenience Shopping Mall is a small business model designed in a strip mall style (stores lined up in the same direction with parking, making shopping convenient). The Company prioritized the selection of locations for new branch openings in densely populated areas of its target market and pursued strong and reputable business partners to be the main anchor partners for The Walk, Little Walk, and Index Living Mall retail spaces. The Company focuses on maintaining good relationships with existing partners in order to achieve long-term business growth together.





Competitors: Major domestic furniture business operators are as follows:

#### Furniture Retailers

- Ikano (Thailand) Company Limited: The main brand is IKEA, which focuses on DIY Furniture. There are 4 branches: Bangna, Bangyai, Phuket, and Sukhumvit. IKEA adjusted its strategy to increase the area for the market hall, food and beverage shops to attract customer traffic to spend more time at IKEA.
- SB Furniture Group: The main product brands are SB Furniture and Koncept that focus on unique, modern, and multi-functional furniture. The SB Design Square retail store has 12 branches.
- Modernform Group Public Company Limited: The main product brand is MODERNFORM which focuses on project owners and government officials. The Company began to penetrate the retail market by expanding product lines and online markets. There are currently 6 branches in total.
- Chic Republic Public Company Limited operates a business under the name Chic Republic which sells products under the brand CHIC and RINA HEY, emphasizing elegant and stylish furniture. The target customers are mid to upper-level clientele. In 2022, there were a total of 5 branches in Bangkok, Nonthaburi, and Chonburi.
- Nitori Retail (Thailand) Company Limited is a well-known furniture and home furnishing store chain from Japan. The distinctive feature of the product is functionality that meets lifestyles. It conforms to the physiques of Asian and Japanese and maximizes the space utilization of each square inch. There are a total of 4 branches.
- Pro, selling products and providing services related to construction, renovation, decoration, home and building repairs as a One Stop Shopping Home Center. Currently, Home Pro has a total of 93 branches in Thailand and 7 branches in Malaysia. It is a major shareholder of Mega Home, a construction materials retail center that sells materials for repairs, renovations, decorations, and a variety of appliances. Currently, Mega Home has 27 branches.
- Siam Global House Public Company Limited operates a business that sells construction materials, furnishing materials, tools, and equipment as well as furniture under the name Global House. In 2023, there were a total of 84 branches.
- CRC Thai Watsadu Company Limited, a retail business in the Central Retail Corporation Group, operates construction materials center and comprehensive home products for Thai people under the brand "Thai Watsadu". In 2023, there were a total of 81 branches.
- Do Home Public Company Limited is a retail and wholesale business that offers a wide range of construction materials and home furnishing items under the Do Home brand. There are 36 branches in total, with 24 major branches and 12 small branches (Do Home To Go).
- Boonthavorn Company Limited has 12 furnishing stores under the name Lifestyle Furniture and 3 branches of Design Village, which is Boonthavorn's home-related product center.
- SCG Group opened retail stores that distribute construction materials, home furnishings, and comprehensive home services under the names "SCG Home" and "SCG Home Experience" as well as "SCG Home Boonthavorn", a joint venture with Boonthavorn to expand the retail business in providing complete living solutions in Thailand and the ASEAN region inside the Boonthavorn building.

#### Construction Material Business and Comprehensive Home Furnishings

- Home Product Center Public Company Limited operates a retail business under the name of Home

### 3. Product and Service Procurement

#### 1. 1. Furniture, Home Appliances, and Home Furnishings

The factories of affiliated companies and external suppliers or manufacturers supply furniture and home furnishing items for retail stores and various distribution channels of the Company. When it comes to procurement planning, the Company considers the following factors: (1) historical sales (2) growth rate (3) promotional campaigns for the year, and (4) economic conditions, furniture demand, and retail. The Company reviews the purchase plan and pre-orders from partners based on lead time on a regular basis to plan the quantity and timing of orders from the factories of the Company and other partners.

Furthermore, the Company divided its products into 4 main seasons: spring (from January to March), summer (from March to July), fall (from August to October), and the festive season (November and December). The trading team, the product strategy and development line, and the marketing team will plan for new product procurement at the end of each season.

#### • Production

The Company has a mattress and furniture factory operated by IDF, which is located in Mahachai, Samut Sakhon, with an area of approximately 160,000 square meters and 1,178 employees as of December 31, 2023. The products are made from particle board and medium-density fiberboard with the top layered materials selected by the customer. The new innovative machinery from Germany with full automation technology has been used to increase production efficiency and produce smaller batch-sized products.

Actual Production and Capacity Utilization Rate (per month) is as follows:

Number	Item	Maximum Production Capacity	Actual Production Volume	Capacity Utilization Rate
<b>Home Furniture</b>				
1	Wardrobe	8000 pieces	3,740 pieces	47 percent
2	Bed	8000 pieces	3,839 pieces	48 percent
3	Home entertainment cabinet	12,000 pieces	265 pieces	2 percent
4	Cabinets, storage cabinets, shelves, and doors	12,000 pieces	13,771 pieces	115 percent
5	Table	6000 pieces	3,118 pieces	52 percent
6	Wooden table	8000 pieces	3,848 pieces	48 percent
7	Sofa	2000 pieces	3,106 pieces	155 percent
<b>Built-in Furniture</b>				
8	Built-in furniture	4,200 pieces	3,149 pieces	75 percent
<b>Office Furniture</b>				
9	Desk	4,000 pieces	58 pieces	1 percent
10	Storage cabinet	5,200 pieces	2,241 pieces	43 percent
11	Partition	500 pieces	318 pieces	64 percent
<b>cookware set</b>				
12	Kitchen sets and compact kitchen cabinets	8000 pieces	1,718 pieces	21 percent
<b>Steel Furniture</b>				
13	Chair	7,000 pieces	814 pieces	12 percent
14	Prefabricated stairs	200 pieces	1,496 pieces	748 percent
15	Stairs and mezzanines	200 pieces	438 pieces	219 percent
16	Parametric	500 pieces	13 pieces	3 percent
<b>mattress</b>				
17	Mattress	4,000 pieces	2,478 pieces	62 percent
<b>Total</b>		<b>89,800 pieces</b>	<b>44,410 pieces</b>	<b>49 percent</b>

**Remark :** The maximum production capacity is calculated from the maximum production capacity per month for three shifts per day, six days a week.

- **Raw Materials Procurement**

For the Company's manufactured products, raw material costs are the most important proportion of the Company's cost of sales. The raw material cost accounts for 67.9% of the cost of sales for products manufactured by IDF for the fiscal year that ended on December 31, 2023.

The main raw materials used in production are particle board and medium-density fiberboard (MDF), steel edges, glass, top layer materials, leather, fabrics, and fittings such as handles, hinges, springs, drawer rails, etc. However, these raw materials can generally be acquired from many raw material suppliers, both domestically and internationally. For the fiscal year that ended on December 31, 2023, the Company's imports of raw materials from foreign countries represented 12% of IDF's raw material purchase amount which was paid mainly in US dollars.

The raw material procurement plan is primarily determined by the order volume from the purchasing department, the total volume of advanced orders, the inventory level at the distribution center, and the factory's production plan. The production plan is reviewed on a weekly basis.

The purchase of raw materials from the top 10 suppliers was equal to 46.4% of the purchase value of raw materials to produce products from the Company's factories for the fiscal year that ended on December 31, 2023. In addition, the Company did not depend on any one raw material supplier for more than 30.0% of the total purchase order value according to the consolidated financial statements. The Company has maintained good relationships with the main raw material suppliers and many suppliers for a long time to prevent a shortage of raw materials that may occur and/or significant price increases, disruptions in production processes, and/or increases in raw material prices.

- **Product Sourcing from supplier or External Manufacturers**
- **Products from suppliers of Operating Equipment Manufacturers** are products that the Company has designed and the manufacturer's copyrighted products, mainly are home furnishing items of the Company's brand. The product development department selects product manufacturers by comparing at least three manufacturers based on the following key factors: (1) product quality (2) production costs (3) minimum order quantity (4) reliability and (5) the potential to be the main, long-term manufacturer. In certain cases, the Company



will not consider every criterion when the products require specialized raw materials with certain specifications, the manufacturer's copyrighted products, and repeat ordered products from the supplier and manufacturer that passed the selection process. The product strategy and development line, the trading team, the merchandising team, and the import team will jointly evaluate the performance of the supplier or manufacturer each year in order to consider areas of improvement and decide whether or not to continue to hire these suppliers or manufacturers.

- **Products from Brand Owners** are divided into 2 categories: outright sales and consignment.
  - **Outright sale products** are leading brand products that the Company purchased from sales representatives. For BoConcept brand furniture, the Company directly imported these products from the brand owner with an outright sale at a specified mid-price and was mainly paid in US dollars. The Company chooses products from that brand's catalog by taking into account the demand trends of the customer.
  - **Consignment products:** The Company will receive a proportion of the gross sale for commissions, rebate fees, and other support as agreed upon with each trading partner. Consignment products are mainly distributed in the Company's retail stores. These include mattresses, bedding, carpets, wallpaper, etc. However, the purchasing or restocking of products will be discussed between the Company and the trade partner. If the said product has a slower turnover rate than the Company expected, the Company will return the consignment products to the trade partners immediately.



In 2023, the majority of the Company's purchases came from domestic suppliers. The proportion of domestic and international orders represented 73% and 27% of the total order value respectively. The majority of imported goods are manufactured in China. Orders from affiliated companies represented 47% of the total domestic order value, while orders from the top 10 domestic suppliers or manufacturers of Index Living Mall represented 30% of the total domestic order value.

- **Inspection, Storage, and Distribution of Products**

Currently, the Company has 4 distribution centers which are the Bang Bon Distribution Center, the Ekachai Distribution Center, the Bang Kradi Distribution Center, and the Mahachai Distribution Center. The Bang Bon and Bang Kradi Distribution Centers are the main distribution centers that distribute the products to the Company's retail stores all over Thailand. This includes customers who purchase products from branches in Bangkok and its vicinities (except Nakhon Pathom). The Ekachai and Mahachai Distribution Center stores safety stocks for further delivery to the Bang Don Distribution Center.

The Company developed a tracking and delivery system with quality and standardized equipment to control, track, and transport products as well as developed personnel and operational processes to be effective to ensure that the products that are delivered to the distribution centers meet the quantity and quality of the order. This is accomplished by inspecting products for broken or damaged fragile items. and make a random inspection for other products as well. The Company has a storage management system that results in minimal damage and minimal loss. This includes accurate and fast product delivery.

The product delivery process is divided into 2 categories. These are (1) Direct delivery and installation by the distribution center for customers of Index Living Mall

stores in Bangkok and its vicinities (except the Nakhon Pathom branch), and (2) Delivery and installation by the Company's branches for branches in other provinces. The Company has a transportation plan for each delivery so that the number of products can be delivered to customers appropriately and effectively by taking into account various factors such as the delivery time specified by the customer, location, route, time of installation, etc. In addition, products are installed by professional teams that have been trained by the Company. As a result, the installation is quick and meets the standard. Having customers evaluate their satisfaction immediately following the delivery and installation of products enables the Company to have customer feedback for service improvement.

## 2. Rentals and Retail Space Service Business

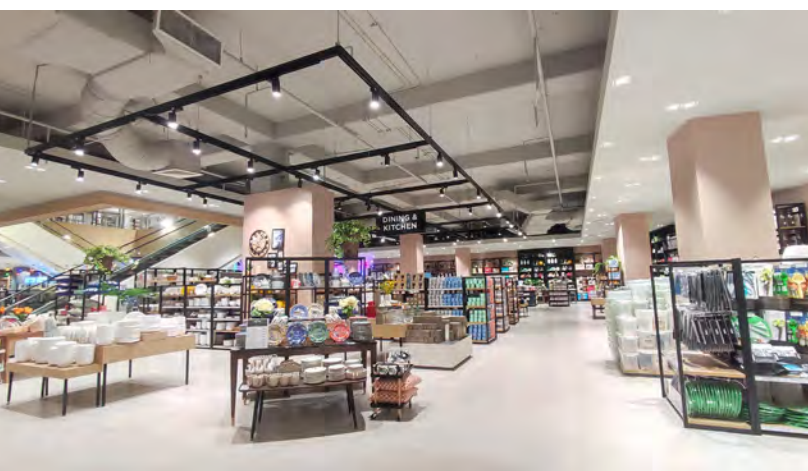
- **Area Procurement and Project Development**

The main factors that the Company considers in finding a location for the community mall is population density, the purchasing power of the population, the number of shopping malls and community malls nearby, ease of travel and access to stores. This includes conducting a customer behavioral analysis in each area to design floor plans and shopping zones that fully meet the needs of customers.

After the plan and building design are finished, the Company will select a contractor in accordance with the construction procurement policy by comparing the qualifications of contractors based on the main factors which include quality, price, delivery time, and reliability so that construction is punctual and in accordance with the plan, and the estimated investment budget. The Company has a policy to monitor construction on a regular basis. It takes approximately 12 to 18 months from finding a location until the project development is complete.

- **Procurement of Tenants**

In the initial planning phase to build an Index Living Mall or community mall, the Company will create a retail space to be in balance with the location, in terms of the area size and tenants' types of business. The Company will explore the need for retail space from the operators who have rented retail space in other branches and prospective tenants. The important factors that the Company considers when choosing tenants include (1) complimentary business with Index Living Mall and (2) diverse types of businesses such as restaurants, cafes, gyms, tutoring schools, etc. If a community mall has a large retail space such as the Walk or Little Walk, supermarkets will attract people to walk in the community



mall (3) stores that have a strong customer base in order to increase the chances of survival of the stores, and (4) businesses that can entice people to walk through the mall.

After that, the Company will negotiate the rental fees, terms, and conditions in the lease agreement with each tenant since the project has been designed. In addition, during the rental period, the Company focuses on building good relationships, providing assistance to every tenant equally, and expanding its customer base through marketing.

- **Rental Space Management**

Systematic and efficient retail space management is another important factor that helps to maintain the same tenants and attract new tenants. The Company has arranged proper retail space zones, selected a variety of stores, and provided complete facilities. This includes parking lots, elevators, escalators, and toilets that are sufficient for the number of users. In addition, the Company regularly maintained and improved public utilities and buildings so that they were safe and in good condition with continuous use. The Company had regular discussions and inquired about the satisfaction and advice of tenants. A meeting with tenants is held every year.

#### 4. Business Assets

- **Property, Plant, and Equipment**

As of December 31, 2023, the primary fixed assets used in business operations of the Company and its subsidiaries had a net book value of 4,474.2 million Baht or 36.3% of the total assets. The details are as follows:

Item	Ownership	Net Book Price (Million Baht)	Obligations
1. Land	IDF	174.7	None
2. Buildings and Improvements	Corporate Group	2,672.3	The corporate group has mortgaged a building and certain building improvements, with a book value of 537 million baht, as collateral for a credit facility from a financial institution.
3. Machinery and Equipment	Corporate Group	167.4	None
4. Furniture and Office Equipment	Corporate Group	562.4	None
5. Vehicles	Corporate Group	12.0	None
6. Utilities	Corporate Group	849.9	None
7. Assets During Construction and Installation	Corporate Group	35.5	None
<b>Total</b>		<b>4,474.2</b>	

- **Right-of-Use Assets**

As of December 31, 2023, the Right-Of-Use Assets of the Company and its subsidiaries had a net book value of 2,919.2 million Baht, accounting for 23.7% of the total assets. The details are as follows:

Item	Ownership	Net Book Price (Million Baht)	Obligations
1. Land	Corporate Group	2,587.1	The corporate group and the company have mortgaged certain land lease rights, with a net book value of 111 million baht each, as collateral for a credit facility from a financial institution.
2. Buildings	Corporate Group	264.5	None
3. Vehicles	Corporate Group	67.6	None
<b>Total</b>		<b>2,919.2</b>	

- Investment Properties

As of December 31, 2023, the Company's investment properties had a net book value of 1,900.1 million Baht or 15.4% of the total assets. The details are as follows:






Item	Proprietary Nature	Net Book Price (Million Baht)	Obligations
1. Land	The Company	262.3	None
2. Buildings and Improvements	Corporate Group	738.5	The Group and the Company have pledged certain investment properties, with a net book value of 163 million and 163 million, respectively, as collateral for a credit line from a financial institution.
3. Utilities	Corporate Group	218.0	None
4. Assets During Construction and Installation	Corporate Group	9.5	None
5. Right-of-Use Assets	Corporate Group	671.8	None
<b>Total</b>		<b>1,900.1</b>	

- Intangible Assets

As of December 31, 2023, the Company and its subsidiaries' intangible assets were software and computer programs. These assets are owned by the Corporate Group. In the consolidated financial statements, the net book value was 46.4 million Baht or 0.4% of the total assets.







- Trademarks







As of December 31, 2023, the Company owns 60 trademarks in Thailand. These are as follows:

Trademark	Ownership	Products	Protection Period
	The Company	Spring mattresses, pillows	January 29, 2001 - January 28, 2031
	The Company	Spring mattresses	September 19, 2005 - December 15, 2026
	The Company	Mattresses, spring mattresses, beds, electronic adjustable beds, and mattress bases	July 17, 2018 - July 16, 2028
	The Company	Furniture installation service	March 18, 2005 - March 17, 2025
	The Company	Wardrobes, shelves, and desks	March 18, 2005 - March 17, 2025
	The Company	Beds	January 25, 2006 - January 24, 2026
	The Company	Furniture	January 25, 2006 - January 24, 2026













Trademark	Ownership	Products	Protection Period
	The Company	Interior design and decorating services with computer programs	December 22, 2006 – December 21, 2026
<b>Indexlivingmall</b>	The Company	Furniture, home furnishings, electrical appliances, and home appliances	August 14, 2009 – August 13, 2029
	The Company	Beds, wardrobes, tables, chairs, TV stands, dressing tables, and sofas	January 29, 2001 – January 28, 2031
<b>Index</b>	The Company	Furniture distribution service and home furnishings	June 13, 2012 – June 12, 2032
	The Company	Beds, wardrobes, tables, chairs, TV stands, dressing tables, sofas, cabinets, mattresses, and mirrors	June 13, 2012 – June 12, 2032
<b>Bestley</b>	The Company	Food processors, food mixers, blenders, fruit juice extractors, electric orange juicers, egg beaters, vacuum cleaners, high pressure washers, washing machines, and dishwashers	December 22, 2006 – December 21, 2026
	The Company	Irons and steam irons	December 22, 2006 – December 21, 2026
	The Company	Microwave, toasters, electric ovens, electric kettles, electric thermoses, coffee pots, coffee makers, waffle makers, inductive stoves, electric rice cookers, rice cookers, digital steamers, fans, smokeless grills, BBQ stoves, electric stoves, slow cookers, pressure cookers, fryers, air purifiers, refrigerators, clothes dryers, hoods, electric pans, and hair dryers	December 22, 2006 – December 21, 2026
<b>Cusina</b>	The Company	Knives, spoons, and forks	April 12, 2012 – April 11, 2032
	The Company	Cooking pots, cooking pans, food steamers, turners, ladles, colanders, kitchenware, kitchen utensils, ladles, scrapers, non-electric peelers, wine barrels, water jugs, flasks, non-electric kettles, tongs, ice molds, food molds, and containers to store or put household items	12 Apr. 2012 – 13 Apr. 2032


Trademark	Ownership	Products	Protection Period
	The Company	Pillows, bolsters, cushions, seat cushions, and bean bag chairs	October 18, 2012 - October 17, 2032
	The Company	Bed sheets, pillowcases, bolsters, duvet covers, blankets, duvets, towels, face towels, body towels, hand towels, cushion covers, textile curtains, door curtains, window curtains, mattress toppers, and textile labels	October 18, 2012 - October 17, 2032
	The Company	Provide a diverse range of products to facilitate customers	March 31, 2016 - March 30, 2026
	The Company	Children's chairs, children's play sets, cots, cribs with barriers, children's tables, non-metal diaper changing tables, baby mattresses, and baby cushions	March 31, 2016 - March 30, 2026
	The Company	Product variety management services for the convenience of buyers	March 31, 2016 - March 30, 2026
	The Company	Product variety management services for the convenience of buyers	March 31, 2016 - March 30, 2026
	TW	Business management services in department stores, business management services for selling furniture products, Product variety management services	December 17, 2010 - December 16, 2030
	TW	Rental and retail space	December 17, 2010 - December 16, 2030
	TW	Entertainment services, locations and recreational equipment services	December 17, 2010 - December 16, 2030
	TW	Food and beverage supply service	December 17, 2010 - December 16, 2030
	TW	Spa health care services	December 17, 2010 - December 16, 2030
	TW	Product variety management services for the convenience of buyers (except transportation), distributes products in retail apparel stores and offers retail space to sell products.	May 15, 2019 - May 14, 2029

Trademark	Ownership	Products	Protection Period
	TW	Department store management services. Furniture stores management service. Product variety management service for the convenience of buyers. Supermarkets and exhibition management services.	August 10, 2011 - August 9, 2031
	TW	Rental spaces for selling products	August 10, 2011 - August 9, 2031
	TW	Entertainment service, providing location and recreational equipment.	August 10, 2011 - August 9, 2031
	TW	Food and beverage supply services	August 10, 2011 - August 9, 2031
	TW	Health care services (spa)	August 10, 2011 - August 9, 2031
	The Company	Tables, cabinets, beds, chairs, and shelves	August 31, 2004 - August 30, 2024
	The Company	Furniture	August 31, 2004 - August 30, 2024
	The Company	Beds, wardrobes, tables, chairs, TV stands, dressing tables, sofas, cabinets, mattresses, and mirrors	June 13, 2012 - June 12, 2032
	The Company	Furniture and home furnishings services	August 14, 2009 - August 13, 202
	The Company	Beds, wardrobes, tables, chairs, TV stands, dressing tables, sofas, cabinets, mattresses and mirrors	June 13, 2012 - June 12, 2032
		Furniture and home furnishings services	August 14, 2009 - August 13, 2029
	The Company	Beds, wardrobes, tables, chairs, TV stands, dressing tables, sofas, cabinets, mattresses, and mirrors	October 30, 2009 - October 29, 2029
	The Company	Furniture and home furnishings services	October 30, 2009 - October 29, 2029
	The Company	Chairs, TV stands, wooden tables, dressing tables, sofas, wardrobes, wooden beds Furniture and home furnishings distribution services,	July 17, 2018 - July 16, 2028






Trademark	Ownership	Products	Protection Period
	The Company	Chairs, TV stands, wooden tables, dressing tables, sofas, wardrobes, wooden beds. Furniture and home furnishings services	July 17, 2018 - July 16, 2028
	The Company	Tables, cabinets, beds, chairs, and shelves	August 31, 2004 - August 30, 2024
	The Company	Furniture distribution service	August 31, 2004 - August 30, 2024
	The Company	Office desks, chairs, filing cabinets and indoor partitions	April 16, 2004 - April 15, 2034
	The Company	Office furniture sales service	April 16, 2004 - April 15, 2034
	The Company	Furniture and home furnishings distribution service	August 17, 2017 - August 16, 2027
	The Company	Faucets, sanitary ware, picture frames, mirrors, wooden boxes, curtain rails, clothes hangers, ironing boards, serving trolleys, shelves, storage racks, mailboxes, easels, lockers, tables, pillows, mattresses, statues, decorations, clamps, clothes racks, baskets, cloths, mops, tableware, tableware sets, pans, pots, sheets, pillowcases, duvets, blankets, towels, curtains, rugs, non-slip mats, artificial grass and wallpaper	May 31, 2018 - May 30, 2028
	The Company	Beds, wardrobes, kitchen wall sets, cabinets, office tables and chairs, dining tables and chairs, dressing table sets, center tables, chairs, TV stands and shoe racks Furniture and home furnishings management service and interior design services	August 17, 2017 - August 16, 2027
	The Company	Shopping mall business management	October 4, 2018 - October 3, 2028

Trademark	Ownership	Products	Protection Period
	The Company	Cutlery sets for children, small travel bags, diaper bags, high chairs, baby pens, storage shelves, drawer sets, lockers, wardrobes, sitting sets, children's tables, diaper changing tables, cots, cribs, baby cushions, baby bedding, bolsters, nursing pillows, hangers, bedding sets and pillowcases, towels, breastfeeding covers, baby blankets, swaddles and product variety management service.	July 17, 2018 – July 16, 2028
	The Company	Mattresses, mattress protectors, bolsters, bed sheets, pillow cases, bed sheet sets, and pillow case sets.	July 15, 2021 – July 14, 2031
	The Company	Mattresses, mattress protectors, bolsters, bed sheets, pillow cases, bed sheet sets, and pillow case sets.	July 15, 2021 – July 14, 2031
DREAMIA	The Company	Mattresses, and pillow cases, bedding, pillow case, pillow protectors, mattress protectors.	November 5, 2021 – November 4, 2031
	The Company	Chairs, adjustable chairs, foldable chairs, chairs with backrests, chairs with wheels, beach chairs, living room chairs, vanity chairs, sofa chairs, children's chairs, chairs with armrests, armchairs, electric recliners, rocking chairs, stools, bar chairs, love seats, picnic chairs, inflatable chairs, fabric chairs, canvas chairs, lawn chairs, office chairs, rattan chairs, metal chairs, clothes racks, playpens, decorative partitions, etc.  Furniture and home furnishing distribution service/ electrical appliance distribution service.	April 10, 2020 – April 9, 2030
	The Company	Furniture, household appliances, home furnishings for bedrooms and kitchens, storage equipment, online furniture products, household appliances, and furnishing appliances for bedrooms and kitchens.	January 14, 2019 – January 13, 2029

Trademark	Ownership	Products	Protection Period
	The Company	Furniture, household appliances, home furnishing appliances for bedrooms and kitchens, storage equipment, online furniture products, household appliances, and furnishing appliances for bedrooms and kitchens.	January 14, 2019 – January 13, 2029

As of December 31, 2023, the Company was in the process of applying for trademark registration for a total of 3 items. They are summarized as follows:

Trademark	Proprietary Nature	For Service	Registration Filing Date
	The Company	Product variety management service for the convenience of buyers to select and purchase products online. Product variety management service for the convenience of buyers to select and purchase products: Retail and wholesale business management. Online furniture related products, home furnishings, household appliances, curtains, bedding, online electrical appliances and equipment, light bulbs and equipment, perfumes, bags, watches, clothing, footwear, importing and exporting goods, and online ordering system via computers.	July 25, 2023
	The Company	Product variety management service for the convenience of buyers to select and purchase products online. Product variety management service for the convenience of buyers to select and purchase products: Retail and wholesale business management. Online furniture related products, home furnishings, household appliances, curtains, bedding, online electrical appliances and equipment, light bulbs and equipment, perfumes, bags, watches, clothing, footwear, importing and exporting goods, and online ordering system via computers.	July 25, 2023
	The Company	Chairs, playpens, partitions, storage shelves, shelves, glass cabinets, clothes cabinets, filing cabinets, display cabinets, kitchen cabinets, lockers, cabinets that are installed under the sink as furniture, metal cabinets, wardrobes, sofa beds, beds, dining tables, desks, mattresses, sleeping pads for children, chair cushions, sleeping pads, interior curtains and blinds home appliances and kitchenware	July 25, 2023

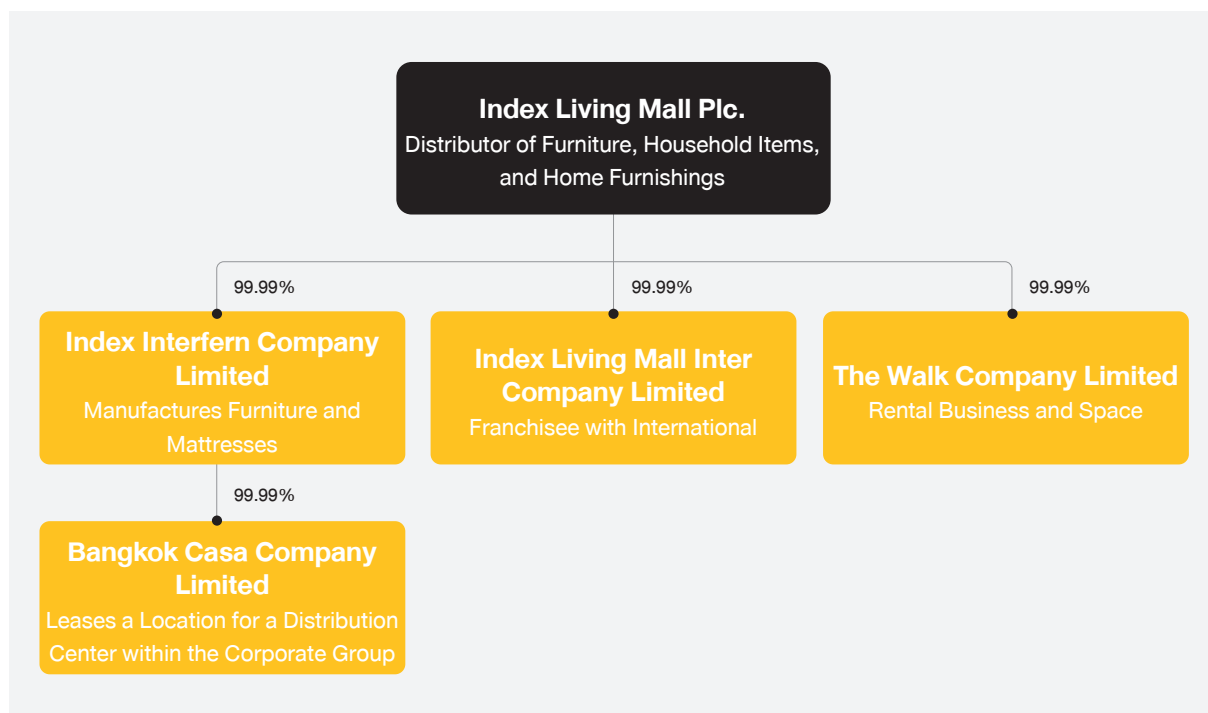
In addition to trademark registration in Thailand, the Company has registered or begun to register the Company's trademarks in other countries where the Company has franchises or sees the potential to open stores in the future. For example, Malaysia, Cambodia, Indonesia, China, etc.



### 1.3 Shareholding Structure of the Corporate Group

The Company has clearly separated its operations by type of business and affiliated companies such as Index Company Interfern Company Limited manufactures furniture for delivery to Index Living Mall Public Company Limited and The Walk Company Limited, which operates a retail space service business. There are also international franchise business operators.

#### Shareholding Structure Chart of the Corporate Group



#### Business Relationship with Major Shareholders

On November 30, 2018 (1) Mr. Pisith Patamasatayasonthi (2) Mrs. Kunthong Udommahuntisuk (3) Miss Kridchanok Patamasatayasonthi (4) Miss Pichapim Patamasatayasonthi (5) Mr. Ekalak Patamasatayasonthi (6) Mr. Ekaridhi Patamasatayasonthi (collectively referred to as the "Patamasatayasonthi Family") and the Krobkrua Thammada Panich Company Limited (the Patamasatayasonthi Family and the Krobkrua Thammada Panich Company Limited collectively referred to as the "Covenantor"), entered into a non-compete agreement with the Index Living Mall Public Company Limited ("Covenantee") with the following important agreements:

(1) Each covenantor agrees not to conduct business, or be a major shareholder in agreed-upon businesses, either directly or indirectly, that compete with the covenantee unless it proceeds through the covenantee, subsidiaries or associated companies of the covenantee. In this regard, the term "agreed-upon business" refers to the business in the same condition as the business of the covenantee is currently operating in, on the date of this contract. This includes the following businesses:

1. The retail business of furniture and/or home furnishing items, both domestically and internationally, and
2. The production and distribution of furniture products which are mainly made from particle board material.

However, the term "agreed-upon business" does not include:

- A. Business operations of the Bangkok Master Wood Company Limited, operating original equipment manufacturing business for the domestic and international wholesale distribution of furniture and/or home furnishing items mainly made from rubber wood under the customer's trademark ("OEM Business") to the customers of Bangkok Master Wood Company Limited whose names appears at the end of this non-compete agreement, and/or
- B. Conducting OEM business for new customers (as defined in article (2)), after a covenantee does not wish to exercise the right of first refusal in accordance with the guidelines specified in article (2).

(2) The covenantor offers the right of first refusal to the covenantee to operate OEM business for new customers with the following procedures:

1. In the event that the covenantor receives a proposal or a business opportunity that looks like an OEM business for other customers other than the customers whose names appear at the end of this non-compete agreement (“OEM business for new customers”), the covenantor agrees to do the following:

- A. The covenantor agrees to notify the covenantee of the proposal or OEM business opportunity for new customers without a delay as well as any related details. This includes the deadline for covenantees to operate the OEM business for new customers. The covenantor jointly determines the notification period with the covenantee for the time period that the covenantee must notify the covenantor in writing (“notification period”).
- B. If the covenantee wishes to or does not wish to proceed with the OEM business for the said new customer, the covenantee must notify the covenantor in writing within the notification period.
- C. If the notification period has elapsed, the covenantee does not need to notify the covenantor of their intentions. It is considered that the covenantee does not wish to proceed with OEM business for new customers and the covenantor can operate the OEM business for the said new customer.

In this regard, the determination of the notification period is based on the size of the item proposal or the business opportunity which appears to be the nature of OEM business for new customers. The covenantee must have sufficient time to comply with the notifications and regulations for listed companies on the Stock Exchange of Thailand. This includes the Notification of the Office of Securities and Exchange Commission of Thailand regarding the disclosure and operation of the listed company in terms of the acquisition or disposition of assets 2004 (including amendments), and the notification of the Office of Securities and Exchange Commission of Thailand regarding the disclosure and operations of the listed company regarding connected transactions 2003 (including amendments).

2. In the event that the covenantee notified their intention to conduct OEM business for new customers, however at a later time, the covenantee notifies the

covenantor in writing that the covenantee does not wish to conduct business with the new customer, the covenantor can conduct the OEM business for the said new customer.

3. In the event that the covenantee requests to conduct OEM business for a new customer, the covenantee agrees to carry out the relevant and necessary tasks to operate an OEM business for new customers with honesty and precaution by taking into account the benefits of the covenantee and the shareholders of the covenantee.

In the event that the covenantee wishes to conduct an OEM business for a new customer, the conducting of the OEM business for the said new customer will not be considered a connected transaction. However, if the covenantor does not wish to conduct an OEM business for the new customer and the covenantor wishes to undertake an OEM business for such new customers, the Company will comply with the notifications of the Office of Securities and Exchange Commission of Thailand regarding the disclosure of information and operations of the listed company for connected transactions 2003 (including amendments) before submitting the notification of intent to not operate such business. The size of the item proposal will be calculated as if the covenantee was the person entering into the enactment.

(3) This contract will expire when (1) any covenantor is no longer a major shareholder (this includes related persons of the covenantor), director, and executive of the covenantee, this considers that the duties of the covenantor under this agreement have expired, or (2) when the covenantee is no longer a listed company in the Stock Exchange of Thailand, or (3) when the covenantee is a shareholder of the Bangkok Master Wood Company Limited holding more than 50% of the total voting shares of the Bangkok Master Wood Company Limited and all covenantors combined do not hold more than 10% of the total voting shares of Bangkok Master Wood Company Limited.

(4) Additional amendments to the essence of this contract agreement can only be made when a written agreement is made between the parties and approved by the Shareholders’ Meeting of the covenantee in accordance with the relevant laws. The shareholder’s equity of the stakeholders will not be counted when considering and approving the said agenda items at the Shareholders’ Meeting.

Mr. Arak Suksawat, the spouse of Miss Kridchanok Patamasatayasonthi (“Miss Kridchanok”) is involved as a director, executive, and major shareholder in a business that has the same conditions as the Company. Therefore, Miss Kridchanok added an agreement to the non-compete agreement mentioned above in the event that Miss Kridchanok receives information, or someone gives information about the manufacturing and distributing furniture business that has a potential return for investments, Miss Kridchanok will propose it to the Board of Directors for their sole discretion. In addition, the added agreement will expire when Miss Kridchanok

is no longer a major shareholder, director, and executive of the Company, or when the Company is no longer a listed company in the Stock Exchange of Thailand.

In the future, the Company may consider purchasing or renting land and/or buildings for branch expansion from the Patamasatayasonthi Family or from third parties as deemed appropriate by the executive management. The plans to launch such branches will be proposed to the Executive Committee or the Board of Directors as stipulated in the delegation of authority of the Company to further request the approval of launching a new branch.

### 1.3.4 Shareholders

#### (1) Major Shareholders

List of 15 Major Shareholders (according to the share register as of January 31, 2024)

Number	Shareholder	Number of Shares	Proportion Percentage
1.	Krobkrua Thammada Panich Co.,Ltd.	203,310,000	40.259
2.	Mr. Ekaridhi Patamasatayasonthi	35,466,920	7.023
3.	Miss Pichapim Patamasatayasonthi	34,379,320	6.808
4.	Mr. Ekalak Patamasatayasonthi	34,213,420	6.775
5.	Miss Kridchanok Patamasatayasonthi	34,069,320	6.746
6.	Mrs. Kunthong Udommahuntisuk	23,204,880	4.595
7.	Mr. Pisith Patamasatayasonthi	13,400,900	2.654
8.	Mr. Paniang Pongsata	12,308,100	2.437
9.	Thai NVDR Co., Ltd.	11,040,660	2.186
10.	Mr. Chai Manopas	8,628,000	1.709
11.	Mr. Yingyot Udommahuntisuk	8,065,060	1.597
12.	Miss Chonthip Udommahuntisuk	7,034,900	1.393
13.	Ms. Chonwadee Udommahuntisuk	7,000,000	1.386
14.	Mr. Ekarat Udommahuntisuk	7,000,000	1.386
15.	K Mid Small Cap Equity RMF	6,181,600	1.224

#### Distribution of Shareholdings by Nationality

The distribution of shareholding by nationality of Index Living Mall Public Company Limited, whose name appears on the closing date of the Major Shareholder Registration book (XO) on January 31, 2024.

Shareholder	Total Share			Legal Entity			Individual		
	Number (people)	Number (shares)	Percent-age (%)	Number (people)	Number (shares)	Percent-age (%)	Number (people)	Number (shares)	Percent-age (%)
Thai Nationality	2,280	500,758,652	99.16	77	235,369,160	46.61	2,203		52.55
Foreign Nationality	26	4,241,348	0.84	21	4,208,248	0.83	5	33,100	0.01
<b>Total</b>	<b>2,306</b>	<b>505,000,000</b>	<b>100.00</b>	<b>98</b>	<b>239,577,408</b>	<b>47.44</b>	<b>2,208</b>		<b>52.56</b>



## 1.4 The Company Registered and Paid-up Capital

The Company's registered capital is 2,525.0 million Baht and the paid-up capital is 2,525.0 million Baht.

## 1.5 Issuance of Other Securities - none -

## 1.6 Dividend Payment Policy

### Dividend Payment Policy of the Company

The Company has a policy to pay dividends to shareholders at the rate of no less than 50% of the net profit in accordance with the consolidated financial statements of the Company after corporate income tax and deducting various types of reserves that are required by law and the Company each year. The Board of Directors will consider the payment of dividends by considering various factors that benefit the shareholders. These include economic conditions, operating results, the financial position of the Company, cash flow, reserve funds for future investment, and reserves to pay off loans or working capital within the Company. The terms and conditions stipulated in the loan agreement and the payment of dividends do not have a significant impact on the normal operations of the Company and are in accordance with what the Board of Directors deems appropriate or suitable.

### Dividend Payment Information in 2023

Date of the Shareholders' Meeting : April 26, 2023  
Date of Dividend Payment : May 22, 2023

The payment of dividends to shareholders for the period between June 1 and December 31, 2022 was at the rate of 0.60 Baht per share.

The dividend rate of net profits after corporate income tax was deducted. Individual shareholders can request tax returns from dividend payments.

### Interim Dividend 2023

Date of the Board's resolution : August 9, 2023  
Dividend payment date : September 7, 2023  
Dividend payment from the net profit of a separate financial statement between January 1 and June 30, 2023.  
Per share 0.25 Baht/share

The net profit from dividends received from subsidiaries exempted from corporate income tax (BOI) which an individual shareholder is not eligible for a tax credit from dividend payment was 120,695,000 Baht, or 0.239 baht per share. The net profits subject to corporate income tax for which an individual shareholder may claim a tax credit was 5.555,000 Baht, or 0.011 Baht per share.

### The Dividend Payment Policy of Subsidiaries

The subsidiaries have a policy to pay dividends to shareholders at the rate of no less than 50% of the net profit in accordance with the consolidated financial statements of the Company after corporate income tax and deducting various types of reserves that are required by law and the Company each year. The Board of Directors will consider the payment of dividends by considering various factors that benefit the shareholders. These include economic conditions, operating results, the financial position of the Company, cash flow, reserve funds for future investment, and reserves to pay off loans or working capital within the Company. The terms and conditions stipulated in the loan agreement and the payment of dividends do not have a significant impact on the normal operations of the Company and are in accordance with what the Board of Directors deems appropriate or suitable.

## 2. Risk Management



### 2.1 Policy and Risk Management Plan

The Company recognizes the importance of risk management by monitoring the situation and analyzing business trends, economics, and related factors in order to manage and adjust business strategies to achieve the set goals. The Board of Directors supervises enterprise risk management via the Risk Management Committee which is responsible for supervising and reviewing the implementation of enterprise risk management in order to maintain risks at an acceptable level according to the risk management policy. The Company assigned the Management Committee to be a risk management working group with the responsibility of coordinating risk

management with business strategy and formulating measures for a variety of situations to deal with any sudden crises. In addition, the Company has considered the extent of emerging risks and Environmental and Social Governance (ESG) risks that may have an impact on the Company's business operations in the next 3-5 years in order to comprehensively identify risks related to stakeholders. The Company's risk management process was based on the international standards of COSO ERM 2017: Enterprise Risk Management Integrating with Strategy and Performance, as follows:

### Risk Management Process



1. **Identify risks:** that may occur and affect the achievement of the Company's goals and objectives.
2. **Assess risks:** Consider risk likelihood and impact.
3. **Prioritize risks:** Consider the overall priority and severity of all risks.
4. **Risk response:** Manage risks to an acceptable level by taking into account the costs and benefits of operations.
5. **Monitoring and Reporting Risk:** Monitor the implementation of risk management and report the results to the Risk Management Committee and the Board of Directors on a regular basis.

## 2.2 Risk Factors on Business Operations (Strategic Risk)

- **Risk from Economic Volatility and Real Estate Sector**

In 2023, the overall economic expansion in Thailand was slower than projected at the beginning of the year. The primary contributors to Thailand's economic recovery this year were the tourism and service sectors as well as private consumption. An increase in the number of tourists returning to Thailand from the previous year led to a surge in expenditures and stimulated the growth of retail and real estate businesses, especially in the most visited cities. However, the global economic slowdown, particularly in Europe and China, geopolitical tensions in various regions, the volatility of global financial markets, and the reduction of U.S. interest rates were uncontrollable external risks that continued to impact the Thai economy throughout the year. Furthermore, the overall real estate market in 2023 slowed down due to various adverse factors such as household debt, higher construction costs, and increased interest rates. This reduced the purchasing power for housing which may hinder the Company's ability to operate business in accordance with the established goals.

The Company closely assessed risks associated with the Thai economy and industrial sectors that are relevant to the Company's business. The Management Committee considers and makes decisions to adjust business strategies and plans to support the risks and potential impacts that may occur in order for the Company to meet its established goals. The Company foresees the growth of the tourism sector, thus, the Company focused on business expansion through retail businesses in major visited cities by promoting sales and marketing activities, renovating branches to have more sales areas and retail spaces, as well as transforming the stores into Lifestyle Malls to accommodate foreign tourists with high purchasing power. As a result, the operating performance of branches in major visited provinces including Phuket, Pattaya, Chiang Mai, and Udon Thani consistently increased throughout the year, with an 8 % increase in branch traffic compared to the previous year. As for the Company's retail space service business in 2023, the fourth branch of Little Walk Krungthep Kreetha was launched in accordance with the Company's revenue expansion strategy through the

Little Walk model which has proven to be successful in every branch. The Company continues to expand retail space by renovating the sales area in the Index Living Mall branches and creating a mixed-use area for the future Index Living Mall branches in order to mitigate investment risk and optimize space utilization.

The Company has diversified risks from furniture and home furnishings sales across all customer segments, especially the mass market customer base, by adding affordable products to the list of best-selling furniture and home furnishing items as well as advertising compelling and competitive sales promotions and campaigns. The Company also launched FurlInbox Zone by optimizing the sales areas in the Index Living Mall stores, expanding product variety, and attracting customers with affordable products to shop at the branches in order to create more opportunities to sell other products. In addition, the Company implemented a revenue generation strategy through online sales which has high potential and can grow in response to the purchasing behavior of consumers today by expanding the business through new sales channels on TikTok, a rapidly growing platform to contribute to the strength of the furniture and home furnishing businesses in the online market and expanding to new customer groups and segments in leading export marketplaces. The Company plans to expand to new market segments with purchasing power, such as the Middle East as well as foreign project work in Asia which has begun to recover to replace the United States and Japan.

The Company focused on new product development and procurement as well as managing product costs and operating expenses from production, procurement, sales, and product delivery to ensure that an appropriate and competitive profit margin aligned with the Company's objectives. The Company is committed to sustainable cost management by installing solar rooftops in each branch to generate alternative solar electricity, reducing energy consumption and improving electricity efficiency in accordance with the energy saving project, and designing and building energy-efficient and environmentally friendly buildings for future branches.

- **Risk from Competitive Environment in Furniture and Home Furnishings Market, and Retail Space Service Business.**



The furniture and home furnishing markets have become increasingly competitive across all sales channels. In 2023, there were new operators and manufacturers in the furniture and home furnishings retail market, as well as foreign business operators expanding their business operations in Thailand. Price competition for both online and offline marketing and promotions has intensified to consistently compete for market share. The retail space service business is recovering and the number of retail space development projects is steadily increasing as large and small operators compete in the community mall and retail space service business.

The Company is aware of the increasing competitive risk in the furniture and home furnishings markets as well as the retail space service business. The Company closely monitored competitors, used the advantage of a reliable brand of furniture and home furnishings to promote comprehensive services including design, delivery, and installation nationwide, developed a shopping experience that seamlessly blends online and offline shopping, and expanded business through the combination of goods and services, such as Younique which provides free space measurement services and preliminary designs to Index home service customers as well as organizes enticing promotion campaigns.

Implemented digital marketing strategies across all social media platforms and channels. A system has been used to analyze customer data to improve the effectiveness of promotions and ensure that the target groups have been precisely reached across all channels. In 2023, the Company launched a sales channel on TikTok to expand its customer base which is rapidly growing exponentially. The Company was able to maintain its position as an online sales leader through leading marketplaces such as Lazada, Shopee, NOC NOC, and Officemate, which generated an increasing sales volume across all channels. The Company received the award from NOCNO for Best Seller of the Year (furniture) as well as the Shopee Best Operational Performance. In order to increase business strength in the online market competition for the expansion of the market share of affordable online furniture and home furnishing items, strategies must be adjusted to reach customers by emphasizing the New Product Development Package to stimulate demand to purchase products for customers which has had positive feedback, both online and offline shopping at Index Living Mall.

Choosing the right location for The Walk and Little Walk is a crucial factor for retail service business. The Company selects a location with potential that is surrounded by residential projects, close to major destinations, convenient to travel to, connected to multiple routes, and most importantly, accessible to consumers with high purchasing power. The Company focuses on building and maintaining good relationships with business partners. Therefore, The Walk has anchor tenants which are leading brands that attract business operators, retail tenants, and customers. Additionally, the Company effectively manages rental and retail costs which contributes to an increase in rental rates compared to the previous year.

#### • Changes in Customer/Consumer Behavior

The Company adjusted its business expansion strategy by focusing on the distribution channels with expansion potential, especially online channels, and developing online and offline sales and service connections to be more efficient and faster in accordance with consumer behavior in the digital age.

The Company expanded all online sales channels to provide customers with access to shopping through all Social commerce, Marketplace, and platforms that are popular among Thai online shoppers. Online marketing strategies have been adjusted to reach the customer base and increase revenue through live broadcasts and influencers that match the target group. A system has been developed to increase the ease and speed of shopping via mobile phones. Tracking and delivery systems have been developed so that Customers can order products through any sales channel, track their delivery status with a single click, and view them online. In 2023, the delivery system was improved by adding more functions that allowed customers to reserve product delivery queues on their own, resulting in higher furniture sales through online channels than the previous year.

The Company develops products that meet customer needs while maintaining living expectations for all product groups and home furnishing items including Home Solution and pet products groups, etc. Customers can select bedroom sets, living room sets, and sofas based on their design, size, material, and functionality preferences with the Customize Your Own concept at a reasonable price. The Company adheres to a policy that promotes

the development of eco-friendly products and packaging that are made from environmentally friendly materials to conserve energy and are safe for health and hygiene. This is more than just a trend among modern people because the sales revenue of eco-products at Index Living Mall has increased, and the majority of customers are willing to pay extra for eco-home furnishing items.

To better understand customer needs, improve its service, and create a better shopping experience, the Company has developed a customer experience system to conduct customer satisfaction surveys for delivery and installation services and solicit Active Feedback from customers directly after purchasing. The system utilizes an AI system to analyze customer satisfaction through comments and feedback and notifies relevant departments about any negative feedback from customers so that they can resolve the issue promptly. All information received from customers will be used to analyze the core problem for improvement.

- **Emerging Risks that may Affect the Company's Business Operations in the Next 3-5 Years**

- **Climate Change Risk**

Climate change became clearly visible, whether natural disasters occurring all over the world. An increasing number of countries are recognizing the importance of setting reduction targets for greenhouse gas emissions. Mechanisms for reducing greenhouse gas emissions have been implemented through trade and tax rules and regulations. This represents a new challenge for Thailand in its transition to a low-carbon society in accordance with the Paris Agreement for Net Zero Emission by 2065, and greenhouse gas emissions management is the private sector's mission.

The Company acknowledges the interrelationship of business operations and the environment. This is demonstrated through the execution of a well-defined Business Continuity Plan (BCP) to safeguard against potential natural disasters and the development of business sustainability that takes into account the environmental dimension, which is one of the Company's sustainability goals. An environmental management policy has been established to reduce greenhouse gas emissions through energy-saving mechanisms and the

conservation of natural resources in order to promote the use of alternative energy, optimize the energy consumption of all related activities, and manage garbage and waste from the Company's value chain. In addition, the Company established policies and objectives to innovate and produce eco-friendly furniture and home furnishing items, as well as eco-friendly packaging designs that are smaller, compact, and convenient for transportation, with a reduction in plastic wrap usage to facilitate product placement, resulting in a shorter delivery cycle, and a decrease in the quantity of plastic used, all of which contribute directly and indirectly to the greenhouse gas emissions.

The Company realizes the importance of the environment along with business operations, both in terms of preparation for potential natural disasters and the reduction of corporate greenhouse gas emissions. Regarding business operations during a natural disaster or the COVID-19 pandemic, the Company implemented a Business Continuity Plan (BCP) so that employees can immediately work from home if an event prevents them from traveling to any branches or headquarters. The Company prepared equipment and systems to enable employees to work from any location. In addition, all Index Living Mall branches in flood-affected areas are planned to be built in higher-leveled areas. This prevents stores and sales areas from being affected by high floods. However, this impacts product delivery to customers in flooded areas. The Company has postponed the delivery for all customers who suffered from the disaster until their houses have been ready to receive the product.

The Company continues to operate the Solar Rooftop System Project to use clean energy instead of electricity at Index Living Mall branches and factories. Currently, the Company has installed 28 solar rooftops and is a participant in the Low Emission Support Scheme (LESS) Project of the Ministry of Natural Resources and Environment by Thailand Greenhouse Gas Management Organization (TGO) (Public Organization). The Solar Rooftop Project can reduce greenhouse gas emissions by 7,261.64 tons of carbon dioxide equivalents (tCO<sub>2</sub> eq). The Company also has a waste segregation and recycling program and brings food waste as animal feed which reduces greenhouse gas emissions by 6,899.04 tCO<sub>2</sub> eq, totaling 14,160.681 tCO<sub>2</sub> eq. (Note: 1 The amount of greenhouse gas reduction



for the year 2026 is in the process of being submitted for certification from the TGO).

In addition, the Company has participated in the Thailand Voluntary Emission Reduction Program (T-VER) organized by the Thailand Greenhouse Gas Management Organization (Public Organization) to demonstrate that 2 projects of Solar Rooftop System of Index Living Mall Public Company Limited, totaling 14 branches, have been successfully registered.

- **Operational Risk**
- **Risk from Fluctuations in Raw Material Costs and Other Expenses**

The prices of primary raw materials for furniture production, especially particle board and steel are likely to change according to market conditions and production volume. In addition to the price of raw materials, energy costs such as electricity and fuel costs have increased significantly. This has a direct impact on the price of furniture production and imports.

The Company closely monitored the movement of raw material and energy prices and evaluated the impact of higher costs in advance to mitigate the impact of the rising costs through a pricing review, especially furniture products that have a high proportion of particle board and all imported products in order to adjusting the selling price to be appropriate while remaining competitive in the market. In addition, the Company cultivates

positive relationships with its primary suppliers of raw materials. The Company works closely with the factory and supply chain to be flexible and adaptable to production in response to actual sales in a timely manner. This includes considering potential import costs and replacing imports with domestic manufacturers and suppliers.

In regard to product sourcing and procurement, the Company orders multiple products to get lower prices and confirms the cost price within six months to one year in order to mitigate risk amid cost price volatility or major currency fluctuation. The Company has a supplier contingency plan for both domestic and international suppliers to supply the same product lines as a backup plan in the event that the cost of the primary suppliers has a significant change.

The Company aims to develop and design components and fittings as common parts that can be used in a variety of products and packaging in order to obtain an order volume that can be used for cost negotiation and reducing the stock-keeping unit that requires management. This is done by ensuring that the product's functionality and aesthetics remain uncompromised, and that competitive pricing and adequate margins are maintained amidst the possibility of increasing raw material expenses.

In addition, the Company intends to continuously manage and control the corporate groups' expenses in



response to the increase in energy prices by installing a fuel bunker at the distribution center, which will allow the Company to save money due to lower fuel rates and a rebate from refueling. The Company has been able to reduce its electricity costs by installing solar rooftops at the factories and Index Living Mall branches in order to generate renewable electricity, modify the air conditioning systems to be more efficient and save electricity, and utilize electric vehicles for product delivery. This contributes to long-term cost savings and the reduction of greenhouse gas emissions.

- **Inventory Management Risk**

The Company prioritizes stringent inventory control policies to support the Company's business expansion and the delivery of products to customers while managing inventory to be at an appropriate level in order to mitigate potential risks from inventory management and storage expenses in addition to product deterioration and damage.

The Company manages inventory throughout the entire supply chain process, as follows:

- Integrating the Demand Forecast system with order placement to correspond order estimation with sales targets as agreed upon with the sales department in order to enhance the effectiveness and accuracy of order placement management and prevent over-ordering.
- Manage product orders with the Company's factory in an efficient manner to ensure sufficient production and supply of products during promotional periods and project submissions, while preventing the accumulation of product stock and the loss of sales opportunities.
- Set stringent criteria for new product management. The product development strategy team and the trading team establish the criteria for new product management from an upstream supply chain.
- Adjust product classification criteria to reflect operating results and establish policies for managing each product classification in order to enhance product management, such as promoting sales and discontinuing unprofitable products, which is upstream inventory management.
- Focus on liquidating slow-moving products as well as obsolete products through a consistent organization of promotions, discounts, and the DC Clearance Sale.

- **Cyber Security Risk and IT Security**

As the severity of the cyber-attack escalates, information and technology systems malfunction, data leakage, data theft, unauthorized access that compromises confidential customer data, or phishing emails can jeopardize the data security of customers and related parties and harm the reputation and image of the Company.

The Company has established additional measures to protect data security and information technology systems, as well as action plans to deal with cyber-attacks, such as monitoring, inspecting, and notifying of any data leaks or attacks. The Company has upgraded its server to operate in the cloud for system operations and IT infrastructure. Internal and external auditors conducted a regular review of controls. Personnel in charge of work systems have been assigned to resolve issues that may arise at any time. The Company intends to purchase and develop modern hardware and software systems to combat new forms of cybercrime and prevent unauthorized data access. The Company communicates and educates personnel throughout the organization to create understanding and awareness of cyber-attacks, data security, improper use of personal information, and breaches of customer information.

- **Compliance Risk**

Not applicable.

- **Corporate Governance Risk**

Corruption endangers both public and private sector operations and harms the Company's image and credibility in the event of an incident involving corruption or any dispute or complaint stemming from inappropriate supervision.

The Company became a certified member of the Thai Private Sector Collective Action Against Corruption (Thai CAC) in 2022 and has taken steps to operate business with good corporate governance, be reliable, transparent, and free from corruption in accordance with the anti-corruption policy. There is a channel for stakeholders to submit complaints about corruption. The internal audit unit conducts an annual review of work processes and internal controls that are vulnerable to corruption, ensuring that all employees are aware of the danger of corruption and understand appropriate and correct practices. The Company provides anti-corruption education and communications, as well as mandatory training for all new employees.

- **Financial Risk**

- **The Company's Liquidity Risk**

The Company secures funds from both short-term and long-term loans from financial institutions to support business operations of the Company and its subsidiaries and investment in future projects as working capital in business operations. The interest rate fluctuations and changes in the Thai financial market may affect future loan repayment and interest-bearing debt of the Company.

In 2023, the recovery of the Thai economy resulted in the Company's increasing operating results from the previous year in both retail and online sales. The Company has continuously managed its liquidity efficiently and continues to strictly adhere to liquidity management policy and cost control policy as well as improving work efficiency and inventory management. As a result, the Company has good liquidity and was able to make prepayments on long-term loans. This resulted in the reduction of future interest expenses due to consistent loan repayments. The Company paid off long-term loans from financial institutions ahead of schedule.

- **Exchange Rate Fluctuation**

In 2023, the Thai Baht exchange rate was highly volatile due to the Chinese economic slowdown and rising interest rates from the United States Federal Reserve. The economic figures from China and the United States have a direct impact on the costs of imported goods and import expenses of raw materials and products. This includes revenue from exporting and the inevitable royalty fee from the sale of franchises.

The Company continues to have strict management of exchange rates in order to manage exchange rate fluctuations risks for imported goods and revenue from exporting to be at an appropriate level. The Company has made a natural hedge from the transaction of product sales and purchases of the Company's raw materials. This includes revising the pricing of newly imported goods to cover the cost of imports and the potential exchange rate fluctuation risks while maintaining the profit margin at a proper level. Additionally, the Company mitigated the exchange rate fluctuation risk by entering into forward contracts which safeguarded against exchange rate fluctuations at a certain time. The exchange rate movement has been closely

monitored through news and information from banks to evaluate the situation and find ways to prevent potential risks.

- **Investment Risks of Securities Holders (2.2.2)**

- **Dependence on Major Shareholders or Affiliates of Major Shareholder or Executives**

As of January 31, 2023, the Patamasatayasonthi family and Krobkrua Thammada Panich Company Limited were the major shareholders of the Company, holding 378.19 million shares or 74.89% of the total issued shares of the Company. Therefore, there is a risk that the major shareholders who own more than 50.0% of the Company's shares may influence the proposal of the management policy, and vote collection, as well as checks and balances that are considered in the Shareholders' Meeting.

The Company's management structure has been established in recognition of the importance of transparent and verifiable business operations that adhere to corporate governance which consists of the Board of Directors, the Audit Committee, and the Executive Committee. Each committee has a clearly defined scope of authority and responsibilities. Currently, the structure of the Board of Directors consists of 11 directors, 5 of whom are independent directors, and 3 of these independent directors are Audit Committee members in order to check and balance matters as well as approve any matters prior to proposing them to the Shareholders' Meeting for approval. If transactions involve directors, major shareholders, controlling persons, related businesses, or individuals who may have conflicts of interest. Such persons will not have voting rights to approve such transactions. Minor shareholders have the right to vote against an offering of securities that affects shareholders by casting only 10% of the votes cast by the shareholders attending the meeting. Additionally, transactions must be approved in accordance with the criteria of the Securities and Exchange Commission ("SEC") and the Stock Exchange of Thailand.

- **Risks From Foreign Securities Investment (In case the issuer is a foreign company) (2.2.3)**

- **Investment in securities of foreign companies.**

None

### 3. Driving Business for Sustainability



The Company acknowledges the significance of driving business for sustainability and has established sustainability development as a primary long-term strategy in its business operations. The Company is dedicated to achieving sustainability through Environment, Social, and Governance: ESG under the concept of “Sustainable Living for Future Lifestyle” in order to deliver the value of its products and services, enhance the quality of life, and ensure social and environmental sustainability. Additionally, the Company is willing to develop innovation and technology utilizing its furniture and home furnishings expertise in order to reduce the environmental impact of its operations and generate growth opportunities alongside stakeholders in the value chain. The Company was chosen to be "Thailand Sustainability Investment" or SET ESG Ratings for 2023 in the service sector for the first time. The Company will continue to be committed to sustainable development.

The Company oversees sustainability development and reviews the goal and practice guidelines that cover all dimensions in order to achieve the set goals through the Board of Directors, the Nomination Remuneration Corporate Governance and Sustainable Development Committee which approves material issues regarding sustainability development, evaluates the performance of corporate governance and sustainability strategies including the management of the environment, energy, water, garbage, waste, greenhouse gas emissions,

human rights, and fair treatment of labor. The Company organized a working group for each project which included a representative of the relevant department for each project in order to execute operational plans and achieve the set goals.

In order to accurately disclose ESG information on economic, social, and environmental dimensions, as well as the Company's performance on sustainable development in 2023 to be in accordance with the standards, the Company studied and prepared a report on the topic of Driving Business for Sustainability in accordance with the Global Reporting Initiative (GRI) standards which were used in the preparation of the Sustainable Development Report (SD Report) and the 56-1 One Report. This includes attending training seminars and implementing the Stock Exchange of Thailand's recommendation regarding ESG disclosure of information, with modifications to the report preparation guidelines and structure, in order to disclose environmental, social, and governance information. As a result, the Company was able to examine material issues in all aspects and adjust sustainability goals to better align with the GRI Standards Indicator. This report solely covers the performance of the Company and its subsidiaries in Thailand, which is the primary business of the Company between January 1, 2023 and December 31, 2023. The economic performance presented in this report is based on the same accounting information system used in the One Report for the year 2023.

### 3.1 Impact Management on Stakeholders in Business Value Chain

#### • Business Value Chain

The Company operates a retail business that sells furniture and home furnishings which covers upstream to downstream business operations including product design and development, sourcing and procurement, production, distribution, sales & marketing, and after-sales services as well as retail space service business. The Company is committed to value creation for products and services as well as business activities in order to meet the expectations of each stakeholder group in the business value chain through good corporate governance, transparency, and social and environmental responsibility.





- **Stakeholders, Expectations and Response**

The Company places an emphasis on identifying stakeholders in the business value chain and analyzing expectations and sustainability issues for each stakeholder group in order to understand as well as determine actions and channels to communicate with stakeholders in order to be able to respond promptly and appropriately to the expectations. In 2023, the Company analyzed and reviewed significant issues based on customer survey results. The details are as follows:

Stakeholders	Communication Channels	Expectations	Actions
<b>Shareholders</b> 	<ul style="list-style-type: none"> <li>• 56-1 One Report</li> <li>• Shareholders Meeting</li> <li>• Quarterly investor meeting</li> <li>• Quarterly analyst meeting</li> <li>• Disclosure of information through SET</li> <li>• Disclosure of Investor Relations information on the Company's website</li> <li>• Investor relations department</li> </ul>	<ul style="list-style-type: none"> <li>• Profitable business and sustainability</li> <li>• Good corporate governance</li> <li>• Transparent management</li> <li>• Effective risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business with transparency, verifiable, and in accordance with good corporate governance</li> <li>• Effective management</li> <li>• Disclosure of transparent information</li> <li>• Provide complete and accurate financial information</li> </ul>
<b>Customers</b> 	<ul style="list-style-type: none"> <li>• Online and offline communication channels</li> <li>• Meet with customers regularly</li> <li>• Product and service safety measures</li> <li>• Customer contact center</li> <li>• Whistleblowing or feedback channels on the Company's website</li> <li>• Customer satisfaction surveys of Index Living Mall and online channels after sales, product installation and delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality products and services that meet lifestyles</li> <li>• Good shopping experiences</li> <li>• Safety services at branches- Prices and promotions are accurate and clear.</li> <li>• Timely delivery of products and services</li> <li>• Product guarantees and after-sales service</li> <li>• Personal data privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver quality products and services</li> <li>• Promote sales and promotions that meet customer needs</li> <li>• Safety management from production to services at branches</li> <li>• Customer service development</li> <li>• On time delivery and installation</li> <li>• Use international standards for customer data protection</li> <li>• Listen and respond to complaints</li> </ul>
<b>Business Partners</b> 	<ul style="list-style-type: none"> <li>• Business Code of Conduct</li> <li>• Whistleblowing channel on the Company's website</li> <li>• Business partner's data protection privacy notice</li> <li>• Communication channels such as telephone, email, etc.</li> <li>• Meet directly with business partners</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent business operations</li> <li>• Grow the business together</li> <li>• Accurate and on time payments</li> <li>• Personal data privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare business contracts and procurement processes with transparency and fairness</li> <li>• Establish policies and pay promptly and accurately</li> <li>• Develop a collaborative operational plan</li> <li>• Use international standards for customer data protection</li> </ul>

Stakeholders	Communication Channels	Expectations	Actions
<b>Community and Society</b> 	<ul style="list-style-type: none"> <li>• Contact Store manager/ headquarters</li> <li>• Customer contact center</li> <li>• Whistleblowing channel on the Company's website</li> <li>• Participation in community network activities</li> </ul>	<ul style="list-style-type: none"> <li>• Activities that are beneficial to the community</li> <li>• Opportunity to work and generate income for the local community</li> <li>• Operate business with responsibility</li> <li>• No environmental damage</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboratively develop products with the community and serve as a distribution channel</li> <li>• Encourage hiring local employeesSupport and promote activities that are beneficial to the community</li> <li>• Pay attention to safety and environmental impact</li> <li>• Listen and respond to comments and complaints</li> </ul>
<b>Government and Other Agencies</b> 	<ul style="list-style-type: none"> <li>• Participate in or organize government network activities</li> <li>• Human Resource Management Department/ related departments</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Compliance</li> <li>• Promote and Cooperate in numerous projects</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly follow and comply with relevant laws and regulations</li> <li>• Cooperate and participate as appropriate in numerous projects</li> </ul>
<b>Employees</b> 	<ul style="list-style-type: none"> <li>• Annual Town Hall Meeting</li> <li>• Internal communication of the Human Resources Department</li> <li>• Whistleblowing channel on the Company's website</li> <li>• Contact the Welfare Committee in the workplace</li> <li>• Contact Safety, Occupational Health and Working Environment Committee</li> <li>• Employee engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Fair remuneration and welfare</li> <li>• Stability and career growth</li> <li>• Knowledge and capability development</li> <li>• Workplace safety</li> <li>• Organizational Participation by voicing opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate fair remuneration and welfare</li> <li>• Organize an equal and fair performance evaluation</li> <li>• Organize related training courses with job responsibilities</li> <li>• Provide safe and healthy working conditions</li> <li>• Listen and respond to comments and suggestions for improvement.</li> </ul>

- **Materiality Assessment of Sustainability Issues**

The Company considers both internal and external factors pertinent to the most significant sustainability issues to the Company's business operations in economic, social, and environmental dimensions. This includes the impact on stakeholders regarding the business operations in order to assess and determine material sustainability issues with the following steps:

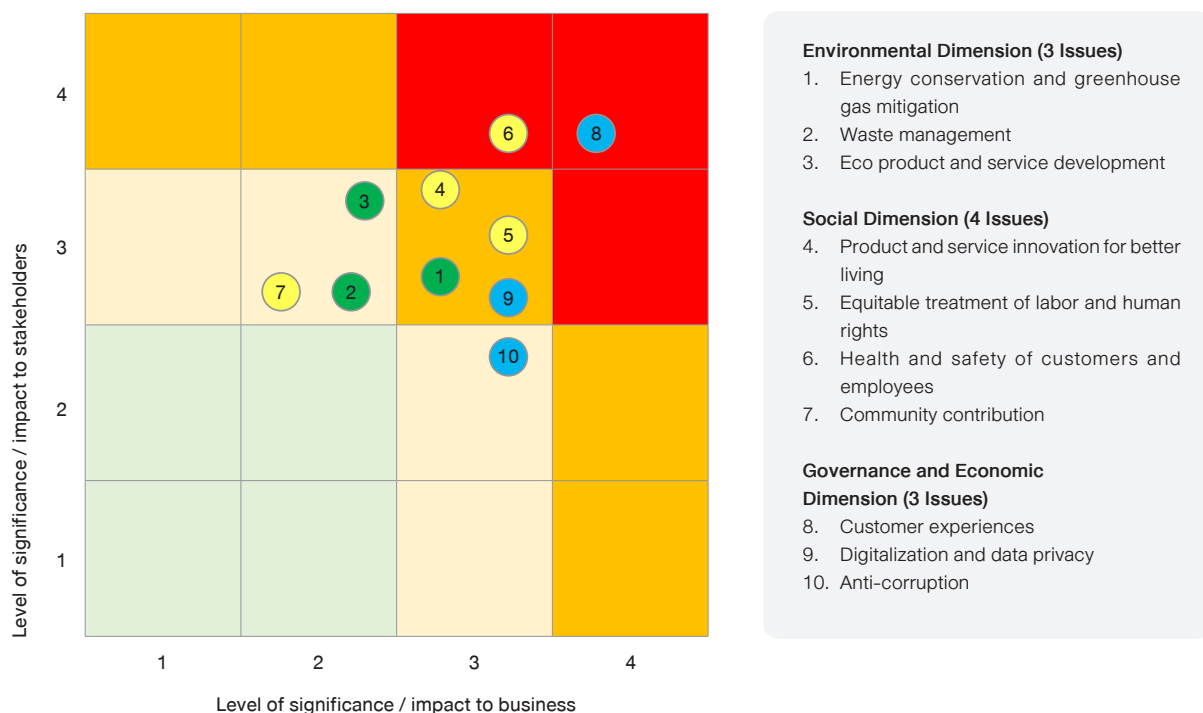
1. **Materiality Identification** : The Company collects material sustainability issues for the business operations and its stakeholders, whether from international sustainability standards, comparisons with competitors in the same industry, or the Sustainable Development Goals (SDGs) of the United Nations. This year, the materiality issues were clarified and categorized into dimensions in accordance with the GRI Standards. The Company

will review the Material Sustainability issues every 2 years.

2. **Prioritization** : The Company evaluated and prioritized the collected sustainability issues which include the impact on the stakeholders and the Company.
3. **Validation of Materiality** : The Company validated the accuracy by presenting material sustainability issues, which were reviewed by the Management Committee that is responsible for sustainable business management. Then, proposed them to the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee for review and approval.
4. **Continuous Improvement** : The Company focuses on continuous improvements in sustainability reporting and the review of sustainability policies and goals in order to achieve future objectives and goals.

## Results from the Material Sustainability Issue Assessment

The Company evaluated a total of 10 issues. The material sustainability issues are as follows :





### 3.2 Sustainability Management Policy and Goals

- **Sustainability Policy**

The Company development established policies and practice guidelines on sustainability management in order to operate the business in accordance with business practices and corporate strategies. This includes responding to stakeholders in all dimensions of material sustainability issues as follows:

1. Focus on developing and creating quality products and services at fair prices as well as promoting a quality life that is safe and environmentally friendly.
2. Focus on technology development and potential innovations for business operations, services, and communication channels in order to connect and respond to the needs of stakeholders with the corporate group in a way that is effective, quick, on time, easily accessible, and emphasizes the importance of personal data protection of relevant parties.
3. Focus on developing business processes that are friendly to the community and society in order to improve the quality of life and promote sustainable business growth.
4. Attentive to eco-friendly business operations and be aware of the efficient use of resources and energy, which includes waste management

from the corporate value chain to ensure that it does not create a negative impact on the environment.

5. Respect human rights and ensure that the business of the corporate group is not directly or indirectly involved in human rights violations, such as sexual harassment, violence, and child labor. However, the Company respects gender equality for all employees.
6. Focus on developing the potential and knowledge of employees, as well as paying attention to safety, occupational health, and the work environment. Provide opportunities for employees to express their opinions to contribute to the development of the organization.
7. Focus on anti-corruption by establishing anti-corruption policies and guidelines to set a business operation framework with transparency and ethics in accordance with good corporate governance principles.









- **Sustainability Strategy**







The Company has formulated a 3G sustainability strategy as a business operation framework in accordance with sustainable development guidelines and set goals to align with material sustainability issues and the United Nations Sustainable Development Goals (SDGs) as well as business practice guidelines and projects related to sustainability in each dimension. The details are as follows:

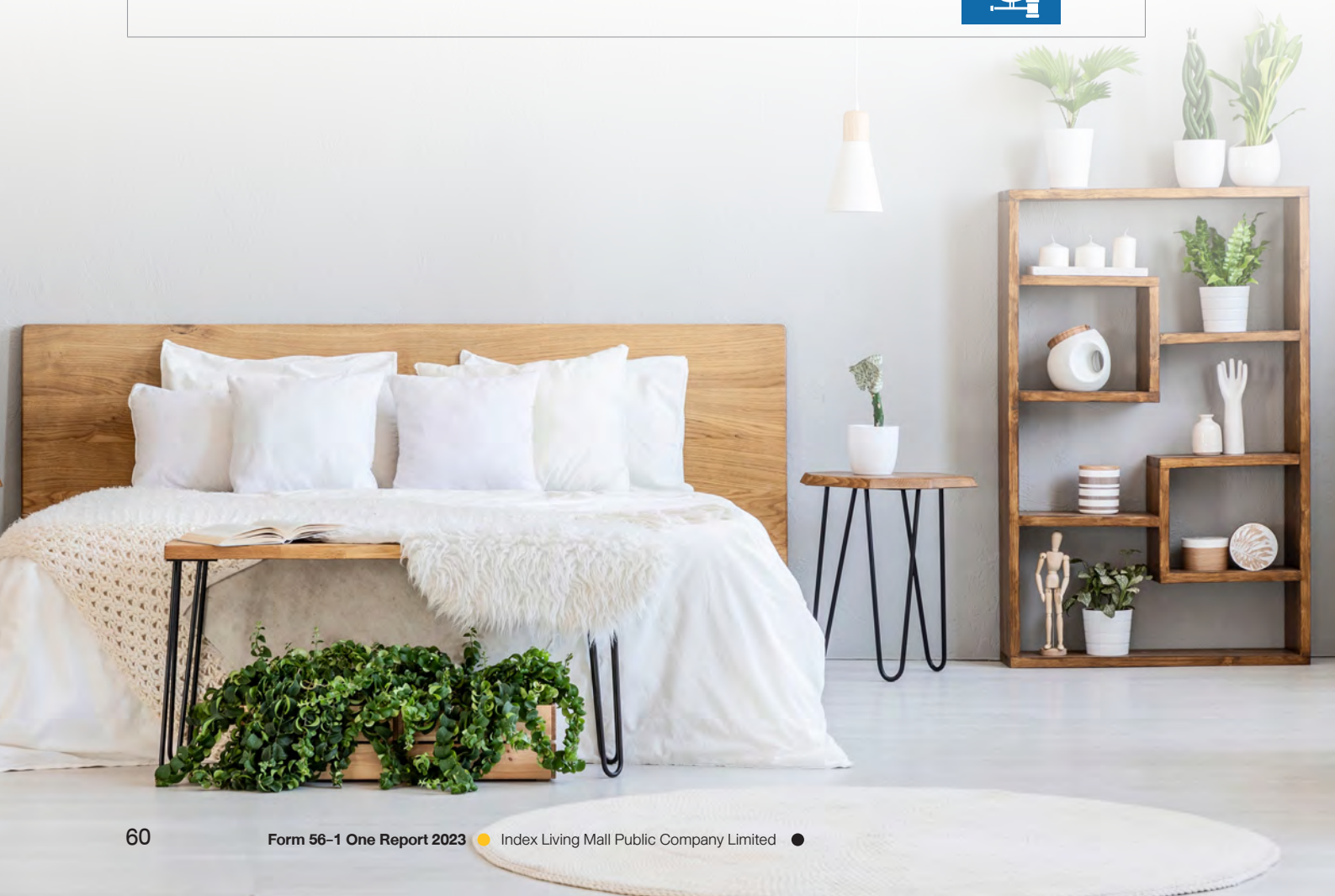




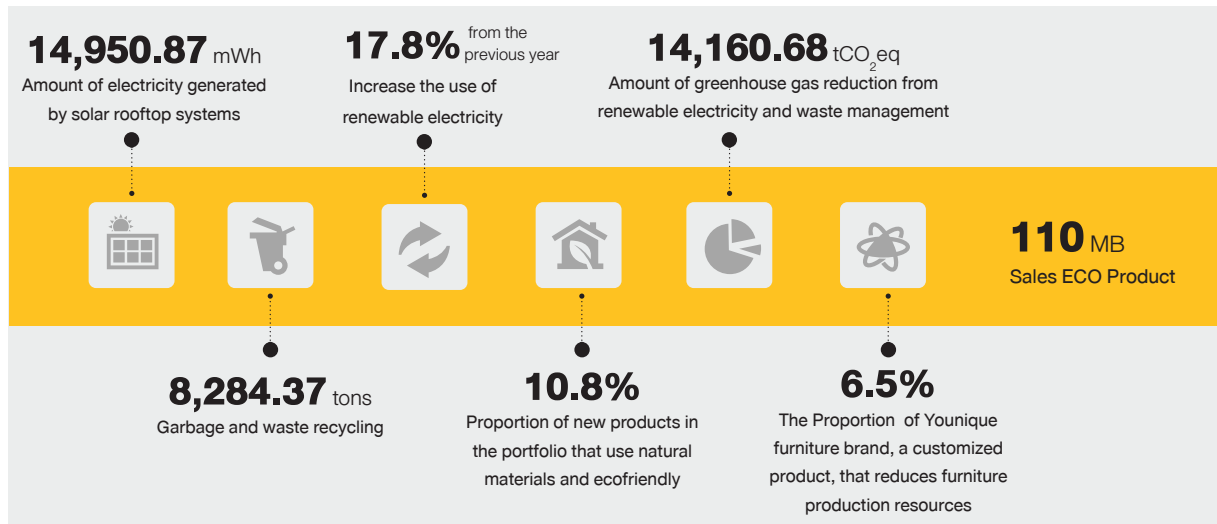
- Corporate Sustainability Goals

Sustainability Material topics	Goals	Consistency with the Sustainable Development Goals (SDGs)
<b>Environmental Dimension</b>		
Energy Conservation and Greenhouse Gas Mitigation	<ul style="list-style-type: none"> <li>Increase the use of renewable energy by 30% per year.</li> <li>Install solar rooftop systems on every branch by 2027 (only branches with supporting structures and it is financially beneficial to install solar panels).</li> <li>Reduce electricity consumption at branches by 10% compared to the baseline year of 2022.</li> </ul>	
Waste Management	<ul style="list-style-type: none"> <li>0 complaint on garbage and waste management.</li> <li>The Company is certified for carbon reduction through waste management by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) every year.</li> </ul>	 
Eco Product and Service Development	<ul style="list-style-type: none"> <li>Develop new products that use a combination of natural materials to increase to 5% of the product portfolio by 2022 and increase the proportion of environmentally friendly products.</li> <li>By 2025, increase the proportion of Younique brand furniture that are customized, resource-saving products in furniture production to 10% of total furniture sales.</li> </ul>	
<b>Society Dimension</b>		
Product and Service Innovation for Better Living	<p>Commitment to developing products and services that improve the quality of life of consumers and society.</p> <ul style="list-style-type: none"> <li>Health Improvement: By 2025, increase the proportion of new ergonomically designed products and health care products to 20% of the new office furniture product portfolio.</li> <li>Innovation: By 2025, increase raw materials for innovative health and safety products to 20% of the new product portfolio in the category of furniture and home furnishing items.</li> <li>Elderly Friendly: By 2025, develop a portfolio and increase the proportion of furniture, equipment, and products for senior citizens to 10% of the total number of new products for senior citizens.</li> <li>Social development: Organize a project to promote products from the community in order to support and generate income for the community within 2022-2023.</li> </ul>	
Equitable Treatment of Labor and Human Rights	<ul style="list-style-type: none"> <li>0 complaints on human rights and labor issues.</li> </ul>	  

Sustainability Material topics	Goals	Consistency with the Sustainable Development Goals (SDGs)
Health and Safety	<ul style="list-style-type: none"> <li>Reduce workplace accidents.</li> <li>Death rate of 0.</li> <li>The number of work accidents decreased by 5% compared to the base year of 2020.</li> <li>The number of leaves of absence due to accidents decreased by 5% compared to 2020.</li> </ul>	 
Community Contribution	<ul style="list-style-type: none"> <li>The percentage of third parties hired in the Tao Kae Noi project is 70%.</li> <li>Social development: Organize a project to promote products from the community in order to support and generate income for the community within the year 2022-2023.</li> </ul>	
<b>Governance and Economic Dimension</b>		
Customer Experiences	<ul style="list-style-type: none"> <li>A customer satisfaction rating is higher than 90% between 2022 - 2025 and will increase to 93% in 2026.</li> </ul>	
Digitization and Data Privacy	<ul style="list-style-type: none"> <li>0 complaints on personal data security.</li> </ul>	
Anti-Corruption	<ul style="list-style-type: none"> <li>0 complaints on corruption.</li> </ul>	



### 3.3 Environmental Sustainability Management



- **Environmental Policies and Practices**

The Company pays attention to sustainable business operations on the basis of environmental responsibility, using natural resources, energy, and efficient waste management from the corporate value chain as well as being aware of the impact of greenhouse gas on global climate change under the practice guidelines of the environmental management policy and goals to ensure that the Company's business operations will not create environmental impacts and pass on a good environment and a sustainable society.

- **Environmental Performance**

#### 1. Energy Conservation and Greenhouse Gas Mitigation

The Company focuses on energy conservation and promotes the use of natural resources for sustainable energy production, increasing the proportion of the Company's clean energy consumption through solar rooftop system installation to support electricity consumption at branches and factories. This includes fuel management for product transportation and distribution in accordance with the "Green Logistics" concept, which uses 100% electric vehicles (EVs) to reduce greenhouse gas emissions from fossil fuels and contribute to the solution of the global problem of climate change. The development of new products focuses on increasing the proportion of eco-friendly products, such as furniture and home furnishings to reduce greenhouse gas emissions. In addition, activities within the Company were organized to raise energy awareness, protect the environment, and reduce greenhouse gas emissions among employees in order to include employees as an alliance in helping

the Company achieve its mission of environmental sustainability development.

In 2023, the majority of the energy consumed by the Company and its subsidiaries, including all Index Living Mall and The Walk stores was from fuel. The Company took significant actions on energy management and greenhouse gas issues, as follows:

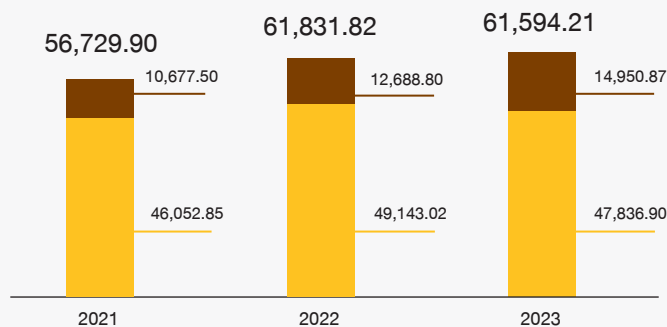
##### 1.1 Electricity Management

In 2023, the Company campaigned to emphasize the importance of efficient energy management by improving and maintaining equipment that controls the operation of the relevant electrical systems. This includes raising employee awareness of electricity savings. In addition, the Company increased the number of solar rooftops installed in new Index Living Mall branches in order to generate more renewable electricity. However, the Company's electricity consumption and expenses increased over the previous year as the FT rate increased due to more products being produced to support business expansion.

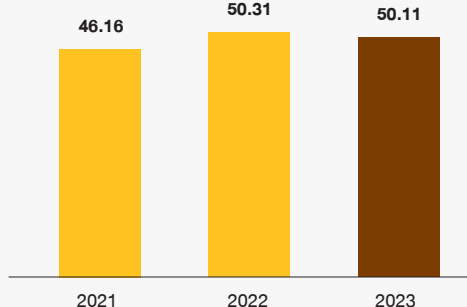
In 2023, the Company collected data on electricity consumption in accordance with the disclosure criteria of the Stock Exchange of Thailand by combining the amount of renewable electricity production (e.g., solar energy) and electricity consumption of the Company. This includes separating the amount of energy consumption by tenants to accurately reflect actual electricity consumption. In this regard, the company was able to reduce its electricity consumption by 61,594.21 megawatt-hours, a decrease of 5.09% from the previous year.

### Electricity consumption (mWh)

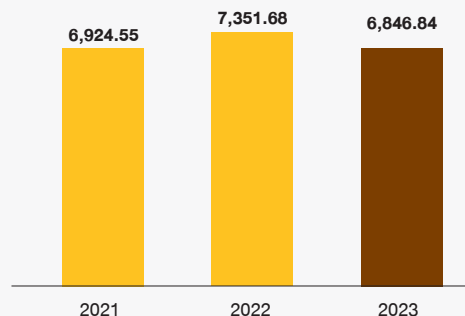
- The company's electricity procurement
- Solar power generation



### The company's electricity consumption intensity per area (kWh / sq.m.)



### The company's electricity consumption intensity per revenue (kWh / Million Baht)

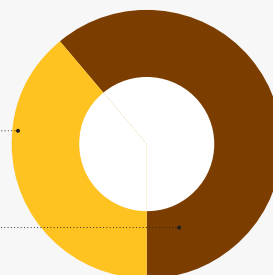


Additionally, there is electricity consumption by tenants of Index Living Mall and The Walk, which the company has recorded separately from its own electricity usage. In 2023, the tenants accounted for approximately 39% of the total electricity purchased by the company. For the company, the usage includes electricity for Index Living Mall stores and common areas, primarily for lighting and air conditioning systems at The Walk.

### Electricity usage ratio at the Walk & Index Living Mall Y2023

Tenants' electricity consumption  
**39%**

The company's electricity consumption  
**61%**



The electricity consumption is efficient. The Company has guidelines for carrying out projects related to electricity management and continually raising awareness of energy conservation among employees at branches and at the headquarters. The operations are carried out as follows:

#### • Solar Rooftop System Project

Since 2018, the Company has invested in a solar rooftop system project to continuously generate solar power at Index Living Mall stores and IDF factories in order to sustainably save energy. This is clean energy that contributes to the reduction of global warming. By the end of 2023, four additional solar rooftop systems

had been installed, including Little Walk Pattaya, The Walk Kaset Nawamin, Index Living Mall Lat Krabang, and Phuket). The addition of these locations brings the overall count to 28 locations. This is a result of recognizing the opportunity to reduce electricity consumption at branches, the Company intends to continuously increase the number of solar rooftop systems in the future for new stores. In 2023, the solar rooftop system project can produce 14,950.87 mWh of electricity, an increase of 17.8% from the previous year. It can also reduce greenhouse gas emissions by 7,261.64 tons of carbon dioxide equivalent (tCO<sub>2</sub> eq).



## Y2022

The company produced a total of

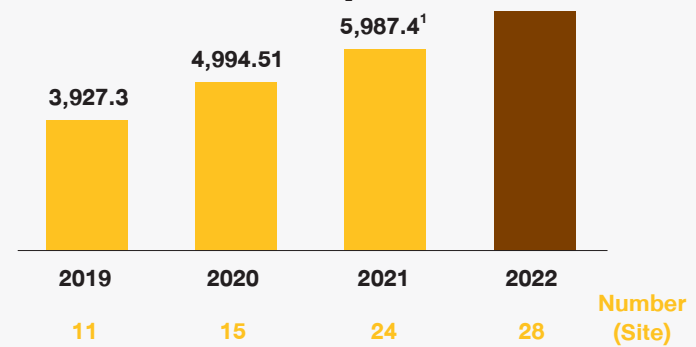


**14,950.87**

mWh of  
electricity from  
solar energy.

**17.8%** increase in the use  
of renewable electricity.

Greenhouse Gas Reduction tCO<sub>2</sub> eq



Remarks:

<sup>1</sup> Based on the amount of greenhouse gas reduction certified by the TGO in 2022 at 5,987.405 tCO<sub>2</sub> eq.

<sup>2</sup> The amount of greenhouse gas reduction for 2023 is in the application process for certification from the Greenhouse Gas Management Organization (Public Organization) (TGO)

### • Energy Saving Project

With the goal of achieving sustainable electricity and energy management, the Company implemented the Energy Saving & Efficiency Project in retail stores for all Index Living Mall branches in order to plan for long-term energy consumption. The Company intends to improve its air conditioning and lighting systems, which are the systems that consume the most electricity. The Company will gradually upgrade various machinery and equipment for air conditioning systems such as:

- Install new chillers at Index Living Mall branches to improve work efficiency and reduce electricity consumption. In 2023, new chillers were installed at 7 branches, totaling 8 units: Ekkamai, Rangsit, Chonburi, Khon Kaen, Udon Thani, Chiang Mai, and Phuket branches. The Company is currently in the process of planning to install 5 units in 3 additional branches by 2024.
- Analyze cooling tower data to optimize the heat dissipation system. There are plans to renovate eight branches by 2024.
- Adjust the chiller's AHU percentage based on the season to enable or disable it.
- Upgrading split-type air conditioners and establishing a policy to switch to energy-saving inverter systems when replacing damaged units.
- Switch to LED light bulbs in 2 branches: Nakhon Sawan and Phuket.
- Set the power mode to maintain appropriate temperature at branches for energy efficiency.

### • INDEX GOES GREEN's Project

The INDEX GOES GREEN project is the Company's new mission that focuses on motivating everyone in the organization, including staff, employees, and executives to be aware of social responsibility while contributing to the creation of a green planet by promoting energy savings, simple living, waste segregation, and the elimination of plastic or non-biodegradable packaging. The Company communicates and updates relevant environmental knowledge for employees to apply at work and collaborate with business partners to promote environmental responsibility.



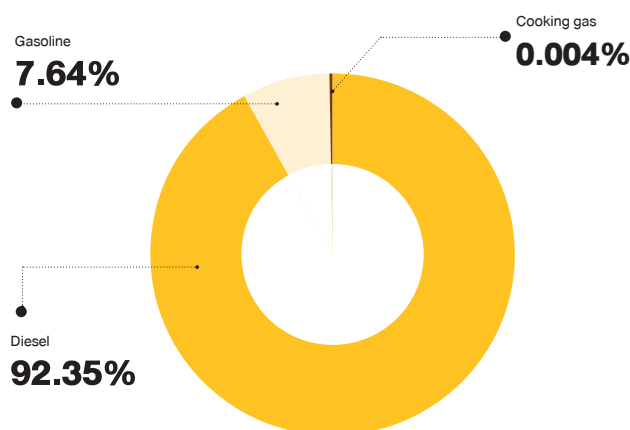
## 1.2 Fuel Management

To efficiently and sustainably deliver and install furniture and home furnishings to customers nationwide, the Company established a fuel bunker station in the distribution center and maintains vehicles on a regular basis. This allows for more efficient monitoring and control of fuel consumption. Additionally, the Company has implemented electric freight vehicles to reduce greenhouse gas emissions from fuel-powered vehicles.

The Company's fuel consumption includes Index Living Mall's product delivery process, partner delivery vehicles (Tao Kae Noi), affiliated factory transport vehicles, and office vehicles for business purposes. Fuel consumption increased in 2023 compared to the previous year due to increased sales. The details are as follows:

Fuel Usage	2023		
	ILM	Partner Vehicles	Total
<b>Total Fuel Consumption (liters)</b>	<b>1,354,537.15</b>	<b>601,992.00</b>	<b>1,956,529.15</b>
Diesel	1,237,151.99	601,992.00	1,839,143.99
Gasoline	117,385.16	0.00	117,385.16
LPG (Kilogram)	24,405.00		
<b>Total Fuel Expenses (Baht)</b>	<b>43,008,862.00</b>	<b>19,329,561.00</b>	<b>62,338,423.00</b>

### Total Consumption of Oil & Fuel



#### • Transport and Distribute Products with Green Logistics

The Company developed a transportation and distribution system with "Green Logistics" driven practices, using 100% clean energy from electric vehicles: EVs for regional distribution. There are 7 EV trucks, including 6-wheeler trucks capable of carrying up to 15 tons and 6-wheeler EV trucks capable of transporting 5 tons. The Company installed two 150 kWh EV Chargers at the warehouse in DC Bang. At the end of 2023, the EV trucks began transporting products along the Eastern Line - Northern Line - Isan Line and 5 branches in Nakhon Sawan, Phitsanulok, Nakhon Ratchasima, Khon Kaen, and Chiang Mai provinces. There are plans to expand the routes. The Company will evaluate the potential locations and routes, including Nakhon Si Thammarat, Surat Thani, Rayong, and Surin provinces. Furthermore,



packaging for furniture, appliances, and home furnishings has modified, such as reducing packaging size to increase space and the number of products delivered per cycle, thereby making delivery and transportation more worthwhile and efficient.

### 1.3 Greenhouse Gas Management

The Company places importance on greenhouse gas mitigation in accordance with sustainability policies and strategies by expanding the solar rooftop system to produce renewable electricity at branches, affiliated factories, and the Company's distribution centers. In addition, the Company implemented waste management at the branches and distribution centers that have sufficient amounts of waste for recycling and gathered information for certification of greenhouse gas reduction from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO under Low Emission Support Scheme (LESS). In 2023, the Company reduced greenhouse gas emissions through all projects by a total amount of 14,160.68 tCO<sub>2</sub> eq

#### Low Emission Support Scheme (LESS)

Greenhouse Gas Mitigation Amount (tCO <sub>2</sub> eq)	2021	2022	2023 <sup>1</sup>
Solar Rooftop Installation Project	4,994.51	5,987.405	7,261.64
Waste Segregation Project for Recycling and Feeding Animals with Organic Waste from Food Scraps	3,344.99	6,365.538	6,899.044
<b>Total</b>	<b>8,339.50</b>	<b>12,352.943</b>	<b>14,160.68</b>

Remarks:

<sup>1</sup> The greenhouse gas reduction amount for 2023 is in the application process for certification from the TGO.

- Thailand Voluntary Emission Reduction Program: T-VER**

The Company annually participated in Thailand Voluntary Emission Reduction Program (T-VER) organized by Thailand Greenhouse Gas Management Organization (Public Organization), Ministry of Natural Resources and Environment to demonstrate that the Solar Rooftop System of Index Living Mall Public Company Limited was successfully registered in 14 branches. The certification is as follows:

- CPA-01: 7 branches, with an amount of 1,571 tons of carbon dioxide equivalent per year (tCO<sub>2</sub> eq/year).
  - CPA-02: 7 branches, with an amount of 1,482 tons of carbon dioxide equivalent per year (tCO<sub>2</sub> eq/year)
- There are registered projects that will include future branches..

- Greenhouse Gas Emissions**

The Company is in the process of collecting data on its greenhouse gas emissions through the calculation of Scopes 1 and 2 emissions of Index Living Mall. These emissions pertain to carbon dioxide and greenhouse gas-producing activities that occur within the branch. The methods of calculation and evaluation adhere to the guidelines established by the TGO.

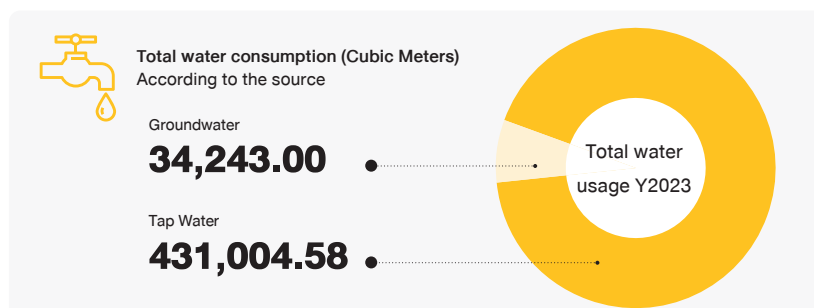
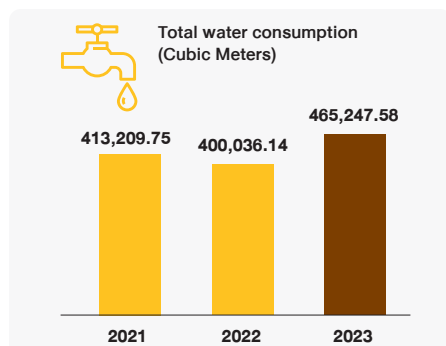
SCOPE 1	SCOPE 2
<ul style="list-style-type: none"> <li>• Diesel (product delivery to customers)</li> <li>• Gasoline (branch vehicles)</li> <li>• CH4 leakage from the bathroom (septic tank system)</li> <li>• Fire Extinguishing Agents (CO<sub>2</sub>) (fire extinguisher)</li> <li>• Refrigerant R-134a.</li> <li>• LPG (propane tank for fire drill)</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity</li> </ul>

The Company's greenhouse gas emissions in 2023 were based on the preliminary data. The Company plans to study methods for calculating greenhouse gas emissions in order to accurately disclose information regarding the organization's greenhouse gas emissions in accordance with international standards and use the data to set future greenhouse gas reduction targets.

Total Amount of Greenhouse Gas Emissions Tons of Carbon Dioxide Equivalent (tCO <sub>2</sub> eq)	2023
Scope 1 Greenhouse Gas Emissions	3,603
Scope 2 Greenhouse Gas Emissions	16,473
<b>Total Greenhouse Gas Emissions</b>	<b>20,076</b>
<b>Greenhouse Gas Emissions per Unit (tCO<sub>2</sub> eq/sqm)</b>	<b>0.0167</b>

## 1.4 Water Management

The Company manages city water consumption by having a maintenance plan and inspecting the water distribution system within the building at the headquarters of Index Living Mall, all branches, and affiliated factories in order to continually achieve water conservation standards by communicating with employees.



In 2023, the Company's total water consumption was 638,311.98 cubic meters, a 14.8% increase from the previous year due to the expansion of the rental space service business.

### • Wastewater Management

The Company has continuously developed the wastewater treatment system to ensure that the effluent quality meets the standard. The Walk Shopping Center, Kaset Nawamin branch, implemented the Moving Bed Biofilm Reactor (MBBR) and Membrane Bio Reactor (MBR) systems to treat wastewater. The project began on October 3, 2022 until January 3, 2023, with a total budget of 7,265,30 Baht. The Moving Bed Biofilm Reactor (MBBR) system added a specially designed plastic medium to increase microbial adhesion surface area. The Membrane Bio Reactor (MBR) system is a combination of microbial technology for the removal of dissolved waste and filtration through a micro-porous membrane. It functions as a filter to treat discharged water. This is an activated sludge process designed to improve the efficiency of the wastewater treatment systems of the shopping center.

### • Reusing Treated Wastewater

The Company has a project to reuse treated wastewater in its branches, as well as evaluate and control the quality of wastewater from the branch's wastewater treatment tank, to ensure that water test results meet safety standards and can be used to water plants around the branches. Index Living Mall has already implemented this project in its Udon Thani and Phitsanulok branches, with plans to expand to 5 more branches in 2024, including Nakhon Pathom, Rayong, Chachoengsao, Hat Yai, and Khon Kaen.

## 2. Waste Management

The Company places an emphasis on waste management by focusing on the reduction and waste control from the value chain from upstream to downstream destination. The Company adopted the concept of 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.

### 3Rs Waste Management Guidelines

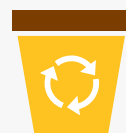


#### Reduce

Reduce usage  
Reduce waste



#### Reuse



#### Recycle

Recycle and reuse



### 3Rs Waste Management Guidelines

The Company established measures and controls for waste management, and unused materials resulting from the proper production process that complies with the law, whether in the process of storage, transportation, or destruction, in order to prevent waste, unused 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, paper boxes, etc. The Company sells them to business partners in order to be reused.
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 disposed of or utilized 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. In regard to 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.

### Waste Management Performance

The Company generated 10,335,556.90 kilograms of waste from production and sales at Index Living Mall branches, The Walk Shopping Center, and offices, which was more than the previous year due to data collection from all branches. The Company will use this data to set future waste management objectives. In 2023, there were no reported violations of environmental laws and regulations.

Waste Management	2021	2022	2023
Total Waste (kilograms)	8,654,608.00	9,097,622.10	10,335,556.90
Amount of Non-Hazardous Waste	8,430,115.00	8,895,554.10	10,286,196.90
 Recycled Waste	8,423,569	8,887,574	8,257,497.00
 Organic Waste	6,290	4,380	24,160.00
 General Waste	256	3,600	2,004,539.90
Amount of Waste and Hazardous Waste	224,493.00	202,068.00	49,360.00
 Hazardous and Infectious Waste	224,493.00	202,068.00	49,360.00

The Company recycled a large amount of waste, accounting for 79.89% of total waste volume, by selling it to business partners for reuse. Organic waste and food scraps are repurposed as animal feed. The Company manages all hazardous waste in accordance with the standards through business partners and local government agencies. This included recycling waste as fuel through chemical and physical treatment and incineration in a specific incinerator. General waste will be buried safely in a landfill.

In addition, the Company's plans and projects for sustainable waste management are as follows:



- Driven Waste Management Practices with Local Communities

**Collection Points for Community Hazardous Waste**

The Company acknowledges the importance of hazardous waste management. The Company announced its intention to participate in a public-private partnership to collect hazardous waste from the community in collaboration with the Pollution Control Department on March 9, 2023. Index Living Mall will serve as a collection and drop-off point for hazardous waste from the community. This began with two pilot branches, Kaset Nawamin and Bangna in December 2023 and will apply to other branches by 2024.



hazardous waste and to ensure the correct disposal of such waste. A designated hazardous waste collection point has been established in the area of the shopping center, specifically in the underground parking lot, totaling 1 location.



on June 7, 2023, the Walk Shopping Center, Chaiyapruke branch, participated in a local waste management campaign, "The Hazardous Waste Reduction and Segregation Project," in collaboration with the Department of Public Health and Environment, Om Kret Subdistrict Administrative Organization,. The aim is to cultivate awareness among the public and to drive the project forward, enabling citizens and communities to have designated disposal points for

- Mattress to Share: Turn Your Mattress into Someone Else's Happiness

On World Sleep Day, the Company launched the Mattress to Share Campaign in an effort to reduce the challenges of large item waste management such as mattresses by encouraging people to donate unused mattresses to underprivileged communities and various foundations such as the Mirror Foundation, Thammarak Children's House, and Baan Nokkamin Foundation between March 17 and December 31, 2023. Delivery teams will deliver new mattresses to customers and retrieve unused mattresses that are sorted based on their condition.

Mattresses in good condition that are ready to use are donated to the foundations. Mattresses that were no longer usable were sent to be disposed of and destroyed in a way that was safe and environmentally friendly. In 2023, unused mattresses from 24 households were collected but could not be used due to severe damage. As a result, they were disposed of and destroyed using established procedures.



#### Local Waste Management Participation

On September 28, 2023, Index Living Mall, Surin branch, was awarded as the first runner-up in the "Prosperous Surin, Clean City for 2023" for the solid waste management project in the category of establishments. The Governor of Surin Province presented the award.



#### Recycle Waste from Furniture Delivery and Installation

The Company has implemented projects to manage waste from product deliveries and installation such as cardboard boxes, plastic, or foam in the packaging boxes.

In the past, customers were responsible for its care and disposal. The Company established a policy requiring installation staff to collect trash, clean the area where customer products were installed, and bring the waste back to the Company's designated area for management in order to reduce the burden on customers and recycle waste for the benefit of the Company. The Company has suppliers who purchase and segregate waste and the sale of such waste generates additional revenue for the Company.



#### Waste Segregation at Index Living Mall

To promote waste segregation within Index Living Mall, in accordance with the Company's environmental policy. The Company provides recycled bins to separate waste in the sales areas and working areas, as well as publicizing information about waste categories and how to separate waste from the beginning to make it easier to transport waste for further management.

The Company has engaged in activities at its headquarters and distribution center to promote awareness and encourage employees to understand and comply with proper waste segregation procedures. This allows waste to be collected for recycling and proper disposal process in accordance with the specified standards. The waste recycling data is collected for the assessment of greenhouse gas reduction in the annual LESS project of the TGO as well.



### 3. The Development of Environmentally Friendly Products and Packaging

The Company believes that product design and development and sustainable management of raw materials in production are considered to be the upstream environmental management that helps reduce waste from the source. The Company prioritizes environmentally friendly product development and packaging policies and promotes the use of plastic with social and environmental responsibility in order to increase the proportion of environmentally friendly products for the furniture and home furnishings market. Additionally, this is an indirect support of consumption responsibility. In 2022, the Company implemented the relevant projects as follows:

#### 3.1 Expand and Develop ECO PRODUCTS

To increase the percentage of environmentally friendly products in the Company's product portfolio, the Company began developing and designing furniture and home furnishing items made from natural materials that are biodegradable and easy to find materials in Thailand in order to distribute income to the community in an alternative manner. The Company's Eco Products can be divided into four primary categories, as follows:

- **Furniture**

The Company focuses on developing new eco-friendly furniture products with market potential.



#### **Recycled**

products made from recycled materials or repurposed materials such as recycled fibers, old teak wood, etc.



#### **Energy saving**

electricity and water- saving products include cooling pillows and blankets, blackout curtains and heat-blocking curtains that help reduce electricity consumption and air conditioning usage, and anti-dust curtains that save cleaning time and water.



#### **Biodegradable**

biodegradable products include PP plastic, wheat straw, and the wood product group that is naturally biodegradable, such as materials from PP plastic, wheat straw, and wood.



#### **Eco Friendly product**

natural and environmentally friendly products, including woodwork products of the Home Solutions category such as baskets, hangers, storage boxes, trash cans, and shelves.

- **Recycled**

A product category made from recycled materials in the upcycling style, such as teak dining tables and chairs that revived leftover teak wood to generate enormous value through creativity and a variety of furniture styles that increase the value of old wood. The products are available for sale and have received positive feedback from the market.

- **Energy saving**

The new-anivia mattress from the Thraflex brand uses cooling fabric innovation to keep sleepers comfortable and cool all night. This reduces energy consumption from air conditioners, room temperature, and saves energy. SinTompany has developed innovative



2023 Upcycling Teak Dining Furniture

cooling fabrics for mattresses since 2022. Mattresses with innovative cooling fabrics now account for 13% of new products in the mattress portfolio over the past two years.

- **Eco Friendly Product**

Products that are made from natural materials, including rubber wood that are designed to meet the needs of a new generation's lifestyle that values the environment.





#### Cooling fabric

ผ้าเย็น เนื้อผ้านุ่ม เป็นสบายตัวขณะนอนหลับ เชื้อผ้ายืดหยุ่น ไม่ยับย่น



#### Charcoal memory

เมมโมรี่โฟมผสมชาร์โคลช่วยดูดซับความชื้น ทำให้พื้นนอนไม่เกิดกลิ่นอับชื้น



#### Charcoal egg-crate foam

ช่วยรองรับสรีระร่างกาย ให้ความนุ่มสบาย และช่วยระบายอากาศทำให้พื้นนอนมีความเย็นสบายมากยิ่งขึ้น ไม่อับชื้น

### Eco Friendly Product



#### WASABI SERIES

Winner brand bedroom and living room furniture are made of natural rubber wood, which is sustainable, durable, and reduces waste and emissions.



#### Winner Bedroom & Living

authentic wood products made from natural rubber wood and veneer, offering a long service life and reducing carbon emissions and waste volume.

#### TAKAYAMA SERIES



#### TAKAYAMA SERIES

Authentic rubber wood crafted from rubber tree plantations that have ceased producing natural latex for rubber tree farmers. The unique feature of this series is rattens, which are handcrafted by the local community. It is a natural, chemical-free rattan.



#### Theraflex

mattresses are made from extracted cellulosic fibers. This eco-friendly biodegradable product reduces carbon dioxide emissions by using less energy during production, which contributes to waste and pollution reduction.



**Index brand products in the steel cabinet category** use environmentally friendly paint materials with electrostatic powder coating as an efficient and sustainable coating process.



#### Index products in the desk category

This product is made from sustainable materials such as rubber wood and natural stone, which reduces pollution and waste volume.

The Company developed an online assembly manual for all furniture produced by affiliated factories. The Company technicians can access the assembly instruction manual by scanning the QR code on the box or entering the product code on the website. This method completely eliminates the need for paper-based manuals.

#### • Home Furnishings Products:

The Company expanded its range of "Eco-Friendly" home products produced with natural and biodegradable materials to cover a broader variety of product groups.



- Kitchen products are made from wheat straw and wood, such as food containers, kitchenware, equipment, baskets, etc.

- **Energy Saving** blackout curtains and heat blocking curtains reduce electricity and air conditioning consumption. The anti-dust curtains also reduce cleaning time and water consumption.
- **Eco Friendly Product**
  - Gardening products include biodegradable plant pots and organic or chemical free fertilizers.
  - Living room products include recycled yarn products, such as cushion covers, cushions, and seat pads.
  - Home Solution and DIY products are made from rattan, wood, water hyacinth, seagrass, willow trees, and paper rope, such as baskets, hangers, storage boxes, trash cans, and shelves.



- Biodegradable products are made from materials that can degrade in landfills.



### 3.2 Environmentally Friendly Designs

- **Sustainable Packaging**

In addition to developing Eco-Products, the Company carefully selects packaging made from alternative materials that have the least impact on the environment and generate the lowest pollution during production, transportation, disposal, or recycling throughout the service life.

The products in the category of mattresses are large and require a significant quantity of packaging materials. As a result, the Company has modified the packaging format for mattresses by implementing the Compress Rolling innovation, which rolls the mattress into a smaller, more transportable size, allowing up to five times as many mattresses to be stored in a container. It also reduces the amount of storage space required for products in the warehouse or during delivery. This decreases the number of delivery cycles, which contributes directly and indirectly to greenhouse gas emissions. In 2023, the Company expanded mattress packaging with the Compress Rolling system to all House Brand product categories, including Theraflex, Winner, and Furinbox. Total sales were 2,594 pieces.



THERAFLEX and  
WINNER



FURINBOX  
Mattresses



#### *Compressed Roll Mattress*

The packaging for office furniture has been modified. Beginning with chairs, which are packaged in 1 box that holds two products. This leads to increased transportation capacity, fewer transportation cycles, and lower carbon dioxide emissions.



#### *Index & Logica Office Furniture*

- **Reducing Plastic Consumption**

Since 2019, the Company has stopped ordering plastic bags for use in Index Living Mall stores in an effort to reduce plastic consumption. The Company remains committed to decreasing plastic packaging. Currently, textile products are packaged in recycled paper, plastic, and cloth bags. This begins with the Company's House brand and then extends to other product groups, such as the Kitchen & Dining group which has begun using kraft paper box packaging, etc. For products that still require plastic, such as blankets, the Company strives to develop products and packaging that use as little plastic as possible for other home furnishing items.

- **Eco-Friendly Price Tags**

In 2023, the Company changed the price tags for all home furnishing and office furniture products to use recycled kraft paper instead of colored glossy paper. This promotes recycling, reduces waste, and minimizes chemical pollution from printing ink. In 2024, the Company plans to collaborate with a key supplier to expand the use of price tags to include furniture and other products.





Price tags for house-branded home furnishing items



Price tags for office furniture products.

In 2023, the Company developed new furniture and home furnishing items that are eco-products which accounts for 10.18% compared to the total number of new products developed in the product group. The sales volume amounted to 110 million Baht or accounted for 9.6% of the total sales of new products. The eco-products have been released at every Index Living Mall branch and have received good responses from customers. The Company has a roadmap to design and develop products using natural materials and expand the results to other product groups in the future.

### Percentage of New Eco Product Development in 2023

Percentage of Eco-Products (Compared with the total number of new products)	10.8%
Sales Percentage (eco-product sales compared to total new product sales)	9.6%

### 3.3 Develop Customized Products to Increase the Efficiency of Natural Resources

Younique brand furniture is customized furniture that can be manufactured according to a custom design. There is a system for designing and calculating the cost-effective use of wood and components, which conserves raw materials and improves the efficiency of natural resource utilization. The Company has collaborated with domestic and international business partners to order raw materials and fittings without maintaining a large inventory. There is a plan to increase the recruitment of business partners who are able to collaborate under this condition. In addition, the Company has developed and designed components and fittings as common parts that can be used in a variety of furniture models to reduce the number of components used in product manufacturing.

In addition to Younique, Index brand offers customized furniture, allowing customers to select colors, styles, and materials based on their needs and lifestyles. This reduces overproduction, promotes resource efficiency, and contributes to zero waste during mass production. Currently, customized furniture products include bedrooms, living rooms, and personalized fabric sofas.



Bed Studio



The Sofa Studio  
Personalized Fabric Sofa



In 2023, Younique brand furniture, which is customized furniture, contributed to the sustainable use of resources. The proportion of total income compared to the total sales of furniture products is 6.5%.

## Results of Sustainability Management in Environmental Dimension

Information on Integrated Energy Management		Unit	2021	2022	2023
<b>1</b>	<b>Information on Energy Management: Electricity</b>				
<b>1.1</b>	<b>Electricity Consumption</b>				
	Total Electricity Consumption	kWh	56,729,904.55	61,831,824.14	61,594,212.11
	Electricity Purchased for consumption from non - renewable energy sources	kWh	46,052,854.55	49,143,024.14	46,643,342.11
	Electricity Purchased or Generated from Renewable Energy Sources	kWh	10,677,050.00	12,688,800.00	14,950,870.00
	Electricity Consumption by Tenants	kWh	13,099,022.61	14,190,671.69	18,509,615.68
<b>1.2</b>	<b>Electricity Consumption intensity</b>				
	Total Electricity Consumption per Unit	kWh per square meter	46.16	50.31	50.11
	Electricity Consumption per Revenue	kWh per Million Baht	6,924.55	7,351.68	6,846.84
<b>1.3</b>	<b>Electricity Expenses</b>	Baht	191,387,872.90	228,788,823.79	230,957,889.46
<b>2</b>	<b>Information on Energy Management: oil and fuel</b>				
<b>2.1</b>	<b>Oil and Fuel Consumption</b>				
	Diesel Fuel	Liters	1,319,924.02	1,076,619.89	1,237,151.99
	Gasoline	Liters	106,403.58	164,399.80	118,486.41
	LPG	Kilogram	-	-	24,405.00
<b>2.2</b>	<b>Oil and Fuel Expenses</b>				
	Oil and Fuel Expenses	Baht	32,604,910.85	40,416,092.98	43,008,862.00
<b>3</b>	<b>Integrated energy management</b>				
<b>3.1</b>	<b>Total Energy Consumption</b>				
	Total Energy Consumption	Megawatt-hours	71,021.65	74,160.42	75,145.76
	Electrical Energy	Megawatt-hours	56,729.90	61,831.82	61,594.21
	Oil and Fuel	Megawatt-hours	16,120.13	18,873.53	13,551.55
<b>3.2</b>	<b>Energy Consumption intensity</b>				
	Total Energy Consumption per Unit	Megawatt-hours per square meter	0.058	0.060	0.060
	Total Energy Consumption per Revenue	Megawatt-hours per Million Baht	8.67	8.82	8.35

Notes:

The energy usage data covers all Index Living Mall branches, distribution centers, The Walk's head office, and affiliated factories (excluding electricity usage by tenants).

	Information on Water Management	Unit	2021	2022	2023
1	Company Water Withdrawal <sup>1</sup>				
1.1	Total Water Withdrawal <sup>1</sup>		413,209.75	400,036.14	465,247.58
	Water Withdrawal by Third-Party Water	Cubic Meters	391,950.75	370,035.14	431,004.58
	Water withdrawal by Groundwater <sup>2</sup>	Cubic Meters	21,259.00	30,001.00	34,243.00
1.2	Total Water Discharge <sup>3</sup>	Cubic Meters	330,567.80	320,028.91	372,198.06
1.3	Total Water Consumption	Cubic Meters	82,641.95	80,007.23	93,049.52
1.4	Water Consumption Intensity				
	Water Consumption Intensity per Unit	Cubic Meters per Square Meter	0.0672	0.0651	0.075
	Net Water Consumption per Revenue	Cubic Meters per MB	10.09	9.51	10.343
1.5	Water Expenses <sup>2</sup>	Baht	8,691,898.09	8,580,281.79	9,784,040.63
	Expenses for Municipal Water or Water from Other Entities	Baht	8,415,531.09	8,190,268.79	9,338,881.63
	Expenses for Other Water Usage	Baht	276,367.00	390,013.00	445,159.00

Notes:

<sup>1/</sup> The use of water covers the entire corporate group.

<sup>2/</sup> The total water consumption includes groundwater used by Index Interfurn factories.

<sup>3/</sup> The company's wastewater volume is released to other organizations for treatment

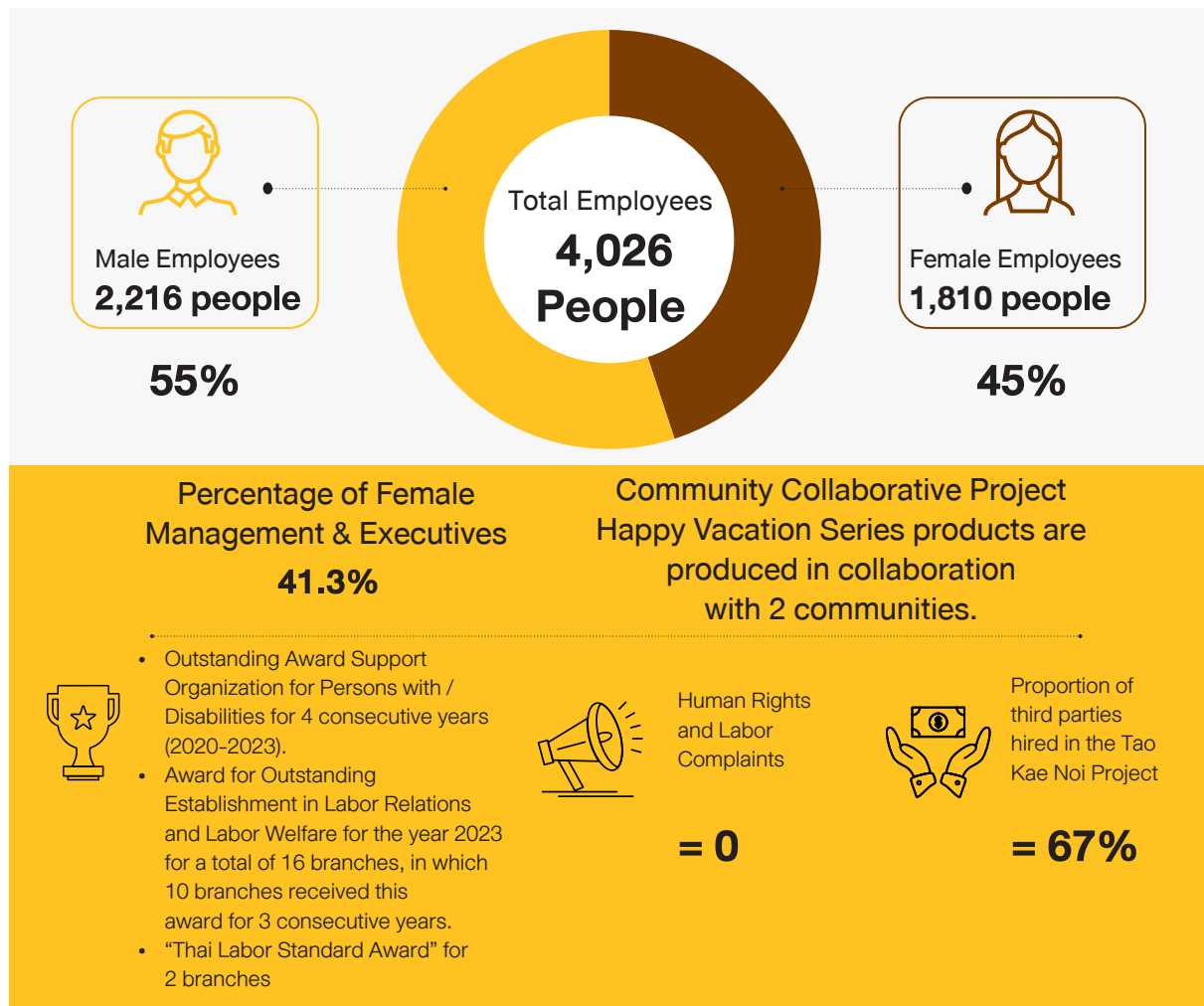
1	Information on Waste and Waste Management	Unit	2021	2022	2023
1.1	Total Waste and Waste Generated	Kg	8,654,608.00	9,097,622.10	10,335,556.90
	Non-Hazardous Waste	Kg	8,430,115.00	8,895,554.10	10,286,196.90
	Hazardous Waste	Kg	224,493.00	202,068.00	49,360.00
1.2	Reused / Recycled Waste				
	Total Reused / Recycled Waste	Kg	8,622,663.00	9,070,694.00	8,284,367.00
	Reused / Recycled Non-hazardous Waste	Kg	8,429,859.00	8,891,954.00	8,257,497.00
	Reused / Recycled Hazardous Waste	Kg	192,804.00	178,740.00	26,870.00

	The management of greenhouse gases (GHGs)	Unit	2021	2022	2023
1	The Company's greenhouse gas (GHG) emissions				

	The management of greenhouse gases (GHGs)	Unit	2021	2022	2023
1.1	Total GHG emissions	tCO <sub>2</sub> eq			20,076.00
	Scope 1 Emissions	tCO <sub>2</sub> eq			3,603.00
	Scope 2 Emissions	tCO <sub>2</sub> eq			16,473.00
	Scope 3 Emissions	tCO <sub>2</sub> eq			n/a
1.2	Greenhouse gas emissions per unit of the company				
	Greenhouse gas emissions per unit	tCO <sub>2</sub> eq/sqm			0.016
2	Information about the company's greenhouse gas reduction or absorption projects				
2.1	Greenhouse gas reduction				
	T-VER	tCO <sub>2</sub> eq	-	1,571	3,026
	LESS	tCO <sub>2</sub> eq	8,339.50	12,408.83	14,160.68
	Solar Rooftop	tCO <sub>2</sub> eq	4,994.51	5,987.41	7,261.64
	Waste Sorting for Recycling and Utilization of Organic Waste as Animal Feed Project	tCO <sub>2</sub> eq	3,344.99	6,365.54	6,899.04

- **Social Policies and Practices**

### 3.4 Sustainability Management in Social Dimension



The Company recognizes the importance of conducting business with corporate social responsibility (CSR) under ethical principles to achieve fairness for all stakeholders, as well as applying good corporate governance principles as a guideline to maintain operational balance in terms of economy, community, society, and the environment so that external stakeholders which include customers, suppliers, communities, and the society can grow together and have a better living in tandem with the business operations. The Company has a policy to respect human rights, child labor, and women labor by emphasizing labor practices, respect for human rights, child labor, and women labor, as well as equality in all forms of labor in order to create a happy working environment where employees at all levels accept and treat one another as family.

#### • Social Performance:

4 sustainability issues in the social dimension have been managed as follows:

#### 1. Product Innovation and Service Development for Better Living

The Company has established and complied with the product and service development policy that is committed and attentive to product development, both in regard to furniture and home furnishings under the Index brand and affiliated House Brands in order to meet the diverse needs of each customer group and improve the quality of life of customers in accordance with their lifestyles as a result of using the Company's products and services. The details of product and service innovation development activities are as follows:

##### 1.1 Develop Product to Improve Quality of Life and Work Efficiency

The Company is committed to developing and sourcing products in the Office Furniture group, especially ergonomic furniture, which is the science of designing and arranging tools for the benefit of users in accordance with ergonomic principles, in order to have quality



products with functions that are suitable for all working and school-aged groups. In addition, the Company increased the sales proportion of this product category in Index Living Mall at an affordable price and accessible to customers with health issues or office syndrome as well as health-conscious consumers, particularly the office desk products, adjustable office desks, chairs, etc.

In 2023, the Company developed ergonomic office desk and chair products which include low to medium priced electric adjustable office desks and ergonomic chairs. The proportion of new product designs with ergonomic principles accounted for 15% of the total Office Furniture product portfolio. The Company continues to develop products based on ergonomic principles, such as ergonomic products for school-aged children aged 3 to 12 years to achieve the 20% goal by 2024.

- **Adjustable Desks:** The product development team created electronic and manual adjustable desks to meet the needs of customers who prioritize their health and well-being. The product aims to support the user's body, prevent health issues from prolonged sitting, and require adaptability. The Company now offers affordable ergonomic products for middle-income customers, promoting safety and health. The products are high-quality, durable, and come with a standard warranty.



- **Ergonomic chairs** were developed to meet the lifestyle needs of the new generation who work from home. The product was designed to support the user's body, promoting comfort and preventing pain associated with office syndrome or health problems as a result of prolonged sitting and working. The product has a headrest feature that can be adjusted for height and angle. The modern design allows for a 145-degree recline, providing greater flexibility for work, entertainment, and relaxation. It bridges the gap between working from home and the office.

## 1.2 Functionality for All Age Groups

The Company focuses on developing and selecting Functional products that are appropriate for consumers of all genders and ages, particularly the elderly and children, as alternative products for customers and consumers with specific needs. The products were designed to meet the needs of customers of all ages and lifestyles.

### • Elderly-Friendly Furniture

Previously, the Company offered elderly-friendly furniture in the Functional Product Group, including electric recliners and massage chairs. In 2023, the Company improved the quality of life for the elderly by introducing lifting chairs and other products with lifting and supporting capabilities to assist with standing. Index sofas are universally designed and suitable for the elderly, pregnant women, and those with injuries that impede daily activities. The products are designed with ergonomic principles to promote comfortable sitting and reclining. The lift-up system enables customers to safely stand up and the vibration system on the backrest improves blood circulation.



The Motion Adjustable Mattress product in the Mattress category is an adjustable bed suitable for teenagers, adults, and the elderly. It adjusts to their sleeping position. This enables the elderly to live a more convenient lifestyle.



- **ERGONOMICS products for children** include ergonomically designed furniture for school-aged children, ensuring their safety and health. The product is designed with rounded edges for safety, adjustable heights to fit a child's body and shape, smooth top surfaces to reduce light reflection for eye protection, and a tabletop that can be adjusted 0-70 degrees for various activities.



TINI ERGONOMIC KIDS DESK



TINTIN ERGONOMIC KIDS CHAIR

- **Universal Design** or designs that are appropriate for all genders and ages. The Dining Department believes that adding a swivel function to the chairs will make sitting more convenient and transform the dining table into a happy place for conversations. In 2023, chairs with real wood seats design were available for both children and adults.



TAKAYAMA

### 1.3 Innovative Health Product Development

The Company developed easy-to-clean fabrics that resist water, germs, and stains. This is a continuation of safety measures in furniture and home products that benefit health, especially in product groups where users interact frequently. Currently, the Company has applied Easy to Clean fabric innovation to sofas in order to improve product quality and customer health by making them easy to clean. The fabric is soft, meets international

standards for irritation, and is chemical-free while also resisting stains and germs. In 2023, the Company developed new products in the Easy to Clean Fabric Sofa group, accounting for 80% of all new products in the Sofa category.



Winner brand - OVIRA Sofa



Innovative Sanitized Fabric is used in home furnishings to create anti-dust curtains that use less water and are allergy-free. This is a protective technology that prevents dust mites and microorganisms, bacteria, yeast, and fungi in fabric fibers. The products also meet international cleanliness and safety standards from Switzerland.

The Company also obtains products from business partners that alleviate illnesses or treat specific diseases in order to meet the healthcare needs of customers and distribute them at Index Living Mall.

## 2. Labor Practices and Respect for Human Rights

### 2.1 Human Rights Operations

The Company places great importance on respect for human rights, child labor, and women labor to create equality and fairness with all forms of labor in order to create a happy working environment where employees at all levels treat one another as family. There is no direct or indirect exploitation. Promoting equality treatment with fairness on the basis of human dignity with no discrimination based on place of origin, race, gender, age, skin color, physical condition, status, ancestry, or any other status indirectly related to work performance.

The Company also promotes the monitoring of human rights compliance within the organization.

• **Human Rights Performance**

The Company received no complaints regarding human rights, child labor, women's labor, or labor issues in 2023. The percentage of female executives increased from 37% to 41.3% compared to the previous year.

**2.2 Personnel Development**

The Company prioritizes employee development and advancement to align with its business operations. The Company's training and development policy aims to equip employees with the necessary skills and knowledge to meet business needs, strategies, and vision. This includes maximizing the capabilities of the organization's talented employees in order to retain and develop them so that they can grow alongside the Company.

The Company analyzed the necessary skills of employees in order to establish an annual training plan, which consists of in-house training programs that include skills programs, short courses, on-the-job training, coaching, mentoring, blended learning, and external training. The Company provides opportunities for employees to participate in various training courses with external institutions and organizations.

**Performance**

In 2023, the Company organized employee training to enhance knowledge and skills development as follows:

Employee Training and Development	2021	2022	2023
Average Training Hours of Employees (number of training hours/person/year)	0.93	3.31	3.05
Expenses for Staff Training and Development (Baht)	442,955.54	1,804,664.37	1,345,432.20

**2.3 Labor Relations Management**

The Company recognizes the significance of employees as a key factor in driving sustainable business growth. Therefore, the Company has a policy that promotes a happy working environment, mutual acceptance, equal treatment of employees at all levels, career advancement opportunities for all employees, and employee participation in business operations.

In 2023, the Company received labor relations awards at the national and enterprise level. This reflects the Company's dedication to fair treatment of employees, welfare, and safety in the workplace.

• **Potential and Expertise Development Program for Each Department**

The Company aims to develop its employees to support its growing business by offering tailored courses for each position or department in order to develop the necessary skills for performing duties and customer service. Employees and managers who work at the branch should be ready to serve and provide a positive customer experience. These include sales skills development courses using I.N.D.E.X2 techniques, as well as design courses. The Company also organizes seminars on a regular basis to provide its employees with up-to-date knowledge, allowing them to understand the industry direction and current global trends relevant to the Company's business, such as Housing Trends 2024 and World Trends 2024, etc.

• **Talented Personnel Development.**

The Company focuses on developing talented employees by selecting executives from a wide range of departments to be trained, develop, and enhance soft skills through the Index Leadership Program. This program not only prepares talented employees but also helps retain them with the Company.

• **Sustainability Knowledge**

The Company has created courses on sustainability development for employees on the topic of anti-corruption and Personal Data Protection Act (PDPA) to train new employees to understand and comply with the Company's policies and practices,

- “2023 Outstanding Labor Relations and Welfare Award” from the Department of Labor Protection and Welfare, Ministry of Labor, at an excellent level for 16 branches (Headquarters, Rama II, Kaset Nawamin, Phuket, Hua Hin, Khon Kaen, Bang Na, Ratchaphruek, Nakhon Ratchasima, Udon Thani, Rayong, Phitsanulok, Chiang Mai) of which 10 branches received this award for the third consecutive year. (3 branches received this award for the second year and 3 branches received this award for the first time).



- “Thai Labor Standard Award” from the Department of Labor Protection and Welfare for 2 branches (Headquarters and Rama II Branch)
- Good Labor Practices (GLP) Award from the Department of Labor Protection and Welfare (Hua Hin Branch)



- Participated in the “ Strengthening Road Safety in Phuket Project ” (Phuket Branch)



The Human Resources Department and Welfare Committee of Index Living Mall, Nakhon Ratchasima Branch, collaborated with Cool Man Barber, Nakhon Ratchasima Province, to organize a free haircut event for branch employees. The activities were held twice on February 25 and October 4, 2023 and were well received by the employees.



Additionally, the company has organized internal activities throughout the year to foster good relationships between employees and the organization.



#### Performance

In 2023, The Company had no significant labor disputes and there were no complaints regarding regulatory or social regulations violations. The evaluation results of employee engagement for the organization were 78% which was higher than last year. The company places significant emphasis on fostering a sense of pride among employees across all positions, by leveraging technology to improve work efficiency, reduce operational time, and introduce greater flexibility in the work environment. Furthermore, to deepen employees' connection to the organization, the company has strategized to conduct workshops across all functional areas. These workshops are designed to collectively bolster employee engagement and enhance organizational loyalty in a progressive manner.

#### 2.4 Occupational Health and Safety of Customers and Employees

The Company is committed to utilizing quality and safe products that comply with international standards, safety regulations, and legal requirements. This includes designing, creating, and developing innovative safety products so that customers can have confidence in the standard quality and safety of the Company's products. The Company established a customer relations system to facilitate communication with customers and a complaint channel for product and service quality. Information is analyzed in order to continuously improve and develop the Company's products and services. This includes



ensuring customer safety at The Walk and Index Living Mall. The Company prioritizes its employees' occupational health and safety because they are an essential resource for the Company's sustainability development. The details are as follows:

- **Safety, Occupational Health, and Working Environment**

The Company intends for all employees to be in good health and free from occupational illnesses. Therefore, the Company aims to continually promote and support various activities and operations on safety, occupational health, and the working environment in order to achieve the framework and objectives of the Company. Safety, occupational health, and the working environment are duties and responsibilities of employees at all levels. Therefore, they must always be prioritized. The Company

educates its employees through training and encourages them to maintain a healthy lifestyle and avoid activities that could harm their health. This includes maintaining a hygienic and safe workplace at all times.

#### Performance

In 2023, the number of absences due to work accidents decreased by 12.08% compared to the base year of 2020 and there were no fatalities. The number of work accidents increased by 16.92% compared to the base year 2020. The majority of these were minor, non-serious accidents for which employees received first aid at the Company's nurse's office and did not request a leave of absence, which accounted for 73.62% of accidents. Mid-level accidents, which required 1-3 days off work, accounted for 18.3% of incidents, while high-level accidents, which required more than 3 days off, accounted for 8.08% of the total accidents.

### Safety, Occupational Health, and Work Environment Performance

Performance	Unit	2021	2022	2023
The Number of Work Hours	hours	8,790,745.96	8,150,185.71	8,739,083.89
The Number of Injuries or Work Accidents that Require Leave of Absences	times	26	53	62
The Number of Employees Injured from Work Resulting in Leave of Absence More than 1 Day	person	19	34	38
The Number of Work Accidents Decreased by 5% Compared to the Base Year of 2020.	%	19.90%	-18.41%	-16.92%
The Number of Leave of Absences Due to Accidents Decreased by 5% Compared to 2020	%	31.36%	33.69%	12.08%
The Number of Work-Related Death	person	0	0	0

To promote a sustainable and safe working environment, the Company conducts occupational safety training for its employees on a regular basis. In 2023, the Company increased its training in safety, occupational health, and work environments. There were 15 batches of existing and new employees, totaling 308 employees. A work safety officer course for supervisory and management levels had 122 participants. The Level 1 electrician course, with 76 participants. These courses were organized to provide knowledge and increase workplace safety awareness.

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

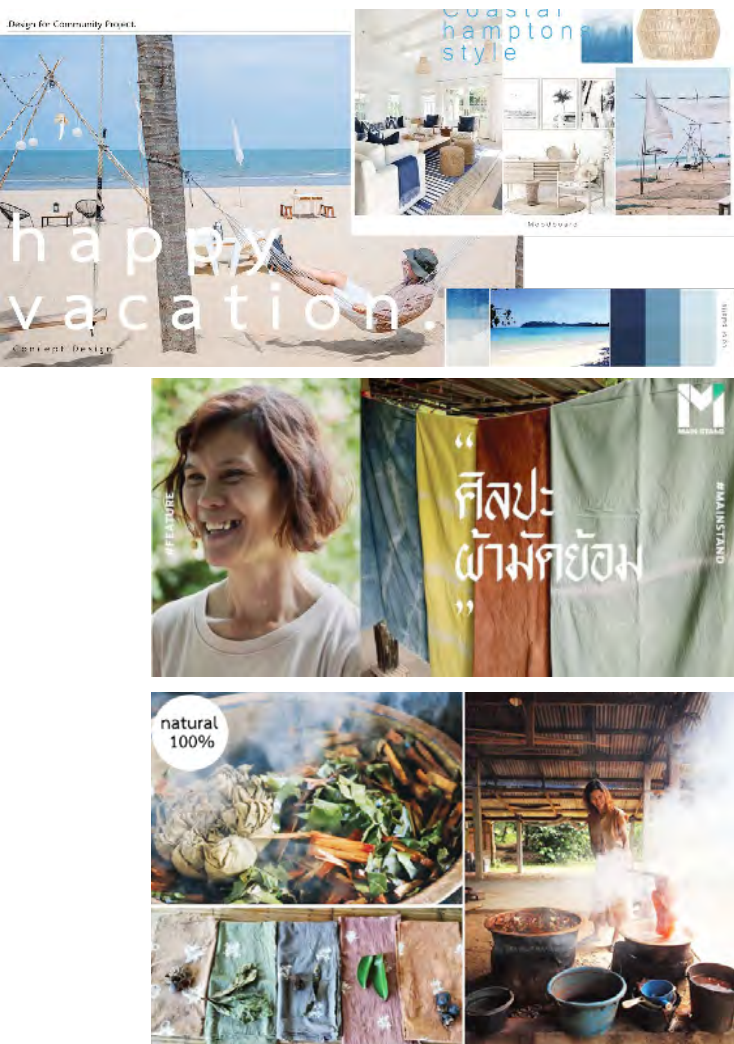
to reduce the risk for the likelihood of accidental occurrences and the severity of accidents. Employees at all levels strictly cooperated in creating a safe workplace in accordance with sustainable goals.

#### 2.5 Community Involvement

The Company recognizes the significance of sustainable growth under social responsibility by focusing on operating the business with consideration for the community and society in order to improve the lives of people in society to grow alongside the Company. For example, employment in the community as a result of the expansion of new branches or product development in collaboration with the community and numerous projects. The Company considers the suitability and benefits of the community and society.

- **Developing Products with the Community to Generate Income and Advance Society**

The Company has organized a one-year and one-region product development project with local communities to develop social sustainability development and promote local wisdom, elevate the grassroots economy toward sustainability, while also continuing to create jobs,



and generate income in the community. In 2023, the Happy Vacation product series was developed. Index collaborated with two communities, the Baimai Khiri Wong community in Nakhon Si Thammarat and the Tan Batik Community Enterprise in Ban Chang, Rayong Province, to create a tie-dye fabric product series. The Company uses the Community's fabric dyeing techniques to create modern fabric patterns and incorporates the community's tie-dye fabric into rubberwood furniture for bedrooms and living rooms. This is a sustainable method of providing and distributing income to the community. It also promotes the folk wisdom of handmade tie-dye fabric to be made known and available at 15 Index Living Mall branches nationwide starting in May 2023. Index intends to collaborate with the Kiew Lae Noi community

in Chiang Mai to develop products that will sustainably support and distribute income to the community in 2024.

- **Design and Creative Activities for a New Generation**

The Company collaborated as a partner to achieve the mission of bringing dreams to life and creating



business opportunities for design enthusiasts through the "DIPROM PATHFINDER" Project and the 'CRAFT INNOVATION AWARDS' Contest to discover new furniture designs from designers who are passionate and dream to create furniture that combines craftsmanship with future innovations under the concept of "WORK TO DINE TABLES: Work Hard, Eat Harder" by collaborating with the 'Department of Industrial Promotion' and Social Lab Company Limited. The Company will produce and commercially distribute the products designed by the first-place winner at Index Living Mall. The Index Design Center team from Index Living Mall will collaborate with the winning team to refine the model and design to be suitable for actual production prior to developing the prototypes. The Company plans to produce and sell the product by the end of 2024. Furthermore, the first-place winner will receive a 5% share of product sales for a year at Index Living Mall stores throughout Thailand. The second and third place products can be pre-ordered and made available on various online platforms.



The "KHANOM CHAN" furniture, a masterpiece from the first-place winner, is designed from the residual oak and rubberwood materials left over from the main furniture production within the factory. These materials are repurposed with appreciation to add value to the design through a layering technique that joins wood scraps into a single piece, creating a unique and distinctive pattern for each piece. The surface is finely sanded to produce a smooth, safe, and aesthetically pleasing table. Additionally, this initiative supports the rubber farmers' community by utilizing rubberwood (from trees that no longer produce latex) to manufacture furniture that is not only durable and strong but also meets quality standards.

- **Promote Education and Develop Design Skills**

To motivate and encourage the next generation of designers, the Company donated 2,000 sliding doors worth over 4 million Baht to various colleges and universities as part of the 'Italiving Ideas' project, which aims to inspire and spark creativity in students to design and create ideas using high-quality Italiving sliding door panels. They were distributed to students for academic purposes and used in the construction of chairs, tables, and cabinets. This extended academic performance and provided opportunities for long-term career advancement.



- **Provide Students with Job Opportunities**

The Company organized marketing promotion activities during the year-end festival with a Christmas Carol at 11 ILM branches nationwide; 9 groups of schoolchildren, students, and musicians were hired to perform their musical talents.

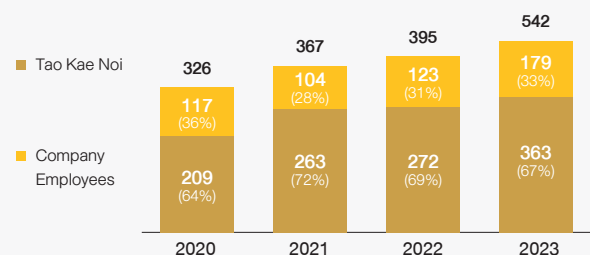


## 2.6 Tao Kae Noi Project

The Company cares about creating job opportunities for the community by setting up the Tao Kae Noi Project in order to provide delivery and installation services as quickly as possible to meet customer needs and to ensure the long-term sustainability of delivery and installation services management. The Company organized the Tao Kae Noi Project in order to collaborate with third parties to provide delivery and installation services as well as expand the services of the Company and alleviate the shortage of skilled workers. This project also created numerous jobs and income opportunities for Tao Kae Noi technicians and provided the opportunity to be their own boss.

In 2023, 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.

The proportion of technicians in the Tao Kae Noi Project in comparison to the Company's delivery and installation technicians is 67%.



Remarks: The number of technicians increased due to data merging with the Bangkok distribution center.



## 2.7 Employment of People with Disabilities, Senior Citizens, etc.

The Company promoted the recruitment and employment of people with disabilities/senior citizens and also provided care for this group of employees equivalent to general employees. This includes promoting employment in conjunction with government projects. The important details of the operations are as follows:

- **Providing Employment Opportunities for People with Disabilities**

The Company continually operates corporate social responsibilities by promoting the employment of people with disabilities in Index Living Mall and factories of affiliated companies in order to support sustainable self-reliance. The Company continues to employ people with disabilities, both in the form of employment in Section 33 (as employment) and providing support for people with disabilities in Section 35 (supporting people with disabilities to have a career).

The Company received the Outstanding Organization in Supporting Persons With Disabilities Award for 2023, as a result of its commitment to providing people with disabilities with continued employment opportunities for the fourth consecutive year (2020-2023) from the Ministry of Social Development and Human Security.



Outstanding Organization in Supporting Persons With Disabilities Award For the Year 2023

## Section 33 Employment



Section 35 Subcontract or contract employment (projects to promote careers for people with disabilities)

- **Promoting Employment for Senior Citizens**

The Company cooperates with the Ministry of Labor to employ senior citizens in accordance with the government policy to promote employment for senior citizens in Index Living Mall. The Company has continued the employment of senior citizens.



Senior Citizen Employees



In 2023, the Company hired a total of 46 people with disabilities and senior citizens. The Company continues to employ people with disabilities and senior citizens.

Number (people)	2020	2021	2022	2023
<b>Employees with Disabilities</b>	<b>49</b>	<b>46</b>	<b>42</b>	<b>43</b>
- Employees with Disabilities - Section 33	19	15	14	13
-Employees with Disabilities - Section 35	30	31	28	30
<b>Senior Citizen Employees</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>3</b>
<b>Total</b>	<b>54</b>	<b>52</b>	<b>44</b>	<b>46</b>

## Sustainability Management Performance in the Social Dimension

An overview sustainability management in social dimension in regards to the treatment of employees in 2023.

Employee Information	2022			2023		
	Male	Female	Total	Male	Female	Total
Total Number of Employees (people)	2,252	1,855	4,107	2,216	1,810	4,026
<b>Number of Employees Classified by Age (people)</b>						
Younger than 30 Years Old	604	431	1,035	591	399	990
Between 30-50 Years Old	1,460	1,271	2,731	1,415	1,250	2,665
Over 50 Years Old	188	153	341	210	161	371
<b>Number of Employees Classified by Position (people)</b>						
Operational Level	2,140	1,789	3,929	2,172	1,779	3,951
Management Level	106	59	165	31	22	53
Senior Executive Level	6	7	13	13	9	22
<b>Total Remuneration (Baht)</b>	<b>756,143,193</b>	<b>639,046,807</b>	<b>1,395,190,000</b>	<b>791,630,782</b>	<b>716,810,689</b>	<b>1,508,441,471</b>
<b>Number of Voluntary Resigned Employees (people)</b>	<b>396</b>	<b>402</b>	<b>798</b>	<b>309</b>	<b>264</b>	<b>847</b>
<b>Information about the Employee Provident Fund</b>						
Number of Employees who are Members of the Provident Fund (People)	1,241			1,268		
Percentage of Employees Participating in the Provident Fund (%)	30%			31%		
Amount of Money Contributed by the Company to the Provident Fund (Baht)	6,381,030.35			10,314,925.76		
Major Labor Disputes (case)	0			0		
Human Rights, Child Labor, and Women's Labor Complaints	0			0		
Evaluation Results of Employee Commitment to the Organization (%)	71%			78%		

### 3.5 Sustainability Management in Governance and Economic Dimensions



**0** Personal Data Complaints



**90.1 %**  
Customer Satisfaction



**0** Corruption Complaints

- Policies and Guidelines on Corporate Governance and the Economy**

The Company gives importance to the economy by creating good customer experiences through the products and services. Therefore, the Company continues to develop new products for quality and standards that satisfy the needs of customers with diverse lifestyles. The Company is aware of the significance of good corporate governance, the code of conduct, transparency, and anti-corruption in business operations. This includes the personal data protection of the Company's stakeholders.

- Corporate Governance and Economic Performance**

#### 1. Customer Experience

The Company has a customer responsibility policy in compliance with relevant laws and standards. The Company takes into account health, safety, fairness, customer data protection, after-sales service throughout the product and service life cycle, as well as customer satisfaction surveys in order to develop and improve products and services. The advertisements, public relations, and promotions were conducted with responsibility without misleading or taking advantage of customers' misunderstandings. The Company developed "personalized" products that allow customers to select the size, material, and function of the furniture, in order to meet the growing needs of individuals today. In addition to providing customers with the option to find products that match their lifestyle, the Company also assists customers with specific needs that cannot be met by standard products.

Index Living Mall operates through various marketing channels, distributes products, and provides customer service. The Company successfully connected all channels (omni channel) to meet changing customer needs and provide positive experiences through Index Living Mall products and services, adhering to quality control and development guidelines as follows;

1	2	3	4	5	6
 <b>BUSINESS DEVELOPMENT AND MARKETING</b>	 <b>RETAIL OPERATION</b>	 <b>ONLINE BUSINESS</b>	 <b>DELIVERY AND INSTALLATION</b>	 <b>AFTER SALES SERVICE</b>	 <b>CUSTOMER PERSONAL DATA</b>
Business Development and Marketing	Sales and Services at Index Living Mall and Retail Stores	Online Sales	Delivery and Installation	After Sale Service	Customer Personal Data

Process	Operations
<b>Business Development and Marketing</b> 	<ul style="list-style-type: none"> <li>Analyze customer needs to design store formats and select appropriate products and services.</li> <li>Create marketing activities, price mechanisms, and promotions <ul style="list-style-type: none"> <li>Use AI and data to analyze customer feedback and create a report to better understand the customer, improve procedures and service, solve customer problems, and create new sustainable business opportunities.</li> </ul> </li> </ul>
<b>Sales and Services at Index Living Mall and Retail Stores</b> 	<ul style="list-style-type: none"> <li>Establish consistent service standards across all branches.</li> <li>Set up designer zone points to effectively support the design and solicit customer feedback.</li> <li>Create life-inspirational activities.</li> <li>Implement security measures within the branch.</li> <li>Set up customer service points for customers to contact and make inquiries as well as provide services such as VAT refunds and tax invoices; facilitate product returns and exchanges; aid in the redemption of points for complimentary gifts; and designate product storage center and customer support center (Index experience room).</li> <li>Organize training to ensure that employees maintain an understanding of merchandise, products, sales, and customer service.</li> <li>Establish a satisfaction assessment system at branches so that every product receipt has a QR code and an SMS is sent to assess satisfaction.</li> <li>Arrange for an inspection and evaluation of internal control, service provision, and compliance with standards set by the Company such as designating a mystery shopper to examine each branch.</li> </ul>
<b>Online Sales</b> 	<ul style="list-style-type: none"> <li>Organize training to provide employees with product knowledge, sales skills, communication, service, systems and technology on a regular basis.</li> <li>Set service levels to respond to customers within the specified timeframe.</li> <li>Use the system to improve efficiency.</li> <li>Create an after-sales questionnaire to assess satisfaction with online services.</li> </ul>
<b>Delivery and Installation</b> 	<ul style="list-style-type: none"> <li>Have a timely delivery process in place, as well as employees who are regularly trained in installation and service.</li> <li>Create a questionnaire after installation to assess customer satisfaction with the service.</li> <li>Provide training for delivery and installation personnel in terms of work skills and service.</li> </ul>
<b>After Sales Service</b> 	<ul style="list-style-type: none"> <li>Create a customer service team to manage all services, including product information, promotional information, branch addresses, repair notifications, and product claim notifications.</li> <li>Collect and analyze customer satisfaction evaluation results for issues and problems that arise in order to find solutions in each area with relevant agencies, including regular follow-up to rectify and enhance services.</li> <li>Establish a Call Center system and various contact channels to facilitate accessibility in customer service so that the Company can solve problems for customers with maximum efficiency.</li> <li>Develop a product warranty policy for both furniture and home furnishings, and post warranty information for all product types on the Company's website. Each tax invoice should include a link to customer information.</li> <li>Establish a customer service system to manage after-sales services and follow up on various cases reported by customers including repairs, product claims, and problem solving to meet the specified service level.</li> </ul>
<b>Customer Personal Data</b> 	<ul style="list-style-type: none"> <li>Establish a safety policy and process for storing customer personal information.</li> <li>Create a system to protect against data breaches and cyber-attacks.</li> </ul>

In addition to carrying out customer-related procedures, the Company strives and improves to provide better service to customers.

- **Renovate Retail Spaces and Store Layouts**

The Company has renovated and redesigned its stores in order to provide each customer with an EXPERIENCE that embodies its mission as a lifestyle mall that satisfies their product and service demands while offering an all-around shopping experience. The Company renovated two branches in 2023, with a specific focus on branches located in tourist provinces such as Phuket and Pattaya, in an effort to encourage the return of tourists and sustain the expansion of purchasing power.

- **Phuket:** Index Living Mall, Phuket branch, underwent major renovations after 19 years under the concept of "ENJOY A NEW EXPERIENCE IN PHUKET....MORE THAN EVER" which aimed to transform the area into the most popular new destination in the south for business groups and home lovers who enjoy furnishing their homes with every imaginable amenity. An expansive space of 11,642 square meters was designed to provide comprehensive lifestyle solutions in a contemporary environment that is bright, airy, and convenient to navigate. Solar energy is generated on the rooftop in the form of clean electricity.



- **Pattaya:** The Company has transformed "The New Experience in Pattaya" into "The Biggest Furniture Store in Pattaya" by expanding its product line and adding new zones to cater to all customer needs. The goal is to provide a comprehensive store that offers stylish living solutions and completeness for all lifestyles in one location, aiming to be the leading furniture store in the eastern region.



- **Little Walk Krungthep-Kreetha**  
The "LITTLE WALK" project (4th location), Krungthep - Kreetha branch, with a sales area of 5,300 square meters, aims to create a lifestyle shopping center on Srinakarin-Romklao Road in the Eastern Bangkok Zone and fulfill the needs of a perfect suburban lifestyle under the concept of "Living Closer to a Complete Lifestyle".



- **Home Service**  
The Company operates a home service business under the name of Index Home Service, providing customers with convenient access to a comprehensive range of home-related services in one location at Index Living Mall. The services include furniture moving, house moving, furniture assembly, home cleaning, air conditioner cleaning and disinfection, sofa leather replacement, and house and condo inspections by professional engineers in order to meet all the customer's needs regarding home service.





- **Enhance Service Quality via Innovation and Technology**

- **Customer Experience Platform**

The Company developed a customer experience platform system to assess customer satisfaction beginning with the selection of products and services at branches, shopping at branches or online channels, up until the delivery and installation of products. In 2023, An AI system was used to analyze customer feedback so that

the Company can understand customer data in depth in an effort to enhance and develop its products, services, marketing, distribution, and installation. Moreover, the Company assists in relaying customer feedback or issues to employees or relevant departments so that problems can be resolved quickly and effectively. In 2023, the Company reevaluated the customer satisfaction evaluation criteria and set new goals after using the customer experience system to collect and analyze customer feedback data across all channels in order to more accurately reflect the opinions and experiences of our customers in relation to the operations of the Company.

- **Customer Experience Performance**

To ensure that services offered by the Company are of high quality and in accordance with established standards, the Company conducted service quality evaluations at all 31 Index Living Mall branches twice a year, which was conducted by an external evaluator as a Mystery Shopper. The Company achieved a success rate of 94.7% out of the targeted 90%. In addition, the Company reviewed the evaluation criteria of customer satisfaction after implementing the Customer Experience Platform system throughout the entire year of 2022. The score calculations were enhanced for the unrecognized portion to encompass all subjects and accurately reflect overall performance. Customer satisfaction scores in 2023 were 90.1%. The Company has set a 90% customer satisfaction target for 2022-2025, which will be increased to 93% in 2026.

Year	2021	2022	2023 <sup>1</sup>
Customer Satisfaction	96.70%	92.33%	90.1%

Remarks<sup>1</sup> The Company adjusted evaluation criteria for customer satisfaction.

The Company plans to improve the method for conducting customer satisfaction assessments due to cyber threats becoming more severe. This causes customers to be less confident in clicking the satisfaction assessment link sent via SMS after receiving the service. Initially, the Company will change to a QR code for customers to scan and answer questionnaires after the team delivers and installs the products at the customer's home. There are plans to develop communication channels with customers besides sending links via SMS.

rights and protection with the awareness that the owner of personal data always desires privacy and security when using a service. The Company can identify the data owner based on the personal information it receives. It is complete, precise, current, and high-quality information, and will only be used in accordance with the Company's operational goals. The policy can be viewed at <https://www.indexlivingmall.com/privacy-policy>.

## 2. Digitalization and Data Privacy

The Company places great emphasis on personal data

- **Personal Data Protection Performance**

In 2023, the Company implemented personal information

security measures and there was an announcement Personal Data Protection Officer (Data Protection Officer: DPO) in accordance with the Personal Data Protection Act. A new announcement containing additional content, Section 41 (2), dated September 14, 2023, stipulates which organizations are involved according to this legal announcement. It is necessary to establish a "Personal Data Protection Officer" or "DPO" (Data Protection Officer) which came into effect on December 13, 2023.

The Company improves the storage system and the data access protection system with notifications in the event of a data breach. The Company requires that the system and IT infrastructure be audited according to the specified cycle along with staff in the control system to solve problems that may arise at any time. This includes searching for and developing up-to-date hardware and software systems to combat new forms of cybercrime and prevent unauthorized access to data. The projects undertaken in 2023 include:

- Expanded the HCI (Hyper-Converged Infrastructure) server system to support data growth and system expansion. The primary objective is to enhance the efficiency of the company's main ERP system, which, in turn, improves the overall system performance.
- Migrated the Point of Sale system server to a cloud platform for greater system expansion flexibility and enhanced security.
- Enhanced the backup system for branches, including planning the backup schedule and completing backup reports for all branches. This initiative, continuing from 2022, aimed to encompass all 34 branches and distribution centers, thereby increasing data security and availability within the branches. A backup solution

for the head office was also implemented.

- Replaced logging system equipment as per the Computer Act and installed new devices to replace those at the end of their lifecycle.
- Upgraded branch server rooms to increase security access to the server rooms.

### 3. Innovation and Digital Transformation

Utilizing technology and IT systems to increase the efficiency of the Company's operations reduces manual labor to improve precision and repetitive tasks, and creates a great experience for employees.

#### • Customer Experience

- Transportation and Installation Management System (TMS). The Company improves its transportation and installation management systems, allowing customers to reserve a delivery queue to ensure accurate product delivery and minimize errors to the greatest extent possible. The Company plans to improve the system to optimize transportation routes and maximize the value of each delivery cycle.
- Project Management System: The Company previously developed a project management system for internal use to manage and track work status between the sales department, delivery and installation, and factories until the task was completed. In 2023, the Company improved the system so that customers could access the system to view the installation status and track delivery progress.
- Price recommendation: A system development project that assists the trading team in



determining pricing and promotion by suggesting suitable prices for categories of home furnishings products. This allows them to select products and organize promotions at prices that are appropriate for customers' needs while increasing gross profit (effective at the beginning of 2023).

- **Generative AI for Interior Design:** This project uses AI to help ILM Designer with interior design, making the design process easier and customers can see images that are relevant to their desires right away. Internal design functionality was added to reduce the designer's workload. The system is currently in development and will be ready in early 2024.

- **Operation Excellence**

Using RPA (Robotic Process Automation) in organizations to improve repetitive work processes and workload in many departments, increase work efficiency and precision, reduce redundancy between departments, errors, and time, and allow employees to develop their work.

- The process of importing and purchasing products using RPA begins with opening a purchase order and automatically notifying the seller. This includes recording and tracking the status of products in the system until they reach the warehouse. The system enables all departments to view the same information.
- The RPA was integrated into the supply chain procurement process to run a daily PO pending report that was categorized by reason to promptly notify the appropriate teams to solve the issues. This includes reports for product management for promotional activities to enable the team to organize and plan the delivery of products in accordance with the specified promotion period.

- **Vendor management**

- The Company is currently developing a

supplier management system that will facilitate collaboration with suppliers, beginning with supplier data management, quotation issuance, and online document submission. suppliers can create automatic purchasing orders on this portal that displays the status of account opening and repeat orders online, reducing steps and working time for suppliers, ensuring the precision and accuracy of information, and increasing supplier effectiveness, etc. This helps to build long-term relationships with suppliers.

#### 4. 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-th.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-th.pdf>).

- **Anti-Corruption Performance**

The Company scheduled an internal audit plan for corruption annually. In 2023, there were no reports of the Company's misconduct or corruption.

# Management Discussion and Analysis: MD&A

## 1. Operating results and financial position of the company

### 1.1 Summary of important results in 2023

	2023	2022	%Change
Revenue from sale of goods	8,617.3	8,250.9	4.4%
Revenue from rental and rendering of services	691.8	638.0	8.4%
<b>Operating revenue</b>	<b>9,309.1</b>	<b>8,888.9</b>	<b>4.7%</b>
Cost of sale of goods	4,682.7	4,565.8	2.6%
Cost of rental and rendering of services	343.0	311.7	10.1%
<b>Cost of sales and services</b>	<b>5,025.7</b>	<b>4,877.5</b>	<b>3.0%</b>
Gross profit	4,283.4	4,011.4	6.8%
Selling and administrative expenses	3,312.1	3,136.2	5.6%
EBITDA	1,896.9	1,826.0	3.9%
<b>Profit for the Company</b>	<b>726.0</b>	<b>659.1</b>	<b>10.2%</b>
Gross Profit Margin from operation	46.0%	45.1%	
SG&A expenses to operating revenue	35.6%	35.3%	
EBITDA margin	20.1%	20.3%	
Net profit margin	7.7%	7.3%	

### 1.2 Important Events in 2023

- Announcement of the Record-breaking Profit**

For FY2023, the Company reported the profit attributable to the equity holders of Baht 726.0 million, the new highest record since the Company was established, resulted from the adaptive strategies with the new product development, new sales channels offered to cope with consumer behavior together with an increase of rental and services revenue and efficient cost control.

- Grand opening Little Walk - Kreungthep Kreetha**

The Company opened the new location of Little Walk Krungthep Kreetha in October with great feedback of 100% tenants, such as supermarket, restaurants, shop and service shops and others. This will boost the rental and service revenue to grow steady in the future.

- Major store renovations of Index Living Mall Phuket and Pattaya**

Major store renovations of Index Living Mall Phuket and Pattaya was successful with the great customer satisfaction showing an increase of both sales and rental income.

- The closure of Index Living Mall - Rattana Thibet store**

The Company closed the Index Living Mall store, Rattana Thibet branch, in the first quarter of 2023 due to the expiration of the lease agreement. However, the Company prepare to open the new stores of Index Living Mall and Little Walk on the Rattana Thibet again, expected to open within 2024.

- Full repayment of long-term loans from financial institutions**

The Company has continued to repay long-term loans from financial institutions and fully paid in the 1st quarter of 2023 helpinn to reduce the financial costs. Currently, the Company had no outstanding long-term loans from financial institutions.



### 1.3 Performance Overview

	2023	2022	% Change
(Unit: THB million)			
Revenue from sale of goods	8,617.3	8,250.9	4.4%
Revenue from rental and rendering of services	691.8	638.0	8.4%
<b>Operating revenue</b>	<b>9,309.1</b>	<b>8,888.9</b>	<b>4.7%</b>
Cost of sale of goods	4,682.7	4,565.8	2.6%
Cost of rental and rendering of services	343.0	311.7	10.1%
<b>Cost of sales and services</b>	<b>5,025.7</b>	<b>4,877.5</b>	<b>3.0%</b>
<b>Gross profit</b>	<b>4,283.4</b>	<b>4,011.4</b>	<b>6.8%</b>
Other income	107.1	120.1	-10.9%
Selling and distribution expenses	2,178.9	2,097.3	3.9%
Administrative expenses	1,133.1	1,038.8	9.1%
Finance costs	215.9	214.3	0.7%
<b>Profit before income tax expenses</b>	<b>862.4</b>	<b>781.0</b>	<b>10.4%</b>
Tax expenses	139.8	122.0	14.6%
<b>Profit for the Company</b>	<b>726.0</b>	<b>659.1</b>	<b>10.2%</b>

### Revenue from Sale of Goods and Cost of Sales of Goods

	2023	2022	% Change
(Unit: THB million)			
<b>Domestic sales</b>			
1.1 Retail stores	6,827.1	6,229.5	9.6%
1.2 Projects	517.8	773.1	-33.0%
1.3 Dealers	83.1	92.7	-10.4%
1.4 Online	1,055.8	902.8	16.9%
<b>Total revenue from domestic sales</b>	<b>8,483.8</b>	<b>7,998.1</b>	<b>6.1%</b>
<b>Overseas sales</b>	<b>133.5</b>	<b>252.8</b>	<b>-47.2%</b>
<b>Total revenue from sale of goods</b>	<b>8,617.3</b>	<b>8,250.9</b>	<b>4.4%</b>
Cost of sales of goods	4,682.7	4,565.8	2.6%
Gross profit from sale of goods	3,934.6	3,685.1	6.8%
Gross profit margin from sale	45.7%	44.7%	

## Revenue from Sale of Goods

For FY2023, considered to be another success year for the Company breaking the record on sales (excluded the home electrical appliances, already discontinued in 2021). With total sales of Baht 8,617.3 million, an increase of Baht 366.4 million or +4.4% YoY resulted from the strong strategy on increasing the product variety in stores attract variety-seeking customers, renovation the core stores, space optimization. Even though the number of stores decreased from closing the Rattanaibet branch in January 2023, but growth from other stores is strong with growth of 9.6% especially in the tourist provinces. Online channel could keep good momentum with 39.6% growth successfully from the existing platforms and new channel, TikTok. Successful growth on both channels enhances the total sales of goods to break the record even though other channels (project and oversea sales) dropped.

## Cost of sales

For FY2023, the Company reported cost of sales of Baht 4,682.7 million, an increase of Baht 117.0 million or +2.6% YoY, which was in the same direction as sales revenue increases. From the efficient cost management, the growth rate of cost was lower than the sales growth.

## Gross profit and gross profit margin from sales

For FY2023, the Company reported gross profit from sales of Baht 3,934.6 million, an increase of Baht 249.5 million or +6.8% YoY, in line with the sales growth mainly from the retail store channel which is the high-margin channel. Increase in such high-margin channel together with the efficient cost control help enhance the gross profit margin.

## Revenue from rental and rendering of services and cost of rental and rendering of services.

	2023	2022	% Change
(Unit: THB million)			
Revenue from rental and services	691.8	638.0	8.4%
Cost of rental and services	343.0	311.7	10.1%
Gross Profit from rental and services	348.7	326.3	6.9%
Gross Profit Margin from rental and services	50.4%	51.1%	

## Revenue from rental and rendering of services.

For FY2023, the Company reported revenue from rental and rendering of services of Baht 691.8 million, an increase of Baht 53.8 million or +8.4% YoY, as a result of the new location opened, Little Walk Krungthep Kreetha, and average occupancy rate of 3 existing locations improved.

## Cost of rental and services

For FY2023, the Company reported cost of rental and services of Baht 343.0 million, an increase of Baht 31.3 million or +10.1% YoY, which was in the same direction as rental and services revenue increases. The major increase is from the electricity cost resulted from the higher number of tenants, Ft price was increased during the year and new location opened.

## Gross profit and gross profit margin from rental and services

For FY2023, the Company reported gross profit from rental and services of Baht 348.7 million, an increase of Baht 22.4 million or +6.9% YoY, resulted from the new location opened, Little Walk Krungthep Kreetha, and average occupancy rate of 3 existing locations improved. However, the gross profit margin seemed to lower coming from the expensive electricity cost per unit in the first 8 months of 2023 making the 2023 average electricity price higher.

## Selling and Distribution Expenses and Selling and Administrative Expenses

	2023	2022	% Change
(Unit: THB million)			
Selling and Distribution Expenses	2,178.9	2,097.3	3.9%
Percentage to Operating Revenue	23.4%	23.6%	
Administrative Expenses	1,133.1	1,038.8	9.1%
Percentage to Operating Revenue	12.2%	11.7%	

### Selling and Distribution Expenses

For FY2023, the company reported selling and distribution expenses Baht 2,178.9 million, an increase of Baht 81.6 million or +3.9% YoY, mainly from the promotion expenses and electricity costs from the higher Ft price compared to the same period last year. However, the selling and distribution expenses to operating revenue ratio decreased, reflecting the efficient cost control.

### Administrative Expenses

For FY2023, the company reported administrative expenses of Baht 1,133.1 million, an increase of Baht 94.3 million or +9.1% YoY. The administrative expenses to operating revenue ratio was higher due to the higher delivery costs moved up in line with sales volume. Excluded the delivery expense, the administrative expenses to operating revenue ratio decreased, reflecting from the cost control.

## Finance Costs and Tax Expenses

	2023	2022	% Change
(Unit: THB million)			
Finance Costs	215.9	214.3	0.7%
Tax Expenses	139.8	122.0	14.6%

### Finance Costs

For FY2023, the company reported finance costs of Baht 215.9 million, an increase of Baht 1.6 million compared to FY2022 or +0.7% YoY.

- Finance cost from loans was Baht 20.7 million, decreased by Baht 12.2 million or -37.1% YoY resulting from the prepayments of long-term loans.
- Finance cost from lease liabilities was Baht 195.3 million, increased by Baht 13.8 million or +7.6% YoY.

### Tax Expenses

For FY2023, the Company reported tax expenses of Baht 139.8 million, an increase of Baht 17.8 million or +14.6% YoY, increasing from the higher operating profit. The Company utilized tax incentives from the BOI of Baht 24.2 million, the same amount of tax incentive utilized in 2022.

Accumulative tax incentives utilized from 3-year period of 2021 to 2023 was Baht 66.8 million out of total Baht 71.1 million received from BOI.

## Profit for the Company and Net Profit Margin

	2023	2022	% Change
(Unit: THB million)			
Profit for the Company	726.0	659.1	10.2%
Net Profit Margin	7.7%	7.3%	

For FY2023, the Company reported the profit attributable to the equity holders of Baht 726.0 million, an increase of Baht 66.9 million compared or +10.2% YoY, as results from the significantly increase in operating income combined with the effective cost management. This net profit margin for 2023 improved to 7.7% from 7.3% in previous year.

## 1.4 Statement of financial position

	31 Dec 2023	Proportion	31 Dec 2022	Proportion	Change	% Change
(Unit: THB million)						
Other assets	566.59	5%	412.38	3%	154.21	37.4%
Other receivables	321.68	3%	285.46	2%	36.23	12.7%
Trade receivables	394.77	3%	236.19	2%	158.57	67.1%
Inventories	1,747.85	14%	1,586.35	13%	161.50	10.2%
Investment properties	1,900.09	15%	1,876.79	16%	23.30	1.2%
Right-of-use assets	2,919.25	24%	2,946.54	24%	-27.29	-0.9%
Property, plant and equipment	4,474.24	36%	4,687.84	39%	-213.60	-4.6%
<b>Total assets</b>	<b>12,324.47</b>	<b>100%</b>	<b>12,031.55</b>	<b>100%</b>	<b>292.92</b>	<b>2.4%</b>
Other liabilities	817.94	7%	806.00	7%	11.94	1.5%
Other payables	915.85	7%	899.19	7%	16.66	1.9%
Trade payables	750.50	6%	691.26	6%	59.24	8.6%
Current portion of long-term borrowings	-	0%	244.39	2%	-244.39	-100.0%
Short-term borrowings from financial institutions	400.00	3%	793.00	7%	-393.00	-49.6%
Short-term borrowings from related parties	470.13	4%	-	0%	470.13	N/A
Lease liabilities	2,991.52	24%	2,929.73	24%	61.80	2.1%
Total equity	5,978.53	49%	5,667.98	47%	310.55	5.5%
<b>Total liabilities and equity</b>	<b>12,324.47</b>	<b>100%</b>	<b>12,031.55</b>	<b>100%</b>	<b>292.92</b>	<b>2.4%</b>

### Assets

At the end of 31 December 2023, the Company reported total assets of Baht 12,324.5 million, an increase of Baht 292.9 million or +2.4% from Baht 12,031.5 million at the end of 2022. The significant changes were from trade receivables and inventory. Trade Receivable increased by Baht 158.6 million, an increase of 67.1% from Baht 236.2 million at the end of 2022 driven from the high volume of sales project in the last quarter. Inventory increased by Baht 161.5 million, an increase of 10.2% from Baht 1,586.3 million at the end of 2022 preparing for New Year festival

and “Easy E-receipt”, during January and February 2024 to stimulate the economy from the Government.

### Liabilities

At the end of 31 December 2023, the Company reported total liabilities of Baht 6,345.9 million, a decrease of Baht 17.6 million or -0.3% from Baht 6,363.5 million at the end of 2022, mainly from the decrease of short-term loans and long-term loans from financial institutions due to the repayment of short-term loans and prepayment on long-term loans netted off with the increase of loans from related parties, trade payables and lease liabilities.



## Equity

At the end of 31 December 2023, the Company reported total equity of Baht 5,978.5 million, an increase of Baht 310.5 million or +5.5% from Baht 5,668.0 million at the end of 2022, resulting from the Company's profits for the year 2023 netted off with dividend payments.

### 1.5 Cashflow Statement

Cashflow Statement	2023	2022	% Change
Net cash generated from operations before Changes in operating assets and liabilities	1,919.8	1,861.8	3.1%
Changes in operating assets and liabilities	(145.7)	5.3	-2854.1%
Taxes paid	(103.9)	(86.9)	19.7%
<b>Net cash from operating activities</b>	<b>1,669.8</b>	<b>1,780.2</b>	<b>-6.2%</b>
Interest received	0.5	0.1	374.6%
Dividends received	-	0.7	-100.0%
Proceeds from liquidation of subsidiary	-	2.1	-100.0%
Acquisition of property, plant and equipment	(326.3)	(254.3)	28.3%
Proceeds from sale of property, plant and equipment	6.5	14.2	-54.0%
Acquisition of investment properties	(139.0)	(61.2)	126.9%
Acquisition of rights-of-use assets	(52.3)	(100.0)	-47.7%
Proceeds from sale of right-of-use assets	-	15.1	-100.0%
Acquisition of intangible assets	(31.1)	(16.7)	86.1%
<b>Net cash (used in) from investing activities</b>	<b>(541.6)</b>	<b>(400.2)</b>	<b>35.3%</b>
Repayment of short-term borrowings from financial institutions	(7,292.0)	(8,662.5)	-15.8%
Proceeds from short-term borrowings from financial institutions	6,899.0	8,692.5	-20.6%
Proceeds from borrowings from related parties	3,640.0	-	100.0%
Repayment of borrowings from related parties	(3,170.0)	-	100.0%
Repayment of long-term borrowings from financial institutions	(343.5)	(869.5)	-60.5%
Payment of lease liabilities	(35.6)	(53.1)	-32.8%
Dividends paid to owners of the Company	(429.3)	(303.0)	41.7%
Call for paid-up share capital of subsidiary	17.1	-	100.0%
Interest paid	(217.7)	(214.4)	1.6%
<b>Net cash used in financing activities</b>	<b>(932.0)</b>	<b>(1,409.9)</b>	<b>-33.9%</b>
Effect of exchange rate changes on cash and cash equivalents	(0.0)	(0.0)	-83.6%
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>196.3</b>	<b>(29.9)</b>	<b>-757.5%</b>
Cash and cash equivalents at 1 January	77.2	107.1	-27.9%
<b>Cash and cash equivalents at 31 December</b>	<b>273.5</b>	<b>77.2</b>	<b>254.2%</b>

At the end of 2023, the Company reported ending cash and cash equivalents of Baht 273.5.8 million, an increase of Baht 196.3 million, from Baht 77.2 million at the end of 2022, with details as follows:

- Net cash received from operating activities of Baht 1,669.8 million, consisting of (1) cash inflows from operating activities before changes in operating assets and liabilities of Baht 1,919.8 million; and (2) cash outflows from net change in operating assets and liabilities of Baht 145.7 million and (3) Taxes paid Baht 103.9 million, mainly due to the increase in trade accounts receivable while decreasing in trade accounts payable and other current payables.
- Net cash used in investing activities of Baht 541.6 million, comprising of (1) cash outflows for acquisition of property, plant and equipment of Baht 326.3 million; (2) cash outflows from acquisition of investment properties of Baht 139.0 million; (3) cash outflows from acquisition of right-of-use assets of Baht 52.3 million; (4) cash outflows from acquisition of intangible assets of Baht 31.1 million; and (5) cash inflows from other investing activities of Baht 7.1 million.
- Net cash used in financing activities Baht 932.0 million, consisting of (1) cash outflow for repayment of short-term borrowings from financial institutions of Baht 7,292.0 million (2) cash inflows from proceeds short-term borrowings from financial institutions of Baht 6,899.0 million (3) cash inflows from proceed the borrowings from related parties of Baht 3,640.0 million (4) cash outflows for repayment of borrowings from related parties of Baht 3,170.0 million (5) dividends paid to owners of the Company of Baht 429.3 million (6) cash outflows for repayment of long term loans from financial institutions of Baht 343.5 million (7) cash outflows for interest paid of Baht 217.7 million (8) cash outflow for payment of lease liabilities of Baht 35.6 million and (9) cash inflows from the paid-up share capital of subsidiary of Baht 17.1 million

## 1.6 Future Outlook

Thailand's economic growth for 2024 is expected to accelerate, primarily driven by a resurgence in the tourism sector. The government has initiated a visa exemption scheme for tourists from China, India, and several Middle Eastern countries, aiming to significantly boost economic activity. Furthermore, the launch of the "Easy E-receipt" campaign by the government at the start of the year is designed to invigorate domestic spending. The Company anticipates that these initiatives will continue to positively impact our business growth throughout 2024. However, it is crucial to acknowledge certain challenges that could dampen economic expansion, including global geopolitical tensions, volatility in the international financial markets, and the economic conditions in China, which may influence both exports and the recovery of Thailand's tourism industry.

Regarding the Company's business strategy for 2024, we are committed to continuously improving our operating profit. Our strategy includes expanding our store count by 2-3 new projects annually and increasing our rental space by at least 5,000 to 8,000 square meters. This year, we plan to expand with 2 new Index Living Mall locations and 1 Little Walk, in addition to renovating existing stores to enhance the shopping environment and optimize sales and rental space. On the product front, our goal is to broaden our in-store product assortment to appeal to customers seeking variety.

The Company consistently strive to improve and develop efficiently including expanding online platforms, collaborating with platform partners and marketplace, together with the right marketing campaigns for online channel to response to the customers' needs and to boost sales.

The Company has strong confidence in our business plan in strengthening the Company's business performance and sustainability.

## 2. Sustainable Development Operations

The company operates under the principle of sustainable development across governance, economic, social, and environmental dimensions, guided by the concept of "Sustainable Living for Future Lifestyle." This includes the 3G sustainability strategy: Great Experience (delivering superior experiences through products and services), Grow Together (creating shared happiness and

quality of life responsibly), and Green Planet (caring for and passing on a sustainable environment to society). The company's goals are aligned with the United Nations Sustainable Development Goals (SDGs) to become a sustainable organization. Significant activities in 2023 include:

### 1.1 Environmental Aspect

- In 2023, the company installed additional Solar Rooftops at 4 Index Living Mall locations, bringing the total to 28 sites, including 1 factory, 1 warehouse, 23 Index Living Mall branches out of 31, and 3 out of 7 The Walk & Little Walk branches. The company generated 14,950.87 mWh of electricity from Solar Rooftops in 2023, an increase of 17.8% from the previous year.
- The company reduced greenhouse gas emissions through the Solar Rooftop installation and waste separation projects by 14,160.68 tons of carbon dioxide equivalent (tCO<sub>2</sub> eq), a 14.6% increase from 2022. Certification from the Greenhouse Gas Management Organization (public organization) is pending.
- New Eco Products, environmentally friendly, accounted for 10.8% of all new products, with a target of 5% by 2025.
- Sales of Yunique Customized Furniture, resource-efficient furniture, accounted for 6.5%

in 2023, with a goal of 10% by 2025.

- The company recycled/disposed of/used 79.89% of total waste.
- There were 0 complaints regarding waste, emissions, and severe environmental issues.

### 1.2 Social Aspect

- New ergonomic and health-conscious products represented 15% of the new Office Furniture product line, aiming for 20% by 2025.
- Approximately 50% of new products were developed for health and safety, with innovations applied to 80% of the new Easy to Clean Fabric Sofa range.
- The workplace accident fatality rate was 0.
- Days lost to workplace accidents decreased by 12.08% compared to the base year of 2020.
- There were 0 complaints regarding human rights and labor issues.

### 1.3 Governance and Economic Aspect

- Customer satisfaction was 90.1%, with a target of 90% from 2022 to 2025, increasing to a 93% goal by 2026.
- There were 0 complaints regarding personal data security.
- There were 0 complaints related to fraud and corruption.



### 3. Financial Highlights

Statement of financial position	Financial statements for the year ended 31 December					
	2023		2022		2021	
	THB Mil.	%	THB Mil.	%	THB Mil.	%
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	273.53	2.2	77.23	0.6	107.1	0.9
Trade accounts receivable	381.23	3.1	233.75	1.9	218.4	1.8
Other current receivables	321.68	2.6	285.46	2.4	291.1	2.4
Inventories	1,747.85	14.2	1,586.35	13.2	1,657.8	13.4
Other current assets	13.40	0.1	13.75	0.1	12.5	0.1
<b>Total current assets</b>	<b>2,737.68</b>	<b>22.2</b>	<b>2,196.53</b>	<b>18.3</b>	<b>2,286.9</b>	<b>18.5</b>
<b>Non-current assets</b>						
Other non-current financial assets	19.87	0.2	17.45	0.1	15.6	0.1
Investment properties	1,900.09	15.4	1,876.79	15.6	1,551.3	12.6
Property, plant and equipment	4,474.24	36.3	4,687.84	39.0	4,912.3	39.8
Right-of-use assets	2,919.25	23.7	2,946.54	24.5	3,209.4	26.0
Intangible assets	46.42	0.4	32.52	0.3	35.0	0.3
Deferred tax assets	174.58	1.4	160.64	1.3	212.2	1.7
Other non-current assets	52.33	0.4	113.23	0.9	133.5	1.1
<b>Total non-current assets</b>	<b>9,586.79</b>	<b>77.8</b>	<b>9,835.02</b>	<b>81.7</b>	<b>10,069.1</b>	<b>81.5</b>
<b>Total assets</b>	<b>12,324.47</b>	<b>100.0</b>	<b>12,031.55</b>	<b>100.0</b>	<b>12,356.0</b>	<b>100.0</b>
<b>Liabilities and equity</b>						
<b>Current liabilities</b>						
Short-term borrowings from financial institutions	400.0	3.2	793.0	6.6	763.0	6.2
Trade accounts payables	750.5	6.1	691.3	5.7	755.2	6.1
Other payables	915.9	7.4	899.2	7.5	874.4	7.1
Short-term borrowings and interest payable from related parties	470.1	3.8	-	-	-	-
Current portion of long-term borrowings from financial institutions	-	-	244.4	2.0	348.6	2.8
Current portion of lease liabilities	45.0	0.4	34.8	0.3	60.7	0.5
Corporate income tax payable	77.3	0.6	24.2	0.2	28.2	0.2
Other current liabilities	44.6	0.4	32.6	0.3	24.6	0.2
<b>Total current liabilities</b>	<b>2,703.4</b>	<b>21.9</b>	<b>2,719.4</b>	<b>22.6</b>	<b>2,854.7</b>	<b>23.1</b>
<b>Non-current liabilities</b>						
Long-term borrowings from financial institutions	-	-	99.1	0.8	864.3	7.0
Lease liabilities	2,991.5	24.3	2,929.7	24.4	2,738.4	22.2
Non-current provisions for employee benefits	280.0	2.3	265.5	2.2	243.1	2.0
Other non-current liabilities	371.0	3.0	349.8	2.9	344.4	2.8
<b>Total non-current liabilities</b>	<b>3,642.5</b>	<b>29.6</b>	<b>3,644.2</b>	<b>30.3</b>	<b>4,190.2</b>	<b>33.9</b>
<b>Total liabilities</b>	<b>6,345.9</b>	<b>51.5</b>	<b>6,363.6</b>	<b>52.9</b>	<b>7,044.9</b>	<b>57.0</b>
<b>Equity</b>						
Share capital:						



Statement of financial position	Financial statements for the year ended 31 December					
	2023		2022		2021	
	THB Mil.	%	THB Mil.	%	THB Mil.	%
Authorized share capital	2,525.0	20.5	2,525.0	21.0	2,525.0	20.4
Issued and paid-up share capital	2,525.0	20.5	2,525.0	21.0	2,525.0	20.4
Share premium on ordinary shares	1,741.1	14.1	1,741.1	14.5	1,741.1	14.1
Retained earnings						
Appropriated legal reserve	252.5	2.0	252.5	2.1	243.6	2.0
Unappropriated	1,446.1	11.7	1,149.4	9.6	802.2	6.5
Other components of shareholders' equity	-	-	-	-	(2.1)	(0.0)
<b>Shareholder's Equity</b>	<b>5,964.7</b>	<b>48.4</b>	<b>5,668.0</b>	<b>47.1</b>	<b>5,309.8</b>	<b>43.0</b>
Non-controlling interests	13.8	0.1	0.0	0.0	1.3	0.0
<b>Total equity</b>	<b>5,978.5</b>	<b>48.5</b>	<b>5,668.0</b>	<b>47.1</b>	<b>5,311.1</b>	<b>43.0</b>
<b>Total liabilities and equity</b>	<b>12,324.5</b>	<b>100.0</b>	<b>12,031.5</b>	<b>100.0</b>	<b>12,356.0</b>	<b>100.0</b>

Statement of comprehensive income	Financial statements for the year ended 31 December					
	2023		2023		2023	
	THB Mil.	%	THB Mil.	%	THB Mil.	%
<b>Revenue</b>						
Revenue from sale of goods	8,617.4	91.5	8,250.9	91.6	7,838.0	93.2
Revenue from rental and services	691.8	7.3	638.0	7.1	479.2	5.7
Dividend income	-	0.0	0.7	0.0	0.3	0.0
Interest income	0.7	0.0	0.3	0.0	0.3	0.0
Other income	103.0	1.1	106.2	1.2	92.8	1.1
Net foreign exchange gain	3.4	0.0	13.0	0.1	3.6	0.0
<b>Total revenue</b>	<b>9,416.2</b>	<b>100.0</b>	<b>9,009.0</b>	<b>100.0</b>	<b>8,414.1</b>	<b>100.0</b>
<b>Expenses</b>						
Costs of sales of goods	4,682.7	49.7	4,565.8	50.7	4,456.5	53.0
Costs of rental and rendering of services	343.0	3.6	311.7	3.5	267.5	3.2
Selling and distribution expenses	2,178.9	23.1	2,097.3	23.3	1,951.2	23.2
Administrative expenses	1,133.1	12.0	1,038.8	11.5	963.1	11.4
Finance costs	215.9	2.3	214.3	2.4	246.5	2.9
<b>Total expenses</b>	<b>8,553.8</b>	<b>90.8</b>	<b>8,228.0</b>	<b>91.3</b>	<b>7,884.8</b>	<b>93.7</b>
<b>Profit before income tax expense</b>	<b>862.4</b>	<b>9.2</b>	<b>781.0</b>	<b>8.7</b>	<b>529.4</b>	<b>6.3</b>
Tax expense	139.8	1.5	122.0	1.4	76.2	0.9
<b>Profit for the year</b>	<b>722.6</b>	<b>7.7</b>	<b>659.1</b>	<b>7.3</b>	<b>453.2</b>	<b>5.4</b>
<b>Profit attributable to:</b>						
Owners of the parent	726.0	7.7%	659.1	7.3%	453.2	5.4%
Non-controlling interests	-3.3	0.0%	0.0	0.0%	0.0	0.0%
<b>Total comprehensive income attributable to:</b>						
Owners of the parent	726.0	7.7%	659.1	7.3%	443.6	5.3%
Non-controlling interests	-3.3	0.0%	0.0	0.0%	0.0	0.0%
<b>Basic earnings per share (Baht)</b>	<b>1.44</b>		<b>1.31</b>		<b>0.90</b>	

Statement of cash flows	Financial statements for the year ended 31 December		
	2023	2022	2021
	THB Mil.	THB Mil.	THB Mil.
Net cash from (used in) operating activities	1,669.8	1,780.2	1,808.8
Net cash (used in) from investing activities	(541.6)	(400.2)	(149.7)
Net cash (used in) from financing activities	(932.0)	(1,409.9)	(1,658.4)
Net (decrease) increase in cash and cash equivalents before effect of exchange rates	196.3	(29.9)	0.6
Effect of exchange rate changes on cash and cash equivalents	(0.0)	(0.0)	(0.001)
Net (decrease) increase in cash and cash equivalents	196.3	(29.9)	0.6
Cash and cash equivalents at 1 January	77.2	107.1	106.4
Cash and cash equivalents at 31 December	273.5	77.2	107.1

Key Financial Ratios	For the year ended 31 December		
	2023	2022	2021
Liquidity Ratios			
Current Ratio (x)	1.0	0.8	0.8
Quick Ratio (x)	0.4	0.2	0.2
Efficiency Ratios			
Average Collection Period (Days)	12.1	9.3	14.1
Average Inventory Period (Days)	121.0	121.4	131.9
Average Payment Period (Days)	52.3	54.1	80.4
Cash Cycle (Days)	80.8	76.6	65.7
Total Asset Turnover (x)	0.8	0.7	0.7
Leverage Ratios			
Debt to Equity Ratio (x)	1.1	1.1	1.3
Interest Bearing Debt to Equity Ratio (x)	0.7	0.7	0.9
Interest Coverage Ratio (x)	5.0	4.6	3.1
Profitability Ratios			
Gross Profit Margin from Sales (%)	45.7%	44.7%	43.1%
Gross Profit Margin from Rental & Services (%)	50.4%	51.1%	44.2%
Overall Gross Profit Margin (%)	46.0%	45.1%	43.2%
EBIT Margin (%)	11.5%	11.0%	9.3%
Net Profit Margin (%)	7.7%	7.3%	5.4%
EBITDA Margin (%)	20.1%	20.3%	19.6%
Return on Assets (%)	8.9%	8.2%	6.1%
Return on Equity (%)	12.5%	12.0%	8.7%

**Index**livingmall

LIVE  
AND  
INSPIRE



## 5 General Information and Other Important Information

### General Information

The Company	
Company Name	: Index Living Mall Public Company Limited
Stock Exchange	: The Stock Exchange of Thailand
Trade Name	: ILM
Type of Business	: Furniture and Home Furnishings Retail Business
Head Office	: No. 147, Soi Rama 2, Soi 50, Rama 2 Road Samae Dam Subdistrict, Bang Khun Thian District, Bangkok 10150
Registration Number	: 0107561000226
Phone Number	: 0 2898 6420-5
Fax Number	: 0 2898 6940
Website	: www.indexlivingmall.com
Registered Capital	: 2,525.0 million Baht
Paid Up Capital	: 2,525.0 million Baht
Issued Shares	: 505 million ordinary shares (5 Baht per share)

Subsidiary Companies	
Index Interfurn Company Limited	
Company Name in English	: Index Interfurn Company Limited
Type of Business	: Furniture Manufacturer
Head Office	: No. 143 Soi Rama 2, Soi 50 Rama 2 Road Samae Dam Subdistrict, Bang Khun Thian District, Bangkok 10150
Registration Number	: 0105552064096
Phone Number	: 0 2415 0077
Fax Number	: 0 2415 7399
Website	: www.index-interfurn.com
Registered Capital	: 960.0 million Baht
Paid Up Capital	: 960.0 million Baht

The Walk Company Limited	
Company Name in English	: The Walk Company Limited
Type of Business	: Shopping Center Rentals
Head Office	: No. 147, Soi Rama 2, Soi 50, Rama 2 Road Samae Dam Subdistrict, Bang Khun Thian District, Bangkok 10150
Registration Number	: 0105555116551
Phone Number	: 0 2898 6420-5
Registered Capital	: 25.0 million Baht
Paid Up Capital	: 15.4 million Baht

Bangkok Casa Company Limited	
Company Name in English	: Bangkok Casa Company Limited
Type of Business	: Warehouse Services



Head Office	:	No. 143 Soi Rama 2, Soi 50 Rama 2 Road Samae Dam Subdistrict, Bang Khun Thian District, Bangkok 10150
Registration Number	:	0105534058616
Phone Number	:	0 2898 6420-5
Registered Capital	:	250.0 million Baht
Paid Up Capital	:	250.0 million Baht

Index Living Mall Inter Company Limited		
Company Name in English	:	Index Living Mall Inter Company Limited
Type of Business	:	Giving Franchise Rights to Foreign Index Living Mall Stores
Head Office	:	No. 147, Soi Rama 2, Soi 50, Rama 2 Road Samae Dam Subdistrict, Bang Khun Thian District, Bangkok 10150
Registration Number	:	0105559003602
Phone Number	:	0 2898 6420-5
Registered Capital	:	5.0 million Baht
Paid Up Capital	:	5.0 million Baht

### Other References

Securities Registrar		
Securities Registrar	:	Thailand Securities Depository Company Limited
Head Office	:	93 Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400
Phone Number	:	0 2009 9000
Fax Number	:	0 2009 9991

Auditor		
Auditor	:	KPMG Phoomchai Audit Company Limited
Head Office	:	1 Empire Tower Building, 48-51 Floor, South Sathorn Road, Yan Nawa, Sathorn, Bangkok 10120
Phone Number	:	0 2677 2000
Fax Number	:	0 2677 2222

### 5.3 Legal Disputes

As of December 31, 2023, the Company has no legal disputes that may have a material adverse effect on the Company's business operations and the Company has no legal disputes that may affect the Company's business operations. Company assets with an amount greater than 5% of the shareholders' equity

### 5.4 Secondary Market

-None-

### 5.5 Financial institutions that are in constant contact

-None-

# 2

## Part 2 Corporate Governance







## 6. Corporate Governance Policy



The Board of Directors is committed to good corporate governance and conducting business in an ethical manner, respecting human rights, and being responsible to society, the environment, and stakeholders. The Board of Directors believes that good corporate governance will create sustainable business value and maintain transparent, honest, and accountable management. It is also an important factor for the Company's ability to compete ethically under the changing business conditions, adding value and generating a maximum return for shareholders, creating long-term benefits for society, the community, the environment, and various stakeholders of the Company as well as maintaining credibility and creating value for shareholders.

Therefore, the Board of Directors formulated and adopted a corporate governance policy in order to perform its duties properly, as well as reviewing and improving the policy to be in accordance with the good corporate governance principles for listed companies in 2017 to ensure that they are appropriate and effective for the performance of Board of Director's duties in the supervision of corporate governance. The Board of Directors Meeting No. 5/2023 on November 9, 2023, resolved to review the

corporate governance policy. This policy is published on the Company's website under the topic "Corporate Governance".

### 6.1 Corporate Governance Policies and Guidelines Overview

#### 6.1.1 Policies and Guidelines Related to the Board of Directors

The Board of Directors places importance on good corporate governance with a focus on conducting business with transparency and fairness in accordance with the relevant regulations and laws, giving importance to auditing and internal control systems, risk management, as well as adequate information disclosure on the economy, society, and the environment that contribute to continuous sustainable growth. This adds value to shareholders and stakeholders under the framework of laws and the code of business conduct.

The Board of Directors reviewed the implementation of the Corporate Governance Code or "CG Code" for listed companies for the year 2017 from the Securities and Exchange Commission by assigning the Nomination,



Remuneration, Governance, and Sustainable Development Committee to supervise the implementation of the CG Code principles appropriately in accordance with the business context of the Company which will lead to sustainable value creation. The Company has consistently complied with the CG Code and practice guidelines as follows:

#### 1) Composition and Qualifications of the Board of Directors and the Appointment of Directors

The committee formation under the Chairman's leadership is consistent with good corporate governance principles. This is based on the Company's Board Skill Matrix to determine the diversity of the Board of Directors in accordance with the Company's business strategy. Each director serves a three-year term.

#### 2) Independence of the Board

The committee must make decisions, comments, and vote on issues over which the Board has decision-making authority. If the Board's decisions are influenced by the pressure of their duties, responsibilities, family members, or conflicts of interest, the decision will be distorted in favor of oneself, close associates, or for their own benefit. Therefore, the independence of directors is an issue that must be taken into consideration to protect the benefits of the shareholders and the Company. Directors who lack independence should not be making decisions.

#### 3) Roles and Responsibilities of the Board of Directors

The Board of Directors determines the Company's direction for stable and sustainable growth. The Board of Directors' decisions and responsibilities must be made with care, honesty, and professionalism based on good corporate governance principles.

#### 4) Roles and Responsibilities of the Chairman

- The Chairman of the Board is independent of the Management and does not interfere with the Management's day-to-day operations. The roles and responsibilities are clearly divided.
- Supervise the performance of duties of the Board of Directors to be effective, give support, give advice, and assist the Management's operations to be under the authority framework assigned by the Board of Directors in order to achieve the Company's objectives and goals.
- Encourage and supervise directors to comply with the scope of duties and responsibilities towards shareholders and stakeholders in accordance with good corporate governance principles, ethical standards, and the business code of conduct of the Company. This includes promoting and encouraging

all directors to participate in fostering a corporate culture with the code of conduct and good corporate governance.

- Effectively serves as the Chairman of the Board for the directors' meetings and Shareholders' Meetings.
- Allocate sufficient time for the Management's proposal and comment on significant issues thoroughly as well as strengthen good relationships among the Board of Directors and between the Board of Directors and the Management.

#### 5) Board Meetings and Documentation

Every director should attend the Board of Directors' meeting. The company secretary is responsible for the preparation of documents (electronically), location, and coordination of the meetings. Each director must be informed of the meeting date, the agenda, and meeting information in order to be prepared in advance.

#### 6) Company Secretary

The Board of Directors appoints a company secretary to ensure that the Board of Directors meetings and the Shareholders' Meetings run smoothly, transparently, and comply with regulations and laws.

#### 7) Performance Evaluation of the Board of Directors

The Board of Directors must conduct an annual performance evaluation, which serves as a framework for evaluating the performance of the Board of Directors and then review and analyze the performance, and use the evaluation results for improvement.

#### 8) Remuneration of the Board of Directors and Chief Executive Officer

The Board of Directors and the Chief Executive Officer are unable to determine their own remuneration due to a conflict of interest. Remuneration must be determined by the Remuneration Committee which is responsible for determining and proposing remuneration for the approval of the Board of Directors. The remuneration of the Board of Directors will be proposed to the shareholders for their approval based on the performance of the Board of Directors (the details of remuneration for directors and executives are disclosed under section 2.7.4.2 "Executive Remuneration Policy" and 8.1.2 (2) "Remuneration for the Board of Directors").

#### 9) Succession Plan

The Board of Directors must ensure that the Company has a recruitment system to select qualified candidates for important management positions at all levels. The recruitment of the Chief Executive Officer and the

Managing Director must have a process that considers both internal and external candidates according to the standard of directors' conduct. The Company must prepare personnel for succession planning, especially for executive positions, by setting policies, management, and development guidelines for executives. This includes the preparation of individual development plans in order to equip personnel for higher positions when the position becomes vacant such as the position of Chief Executive Officer, Managing Director, Deputy Managing Director, or an equivalent position.

The Company established the necessary skills criteria of the Chief Executive Officer as follows:

- Demonstrate strong leadership and vision -
- Plan strategies and manage organizations effectively
- Make decisions with discretion and solve problems in the best interest of the organization.

## 10) Director Development

The Company requires directors to develop their expertise, abilities, and skills in order to perform their duties as directors in terms of corporate governance principles and other courses that are beneficial to the performance of duties. The Company continually encourages directors to attend training courses with the Thai Institute of Directors Association and other institutions in related courses throughout the year. The Company also supports in-house training by inviting experts and consultants to present useful information for the business. The Company provides an orientation for newly appointed directors every time. New directors will receive a director's handbook, documents, and useful information for being a director, as well as learning about the Company's business operations to create an understanding of business and to perform duties that are necessary and beneficial to the performance of the Company's directors as well as the policies and guidelines for good corporate governance.

## 11) Policies and Guidelines for Directorship Positions in Other Companies

The Company allows each director to hold a directorship position in other listed companies of the Stock Exchange of Thailand including Index Living Mall Public Company Limited, but no more than 5 listed companies, in order to achieve efficiency in performing duties and to allow directors to fully devote their time to performing duties as directors of the Company.

## 12) Supervision of the Operations of Subsidiaries

Establish a group supervision policy and set group management guidelines which are a collection of guidelines, practices, and operating procedures in various dimensions.

Subsidiaries are in harmony as one and implement the same operating standard throughout the group, carry out assigned duties as directors, executives, and operators so that the group is unified in its operations, creates synergy, enhances potential, and strengthens competitiveness in order to grow together with transparency and sustainability.

## 6.1.2 Policy and Guidelines for Shareholders and Stakeholders

### 1) Rights of Shareholders

As the owner of the Company, shareholders have the right to determine the direction of business operations or make decisions that have a significant impact on the Company. The Shareholders' Meeting is an important platform for shareholders to express their opinions, make inquiries, and cast decisive votes as well as select a Board of Directors to supervise the Company on behalf of the shareholders. Therefore, the shareholders have the right to attend the Shareholders' Meeting, have sufficient time to make considerations and acknowledge the Meeting's resolutions.

### Schedule of Shareholders' Meeting

The Company holds an Annual General Meeting of Shareholders once a year, no later than four months after the end of the fiscal year. In cases of urgent circumstances, an emergency meeting agenda must be proposed. If the matter affects or relates to the interests of shareholders or relates to the terms, conditions, rules, or applicable laws that must be approved by the shareholders, the Company will summon an Extraordinary General Meeting of Shareholders.

In 2023, the Company scheduled an Annual General Meeting of Shareholders on Friday, April 26, 2023, which was a hybrid meeting of Index Living Mall Public Company Limited, No. 147 Soi Rama 2 Soi 50, Rama 2 Road, Samae Dam, Bang Khun Thian, Bangkok 10150. The meeting complied with the AGM Checklist of the Thai Investors Association and the Office of the Securities and Exchange Commission (SEC). In 2023, the Company received a perfect score of 100 for the fourth consecutive year, and no Extraordinary General Meeting of Shareholders was held.

### Advance Notice for the Meeting

In 2023, the Board of Directors at Meeting No. 1/2023, held on February 27, 2023, resolved to hold the Annual General Meeting of Shareholders on April 26, 2023. The meeting resolutions, meeting date, meeting agenda, and news announcements were published on the website of the Stock Exchange of Thailand in order to notify shareholders in advance on the date the Board of Directors made resolutions prior to the delivery of the invitation

letter. Thailand Securities Depository Company Limited, the Company's securities registrar, is responsible for delivering the meeting invitation letter with the meeting agenda, supporting information that is necessary to make decisions/give opinions of the Board of Directors, meeting minutes of the previous meeting with complete information, the Form 56-1 One Report, meeting documents, proxy statements with clear instructions as specified by the Company to the shareholders. This must be delivered at least 14 days prior to the meeting date. The meeting invitation letter was delivered on March 24, 2023, and was published in daily newspapers for 3 consecutive days, 3 days prior to the meeting (April 17-19, 2023) to notify and summon a meeting of shareholders in advance. This allowed shareholders sufficient time to prepare before attending the meeting.

In regards to the General Meeting of Shareholders, the Company disclosed information on the Shareholders' Meeting invitation letter and supporting documents on the Company's website 30 days prior to the meeting date (starting from March 24, 2023).

#### Conducting the Shareholders' Meeting

At the commencement of each Shareholder's Meeting, the Chairman of the Meeting will introduce the Board of Directors, the Management team, the Company's auditors, and the legal consultant who serves as a mediator and a witness to the meeting for acknowledgment. After that, a staff member will clearly explain all the rules and vote-counting methods for each agenda item in accordance with the Company's Articles of Association, as well as the exercise of voting rights for each agenda item. After providing information on the agenda item, the Chairman will allow all meeting attendees to express their opinions, make suggestions, and ask questions on each agenda item. The president and executives will then answer every question clearly, directly to the point, and attentively. After that, the meeting will vote on the agenda item. For the appointment of directors, the Chairman will request shareholders to vote on an individual basis.

The Chairman conducts the meeting in the order specified in the agenda and will not add any agenda items without notifying shareholders in advance unless the meeting resolves to change the order of the agenda with a vote of no less than two-thirds of the number of shareholders present, or shareholders holding no less than one-third of the total issued shares may request the meeting to consider matters other than those specified in the meeting invitation letter after resolutions have been made on the previously specified agendas in accordance with the Articles of Association of the Company. There was no change in the

order of the agenda at the 2023 Annual General Meeting of Shareholders, and there were no requests for the meeting to consider any other matters that were not specified in the meeting.

However, at each meeting, the meeting minutes will be accurately and completely recorded, as well as concluded with resolutions and vote counting. This will also include the time spent at each shareholder meeting, which is approximately 1.40-2 hours. The 2023 Annual General Meeting of Shareholders was scheduled for 2:00 p.m. The registration system was open for physical meetings at 12:30 p.m., and online meetings at 1:00 p.m. The meeting began with 66 shareholders in attendance, both physically and online. There were 31 shareholders that represented themselves, and there were 35 proxies. The total number of shares was 431,985,781, representing 85.5417%, which was more than one-third of the total issued shares of the Company which totals 505,000,000 shares. The meeting attendees were notified about information at the Shareholder's Meeting. This included:

- All 11 directors attended the meeting. The Chairman of the Board presided over the meeting. The Chairman of every committee, the directors, the Chief Executive Officer, the Managing Director, the Chief Operating Officer, and the vice president of accounting and finance shared information both physically and online.

In this regard, independent directors were also proxies for minority shareholders.

- Auditors from KPMG Phoomchai Audit Company Limited.
- The legal consultant and the minority shareholders in the meeting room served as witnesses to verify and examine the voting in cases where there were disagreements during the meeting.

In terms of voting, one share equals one vote. Any shareholder with an interest in a particular matter will not have the right to vote. Shareholders who wish to vote will be able to cast votes through the E-AGM system for those who attend the meeting online, while shareholders who attend the physical meeting will be able to vote on ballots. Voters can choose to agree, disagree, or abstain from voting. Voting on each agenda item must be in compliance with the Company's Articles of Association, laws, and/or related regulations.

#### The meeting concluded at 3:40 p.m.

A total of 67 shareholders attended the meeting, 32 in person and 35 via proxy, totaling 431,988,181 shares,

accounting for 85.5422% of the issued shares.

#### **Disclosure of the Results of the Shareholders' Meeting**

In 2023, the Company submitted a summary report on the Shareholders' Meeting resolutions to the Stock Exchange of Thailand and the Securities and Exchange Commission in the evening following the meeting's adjournment (April 26, 2023). The minutes of the Shareholders' Meeting (which included minutes of the meeting that divided each agenda item, specified the number of directors present/absent from the meeting, questions from shareholders, clarifications from the Board of Directors, vote counting methods, and the results of vote counting for each agenda item completely) were sent to the Stock Exchange of Thailand and the Securities and Exchange Commission within 14 days. The minutes of the meeting were also published on the Company's website

#### **2) Equitable Treatment of Shareholders**

The Company treats each shareholder equally. All shareholders have fundamentally equal rights regardless of gender, age, race, nationality, religion, creed, social status, disability, or political opinion. Prior to the meeting date, the Company distributed information on the Shareholders' Meeting in both Thai and English formats to shareholders.

#### **Proposal of Additional Meeting Agenda Items and Nominating Persons to be Appointed as Directors**

For the 2023 Annual General Meeting of Shareholders, the Company set the criteria and also determined procedures for consideration, the rights of minority shareholders to propose agenda items, and/or names to be appointed as directors for the Board of Directors to consider as an agenda item of the Annual General Meeting of Shareholders in advance. This was done in order to provide opportunities for shareholders to participate in the governance of the Company and the recruitment of qualified personnel to perform duties efficiently for the maximum benefit of shareholders and stakeholders. This is accomplished by granting one or more shareholders with no less than 5% of the total voting rights to propose an agenda item or nominate an appropriate person to be a director of the Company prior to the Annual General Meeting of Shareholders each year.

The Company published the criteria on the Company's website and announced the news on the website of the Stock Exchange of Thailand between December 1, 2022 and January 14, 2023. However, no shareholders proposed any agenda items and did not nominate anyone to be appointed as a director during that period. The company secretary has already reported to the Board of Directors' meeting for acknowledgment.

#### **Proxies**

To protect the rights of shareholders who are unable to attend the 2023 Annual General Meeting of Shareholders in person, shareholders can appoint others or one of the Company's independent directors as proxies. The Company will specify the names in the proxy letter in accordance with the form prescribed by the Ministry of Commerce for attending the meeting and voting on behalf of shareholders. The Company will grant and treat the proxy as if they were a shareholder. The Company disclosed the proxy letter, details, and procedures on the Company's website 30 days prior to the meeting date. Additional information can be obtained by phone or other channels such as the website, email, etc.

#### **3) Role of Stakeholders**

The Company emphasized the care and consideration of all stakeholder groups, both inside and outside the Company. This includes social and environmental responsibility. The stakeholders are divided into 7 groups as follows:

##### **3.1 Shareholders**

The Company established the policies and guidelines as follows:

- 1) Be aware of the importance of the equitable treatment of shareholders and the basic rights of shareholders. This includes the right to purchase, sell, or transfer shares, the right to receive profit share of the Company, the right to receive and access Company information that is complete, adequate, and in a timely manner, and the right to attend meetings in order to cast votes, appoint or remove directors, auditors, and vote on matters that may affect the Company, such as increasing or decreasing capital, dividend allocation, amendments to Articles of Association, objectives or memorandum of association, etc.
- 2) Promote and facilitate the exercise of shareholders' rights:
  - Deliver an invitation letter to shareholders at least 14 days prior to the meeting date with the date, time, venue, agenda items, meeting rules, and voting procedures, as well as information that must be used to make decisions. The meeting invitation letter will be disseminated on the Company's website at least 30 days in advance in order to allow shareholders to study the information for the meeting in advance.
  - Report important information that affects or may affect the rights of shareholders, whether the information is reported in accordance with the accounting period, by events, laws, or related



notifications. The Company must not take any actions that limit the rights of shareholders to access the information of the Company.

- Give opportunities for minority shareholders to propose meeting agenda items and/or nominate persons for the election of the Company's directors at the Annual General Meeting of Shareholders between December 1 and January 14 of the following year annually.
  - Shareholders are given an opportunity to submit questions related to the meeting in advance of the Shareholders' Meeting.
  - Shareholders who are unable to attend the meeting by themselves can authorize other shareholders to attend and vote on their behalf.
- 3) Set guidelines for the agenda of the Annual General Meeting of Shareholders in order to comply with good corporate governance principles and to allow shareholders to ask questions on important issues based on the details of each agenda item.
  - 4) When the Shareholders' Meeting is adjourned, the Company will publish the resolution for each agenda item in the Ordinary and Extraordinary Shareholders' Meetings within the meeting date and disclose minutes of meetings within 14 days from the date of the meeting with complete and accurate information through the Company's website for shareholders' inspection
  - 5) The Company used technology in the Shareholders' Meeting for the registration of shareholders, vote counting for each agenda item, and announcement of the voting results so that the meeting could be carried out with speed, accuracy, and precision.
  - 6) The Company scheduled the 2023 Annual General Meeting of Shareholders in both a physical and online meeting (E-AGM) for the convenience of shareholders. The Company attached the procedure for granting independent directors a proxy to attend the meeting. The Company attached paper proxy form B to the meeting invitation letter that was mailed to all shareholders, which included notifications regarding the registration process of the E-AGM meeting for shareholders who attended in person or as proxies as well as communication to shareholders quickly and efficiently through the meeting invitation letter and Stock Exchange of Thailand channels.
  - 7) The Company pays dividends to shareholders appropriately and consistently. The dividend payment rate is in accordance with the dividend payment policy specified by the Company.

### 3.2 Customers

The Company has set policies and guidelines as follows:

- 1) Operate a manufacturing business and sell products that take into account the significance of quality and the standards of the product by focusing on using quality raw materials and standardized production so that customers can use quality products and get maximum satisfaction.
- 2) Continuously develop and innovate new products to meet the needs of customers so that customers can use a variety of products with quality and meet the standards. There are various products to support different groups of customers.
- 3) Adhere to fair marketing. There is a policy for customers to receive information about the Company's products. It is a legitimate company without distortion, vagueness, or exaggeration so that customers have accurate and sufficient information to make decisions.
- 4) Consider customer safety and commit to providing quality products that are safe in accordance with international standards and safety regulations, as well as required by law. This includes constantly designing, creating, and developing products so that customers can be confident in the Company's standardized quality and safety.
- 5) Create a customer relations system for communicating with customers. This includes efficiently receiving complaints about product quality via the Customer Contact Center 1379 or email at customerservice\_online@indexlivingmall.com in order to respond quickly to customer needs.
- 6) The Company has a Joy Card Member system or membership card that can be redeemed for discounts or premiums to be used in customer communication and promotions to increase sales.
- 7) The Company takes into account the confidentiality of customer information according to the Personal Data Protection Act B.E. 2562 (Personal Data Protection Act: PDPA), and will not misuse such information.

### 3.3 Trade Partners and Trade Payables

The Company set policies and guidelines as follows:

- 1) Treat trading partners with equality, fairness, and responsibility by taking into account the interests of both parties.
- 2) The Company adheres to the selection criteria for trading partners who operate businesses legally, comply with production, and safety standards, and are also environmentally friendly.

- 3) Keep secrets or commercial information of partners. Do not misuse the information for one's own benefit or the benefit of those involved.
  - 4) Build good relationships and mutual understanding, jointly exchange knowledge, develop, and add value to raw materials and products that the Company continuously orders.
  - 5) Purchases of goods and services from partners are subject to commercial terms by strictly adhering to the contract in order to build relationships that benefit both parties in the long run.
  - 6) Adhere to the trade agreement. In the event that it seems impossible, trade partners will be informed in advance and jointly find ways to make improvements and corrections to prevent any damages.
  - 7) Do not demand or agree to receive any assets or benefits that are beyond trade agreements. Persons involved in procurement, purchasing, and employment activities must not receive benefits from partners, whether directly or indirectly, and must remain neutral. There is no close relationship that may affect decision-making.
- 4) The Company manages its capital in order to give creditors confidence in the Company's financial status and performance. This indicates that the Company is able to repay debts on time. Strictly maintain financial ratios in accordance with the terms and conditions specified in the loan agreement with creditors.

### 3.7 Employees

The Company recognizes the importance of employees as a key factor in driving the organization's long-term growth. As a result, the Company has a policy that focuses on all employees working together in a happy working environment, accepting one another, treating all employees equally, and providing opportunities for all employees to grow and advance in their field of work. The policies and guidelines are as follows:

### 3.4 Commercial Competitors

The Company has set policies and guidelines as follows:

- 1) Fair treatment and responsibility to competitors by adhering to the trade terms and good competition with fairness and transparency. This includes avoiding dishonest methods to destroy commercial competitors.
  - 2) Do not damage the reputation of commercial competitors through slander.
  - 3) Do not violate intellectual property or copyrights.
  - 4) Do not seek commercial confidential information of the competitor inappropriately.
- 2) Provide knowledge and potential development of employees and training through the process of training, seminars, and study visits so that employees can be developed effectively. In addition, the roles and responsibilities of employees are clearly defined. Determine appropriate amounts of remuneration and develop an evaluation system to increase employee performance.
  - 3) Prepare a succession plan for management to retain good personnel and develop personnel that are adaptable to changes. This includes a succession plan in order for the Company's operations to run smoothly.

### 3.5 Intellectual Property

The Company respects the intellectual property rights of others and will only use them when it has the legal right to use it. Infringement of intellectual property is against Company policy.

### 3.6 Institutional Creditors

The Company has set policies and guidelines as follows:

- 1) Strictly comply with the terms and conditions of the loan agreement from institutional creditors.
  - 2) Equitable treatment of all groups of creditors that is fair and responsible.
  - 3) Disclose operating results and financial position accurately and timely.
- 5) Set up space and equipment for recreation so that employees can relax and exercise, such as pool tables, exercise equipment, badminton courts, activity areas/parties for various occasions, etc.
  - 6) Provide channels for employees to make complaints or suggestions on various issues arising from their

operations via complaints made on the website/ Human Resources Department/the Company's satisfaction assessment form, etc., without disclosing the complainant's information in accordance with the whistleblowing policy.

- 7) Respect human rights, dignity, and fundamental rights as well as not disclosing employee information or confidentiality to third parties or unrelated persons.
- 8) Promote equality in employment without discrimination against sex, race, religion, age, disability, or any other status that is not directly related to the work.
- 9) The Company recognizes the importance of personal data protection in accordance with the Personal Data Protection Act B.E. 2562 (Personal Data Protection Act: PDPA), which governs the storage of data of partners, employees, customers, and all other parties involved.

The Company recognizes the importance of personal data protection in accordance with the Personal Data Protection Act 2019 (PDPA), regarding the data storage of business partners, employees, customers, and all parties involved.

More information on the community, society, and the environment can be found in the topic of Driving Business for Sustainability.

#### 4) Disclosure and Transparency

Disclosure is an important indicator of operational transparency. It is an important factor in instilling trust in investors and all stakeholders. As a result, the Company prioritizes accurate and correct information disclosure and develops a variety of disclosure channels for stakeholders to easily access information. The Company campaigns for directors, executives, and employees to recognize the importance of information disclosure and transparency in their operations, as well as to establish an appropriate and fair mechanism for whistleblowers and the accused.

Disclose the Company's information, both financial and non-financial information, accurately and completely in accordance with the information disclosure rules of the SEC and the Stock Exchange of Thailand. It is disclosed through various channels such as the annual information disclosure form (Form 56-1 One Report), the SET's news disclosure system (SET Link), and the Company's website <http://investor.indexlivingmall.com/th> as follows:

1. Disclose information in accordance with the established criteria and laws in Thai and English.
2. Disclose "Good Corporate Governance Policy", "Code of Conduct", and "Code of Conduct for Investor Relations" which was approved by the Board of

Directors by summarizing the implementation results of the policy.

3. The Board of Directors is responsible for the Company's financial statements, financial information, and financial statements that were certified without conditions by the auditor, and there is no history of being ordered to amend financial statements by the SET or the SEC.
4. The scope of duties of the Board of Directors and subcommittees was determined as well as the number of meeting attendances and the number of meetings attended by each director over the past year and their opinions on their performance duties.
5. Disclosure of remuneration for directors and senior executives. The remuneration criteria for directors and executives are clearly disclosed. The details are under the topic, "Remuneration for Directors and Executives" in Form 56-1 One Report.
6. Deliver financial reports and the Management Discussion and Analysis (MD&A) to the SET and the SEC within the specified time.
7. Appoint a reliable and independent auditor approved by the SEC Office.

The Board of Directors is responsible for the disclosure of information. This includes financial statements, the Annual Report, and the annual registration statement (Form 56-1) that adequately reflects the financial status and operating results. The Management Discussion and Analysis (MD&A) was prepared to disclose the financial statements every quarter. The objective is to provide investors with better information and understanding of changes that occur to the financial status and the operating results. In addition, the Company also submitted quarterly and annual financial statements through the system of the Stock Exchange of Thailand. Newsletters were prepared to clarify details about the Company's operating results and distributed through mass media, 4 times a year as well.

#### Investor Relations Department

The Company attaches great importance to investor relations by organizing Investor Relations since the Company was listed on the Stock Exchange of Thailand in order to facilitate shareholders, investors, analysts, journalists, and other interested parties to have convenient and equal access to the information under the regulations of regulatory agencies, such as the SEC, the Stock Exchange of Thailand, etc. The Company's senior executives also support and regularly participate in various activities of investor relations, such as the SET Opportunity Day, analyst meetings, company visits, conference calls, roadshows, video conferences, and virtual meetings as

well as preparing reports on the operating results of the Company. This included Management Discussion and Analysis, presentations, earnings releases as well as giving opportunities for the media to meet and interview, etc. The Company's contact channels for investor relations include telephone: +662 898 6420-5 ext. 6129 and email: [ir@indexlivingmall.com](mailto:ir@indexlivingmall.com). Information is disseminated through the Company website at <https://www.indexlivingmall.com>.

The Company conducted investor relations activities between January 1, 2023 to December 31, 2023 as follows:

Investor Relations	Number of Times
SET Opportunity Day	4
Analyst Meetings	4
Company Visits	5
VDO Conference (Virtual Meeting)	2
Domestic Road Shows	1

#### Investor Relations Code of Conduct

The Company attaches great importance to the disclosure of information that is accurate and equal in regards to reports on operating results and general information. The Company established an investor relations department for equal communication between shareholders, investors, and the Company. Investor relations can be reached via phone at Phone Number: +662 898 6420-5 ext. 6129 or email: [ir@indexlivingmall.com](mailto:ir@indexlivingmall.com).

In addition, to ensure that the Company's investor relations perform duties accurately, completely, and equitably with transparency and fairness, the Company established the Company's Investor Relations Code of Conduct as an operational guideline as follows:

- Disclose accurate, adequate, and timely and necessary information by complying with the requirements of official agencies such as the SEC and the Stock Exchange of Thailand.
- Disclose information equally and fairly by allowing stakeholders to have equal access to information without causing any disadvantage or loss of investment opportunity.
- Treat all investors equally whether major or minor investors.
- Organize an Analyst Meeting by inviting and providing equal opportunities for analysts from all securities companies to participate.
- Provide information and give social media opportunities to be informed appropriately.
- Cooperate in providing information to the authorities as requested.

- Provide information to other stakeholders equally except for any other necessities in business operations, such as financial institutions, credit rating agencies, advisors, etc. The Company will proceed with caution and require those who receive insider information to sign a confidentiality agreement.
- Perform duties with honesty without seeking personal gain from relationships and information obtained as investor relations of the Company.
- Schedule a 14-day quiet period prior to the release of financial statements to stop accepting appointments and providing information to analysts and investors.
- Schedule a blackout period for individuals with insider information about the Company, including investor relations, to purchase Company shares one month prior to the financial statement's release and one day after the financial statement is announced.
- The Board of Directors will promote the use of information technology for information dissemination.

#### 5) Anti-Corruption

The Company recognizes the importance of combating fraud and corruption and is committed to conducting business with ethics under the framework of good corporate governance and code of business conduct, taking into account the responsibility for society, the environment, and stakeholders. In addition to conducting business with transparency, fairness, and verifiability, the Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on September 30, 2022.

The Company has a written anti-corruption policy that guides business operations and is regularly reviewed for



the Company and its subsidiaries. The Company assesses corruption risk in business activities, establishes preventative measures, and regularly monitors implementation of the policy as well as assessing the effectiveness of the internal control system and providing communication and training both within the organization and with third parties.



#### Anti-Corruption Policy Definition

Corruption is defined as offering, promising, giving, vowing, demanding, or accepting money, assets, or any other inappropriate benefits with government officials, government agencies, private agencies, or persons in charge, either directly or indirectly, so that such persons act or fail to act in order to acquire or maintain the business or to specifically recommend the business to the Company or to obtain or retain any other benefit.

Fraud is defined as the exploitation of directors, executives, and employees by duty or by law, whether the Company, customers, partners, or contractual parties of the Company. This includes fabricating false financial evidence, misappropriating the Company's assets for personal gain, mishandling, fraud, conflict of interest, and so on. Payment of property or any direct benefit from the Company, through customers/partners, or third parties constitutes corruption or fraudulent benefit payments.

#### Anti-Corruption Measures

##### 5.1 Anti-Corruption Policy

The Company and its subsidiaries conduct business with transparency and recognize the importance of anti-corruption for all forms of corruption by conducting business in accordance with the law and for the benefit of society, as well as encouraging employees to work with integrity and to be good citizens.

In this regard, the Company and its subsidiaries established an anti-corruption policy as a practice guideline to clearly prevent and combat corruption problems in the Company and its subsidiaries by creating a corporate culture that makes everyone aware of the dangers of corruption, creating the right values, increasing the confidence of all stakeholders, and adhering to the same corruption guidelines in order to create transparency and sustainability in the organization's development.

#### 1. Definition

"Company" means Index Living Mall Public Company

Limited which includes any authorized person acting on behalf of the Company or any assigned person to work on behalf of the Company.

"Corporate Group" means Index Living Mall Public Company Limited and its subsidiaries.

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

"Company Employees" means the Board of Directors, subcommittees, executives, and employees at all levels.

"Business Associates" means agents, intermediaries, independent contractors, and consultants acting or working on behalf of the Company.

"Human Resource Department" means an employee who performs duties in the human resource management and development department.

"**Fraud and corruption**" means the abuse of authority to obtain benefits or property in a wrongful way for the benefit of oneself or others or to cause damage to the interests of others. This includes bribery, giving things, money, or any other benefit, fraud, money laundering, embezzlement, concealment of facts, obstruction of justice, and misuse of authority to intimidate or claim benefits, decisions, or business from others. It covers both the private sector and government agencies and relationships between the private sector.

"**Bribery**" means an offer, a promise, or an assignment. This includes making a claim or receiving benefits related to items of value, either directly or indirectly, to persuade that person to make a decision or act or fail to act in any way or assisting in accomplishing that purpose, dishonestly, illegally, or against the Company's code of conduct.

"**Giving or receiving gifts, entertainment, and any other benefits**" refers to third parties such as suppliers, service providers, employees, officers of financial institutions, government agencies, state enterprises, state organizations, or guests to build goodwill or a relationship that is in the nature that can be done at a reasonable value and according to tradition and related laws.

"**Gift**" means any items with a monetary value which include assets, substitutes for cash, things that are exchanged for goods or services through various discount coupons, etc.

**"Reception"** means food and beverages, entertainment, hospitality services, and participating in sports activities or recreational activities. This includes seminars, training, study visits, business visits, etc.

**"Sponsorship"** refers to money paid to or received from customers, partners, associations, foundations, charities, or non-profit organizations for the purpose of promoting the Company's brand or reputation, which benefits building trade credibility, strengthening business relationships, and suitability for occasions.

**"Charitable Donations"** refers to the voluntary giving of resources such as time, money, assets, or personnel to an organization or individual to support charitable activities without expecting commercial benefits.

**"Revolving Door"** means that people from the government go to work in the private sector or individuals in the private sector to work in government policy. This may lead to the risk of fraud and corruption in terms of conflicts of interest between individuals with roles in both organizations by causing government officials to perform their duties impartially.

**"Political Contributions"** means direct and indirect financial, property, or other contributions to support political activities to obtain special privileges or benefits in the business operations of the Company illegally. However, this does not include employees participating in political activities according to the principle of freedom.

**"Facilitation Payment"** refers to unofficial payments or items to government officials and is provided solely to ensure that the process is followed by government officials or an urge to take action faster. The process does not require the discretion of government officials and it is an act of duty of that state official. This includes the rights that the juristic person should be entitled to by law, such as applying for a license, requesting a certificate, receiving public services, etc.

## 5.2 Policy on Political Contributions

The Company conducts its business with political neutrality. There is no policy to provide political assistance or act in favor of any political party, group, or political authority. The Company does not take capital or any resources of the Company to support political parties, politicians, or political authorities, either directly or indirectly. Directors,

executives, and employees are prohibited from using their authority to persuade, pressure, or force colleagues, which includes subordinates, to support any political activities. The Company has set the following guidelines:

- The Company does not allow advertising or public relations to persuade or campaign politically within the Company. It also prohibits political activities that may affect the benefit of any party.
- The Company does not have a policy to provide financial resources or any other asset support, either directly or indirectly, to politicians, political parties, or any political power group.
- Employees are free to exercise their political rights, such as voting in elections or being a member of a political party.
- Employees may participate in political activities on their own behalf which must not affect the time and duties of the Company. Employees do not express any opinions or methods that lead to the understanding that the Company is involved in or supports any political party or group.
- Employees must separate their involvement in political activities from Company business. This includes not wearing a uniform, showing the Company logo, or referring to the name of the relationship with the Company to express their political rights.

## 5.3 Whistleblowing Policy or Complaints and Protection for Whistleblowers or Complainants

### 5.3.1 Channels for reporting incidents, clues, or complaints about corruption

The Company provided channels for receiving clues or complaints relating to actions that may cause suspicion that it is direct or indirect corruption or illegal acts, immoral or against the code of conduct of the Company. Employees of the Company or third parties can report clues. There is a process to protect whistleblowers to ensure and feel safe in reporting incidents or clues about corruption. Channels for receiving clues and complaints of corruption are as follows:

- 1) Email: [ethic\\_hotline@indexlivingmall.com](mailto:ethic_hotline@indexlivingmall.com)
- 2) By mail:  
Internal Audit Unit / Chairman of the Audit Committee  
Index Living Mall Public Company Limited

No. 147 Soi Rama 2 Soi 50, Rama 2 Road  
Samae Dam Subdistrict, Bang Khun Thian District,  
Bangkok 10150

**Note:** In the case that there are whistleblowing or complaints about the Chief Executive Officer or Director, the whistleblower or complainant can send them to the address of the Chairman of the Audit Committee directly, via e-mail or mail.

### 5.3.2 Protection of Informants or Whistleblowers

The Company sets a Whistleblowing Policy to ensure that complaints are held with the utmost confidentiality. Complaint recipients will keep all information confidential to prevent any retaliation or unfairness that may affect the safety of whistleblowers or complainants.

### 5.3.3 Measures to Respond to Fraud

The Company prepared measures to respond to corruption, mitigate the impact of corruption, as well as find ways to prevent the same type of corruption from occurring again. The guidelines are as follows:

### 5.3.4 Investigations

When reporting incidents or clues about corruption, the Internal Audit Unit collects preliminary information and details. If there is information, it will be proposed to the Company to consider appointing an investigative committee to perform duties in considering and investigating complaints or corruption that occurs.

- Investigation of wrongdoing and corruption must be done with fairness and without any prejudice in order to know the facts or prove whether the accused has committed an offense or fraud or not. The Company must maintain the interest and reputation of the accused.
- The Investigative Committee is responsible for investigating the facts, assessing and verifying the initial information received with relevant agencies to verify such information and allow the Investigative Committee to examine the documents and related information as well as other information of the Company and its subsidiaries and ask for information from the informant.
- If employees or executives are accused, the Company will set up an Examination Committee which consists

of the personnel department, the original agency, and related agencies in fact-finding.

- If a director of the Company is accused, the Company will set up an Investigative Committee which consists of all independent directors to conduct an investigation into the facts relating to such acts without delay.
- If the independent director is the accused, the Company will set up an Investigative Committee which consists of independent directors without such independent directors being allowed to be a member of the Investigative Committee to consider and investigate the facts.
- If the investigation finds that the information or evidence is reasonable to believe that the accused committed corruption, the Company will give the accused the right to know the allegation and grant the right to prove themselves by looking for information or additional evidence showing that they were not involved in the alleged corruption.
- When investigating facts and verifying information and it is found that the information received contained facts that show that the accused actually committed corruption, it is considered an offense against the anti-corruption policy and practices of the Company. The Investigative Committee must report the matter to the Audit Committee.
- The Investigative Committee must record internal investigations and the audit report, and submit relevant documents and evidence to the HR Department to keep for at least 10 years or until the legal prescription expires to ensure that the Company has sufficient evidence if it has to be used in court.

### 5.3.5 Punishment

- When investigating facts and verifying information, it is found that the received information contained facts that show that the accused, who is an employee or executive of the Company, actually committed corruption, it is considered an offense against the anti-corruption policy and practices of the Company. The Investigative Committee shall propose senior management and/or authorized directors of the Company and its subsidiaries to consider disciplinary action or punishment in accordance with the Company's regulations (refer to the disciplinary action process (ILM-HR-023)). The accused will be subject to disciplinary action as determined by the Company.
- In the case that it can be proved that the authorized

directors of the Company and its subsidiaries or the Company's directors violated or failed to comply with this policy or committed real corruption, the Audit Committee shall consider the penalty. It will consider the appropriate evidence, facts, and circumstances in each case and report the results of the investigation. This includes the consideration of punishment for the Board of Directors to consider further.

- If violation or non-compliance with such policy is an illegal act, they will also be punished according to the law.
- Civil and/or criminal proceedings shall be decided by the Audit Committee. The Company considers fraud and/or illegal acts to be serious. The Company will immediately prosecute both civilly and criminally until the end without negotiating the reduction of damages in all cases.
- The disciplinary action and the decision of the Chief Executive Officer or the Audit Committee are considered final.
- The Company will not demote, punish, or give negative results to directors, executives, and employees who deny corruption. Even if that action will cause the Company to lose business opportunities.

#### 5.3.6 Corrective Measures

When the investigation is over, the Investigative Committee and the executives of relevant departments will jointly consider measures to remedy the corruption incident in order to improve or add policies, an internal control system, or working processes. This includes civil or criminal prosecution and expanding the results of the investigation to detect corruption in other areas that may be related by specifying remedial measures in each case and preparing an action plan with a time frame for implementation to be presented to the top management of the Company and take corrective action according to the approved measures.

#### 5.3.7 Disclosure

The Company requires the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee or personnel or units assigned by the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee to disclose important information about actions related to anti-corruption measures as well as the decision to disclose information related to any anti-corruption measures to external agencies with regulatory duties such as the Securities and Exchange Commission, the Stock Exchange of Thailand,

etc., or to the public.

In this regard, the Company prohibits persons who do not have duties or who are not assigned by the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee to disclose anti-corruption information as well as any corruption to personnel in the Company, media, or other agencies. In addition, the Company will consider punishing violators without exception.

### 6. IT Security Policy

The Company has established guidelines for information technology security as follows:

1. The Company has a data security system in place to maintain confidentiality, credibility, and availability while preventing unauthorized access and misuse of information. Authorization access is granted based on employee responsibility and authority.
2. The Company has considered and established measures for Information technology risk management such as providing a help desk and a hotline as a communication channel to report problems, training employees to solve basic problems, and reporting issues to the person in charge of the system to ensure business continuity of the Company, etc.
3. The Company provided a cyber insurance policy to enhance credibility and preventive measures to mitigate the impact of technology-related business operations, such as online trading or data storage on the organization's network.
4. The Company considered the allocation and management of information technology resources, and established criteria and factors that determine the priority of the information technology plan, such as suitability to the strategic plan, urgency, and consistency with the business model.

The Company prioritizes responsible marketing communications and respects customer information rights, which involve public relations and social media platforms. The Company values customer privacy and offers the option to subscribe or unsubscribe to news and information from the Company. The disclosure of information is regularly monitored to ensure its accuracy.

Preventative Measures and Cyber Security Management are as follows:



- Authorize access and distribution of data and backups to appropriate personnel.
- Schedule regular system inspections and assign personnel to handle any issues that may arise.
- This includes ensuring that hardware and software systems are regularly updated to prevent unauthorized access to information and combat new forms of cybercrime.
- Annually conducting cyber security drills and establishing a Disaster Recovery Plan (DRP) ensures timely response to cyber-attacks and minimizes damage to the Company's information systems for business continuity.
- Install firewalls and monitor threatening behavior at headquarters and branches, organize monthly meetings to identify new threats, report attack and remediation results, and implement preventive measures.
- Educate employees on cyber security, threats, preventative measures, and relevant IT laws and regulations through internal communication channels and E-Learning so that employees can learn anytime, anywhere. This includes evaluating the program's efficiency and training employees at all levels.
- The Company is constantly providing knowledge to create an understanding of IT security management, as well as raising employee awareness of the importance of the cybersecurity system via a monthly email to employees.

## 7. Intellectual Property Policy and Guidelines

The Company has assigned personnel to perform their duties under the law or regulations regarding intellectual property rights, whether trademarks or other intellectual property rights as required by law, by establishing policies on the following matters:

- Using computer programs with valid copyrights. All computer programs must be inspected and installed by the Information Technology Department only. This necessitates employees to double-check various information before using it to perform duties in order to ensure that it does not infringe on the intellectual property of others or business partners, etc. The Company promotes employees' knowledge and understanding of the regulations, laws, and damages incurred in the event of intellectual property infringement.
- In addition to establishing policies to prevent violations

of intellectual property regulations, the Company has developed products under the Index private brand. The Company has a policy in place to protect its own intellectual property from unauthorized use. Infringement can occur when the Company takes steps to register intellectual property such as trademarks and patents. This includes taking legal action against those who violate the Company's intellectual property rights as well.

## 6.2 Code of Business Conduct

The Board of Directors established a policy on the code of business conduct for the Board of Directors, executives, and employees in order to promote and expect directors and employees at all levels to be informed of the policy. There is a system that regularly monitors compliance. It is the responsibility of executives at every level to be good role models, to promote and raise awareness among employees under their chain of command to acknowledge, understand and strictly comply with the Code of Business Conduct with honesty, integrity, fairness, and responsibility to stakeholders, shareholders and all parties involved. The code of conduct principles includes disciplinary action in order to prevent any actions that may lead to possible corruption. This creates a good image for the organization and all stakeholder groups have confidence in sustainable business operations and business development. The Company disseminated the Good Corporate Governance Policy and Code of Conduct on the Company's website as well.

100% of directors have communicated and raised awareness of the code of conduct.

100% of executives and employees have communicated and raised awareness of the business code of conduct.

In the year 2023, the Company did not violate the code of conduct of the organization.

## 6.3 Important changes and developments in policies, guidelines, and systems of corporate governance in the past year

The Board of Directors reviews the Company's good corporate governance principles annually and monitors developments in corporate governance and good practice guidelines, both domestically and internationally, from leading organizations or companies to analyze and apply with the Company's business operations appropriately. For

any guidelines that have not yet been defined as a policy or have not yet been implemented, the Management will report to the Nomination, Remuneration, and Corporate Governance Committee to review annually.

In 2023, the Company reviewed the policies, practices, and corporate governance or the charters of the Board of Directors as follows:

- Charter of the Board of Directors
- Audit Committee Charter - the Company made amendments during Board of Directors Meeting No. 6/2023 on November 9, 2023, to add additional roles and responsibilities in the Audit Committee Charter in order to ensure that the Company has an effective internal control system as well as the accuracy and reliability of its financial reports. This includes regulatory compliance, particularly the report of suspicious behavior of directors, managers, or persons responsible for the Company's operations to the Securities and Exchange Commission Office immediately upon notification from the auditor, which is stated in Section 89/25 of the Securities and Exchange Act B.E. 2535.
- Charter of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee.
- Risk Management Committee Charter
- Investment Committee Charter
- Executive Committee Charter
- Code of Business Conduct
- Connected Transaction Policy
- Personal Data Protection Policy
- Insider Information Policy
- Conflict of Interest Policy
- Human Rights, Child Labor, and Female Labor Policies

The policy is available on the Company's website: <https://investor.indexlivingmall.com/th/cg/corporate-policies-and-documents..> Attachment 5 contains the intranet system and full policy details for corporate governance and code of business conduct.

## Success in 2023

- Received "Excellent" (5-star) ratings in all five categories of the Corporate Governance Report of Thai Listed Companies (CGR) 2023 for 4 consecutive years, as well as the Thai Institute of Directors Association's (IOD) Top Quartile Companies Award for 2023.
- A perfect score of 100 from the quality assessment of the Annual General Meeting of Shareholders by the Thai Investors Association for 5 consecutive years.
- Received the SET Awards 2023: Outstanding Investor Relations Award for 2023 for companies listed on the Stock Exchange of Thailand with a market capitalization greater than 3,000 million Baht but not exceeding 10,000 million Baht.



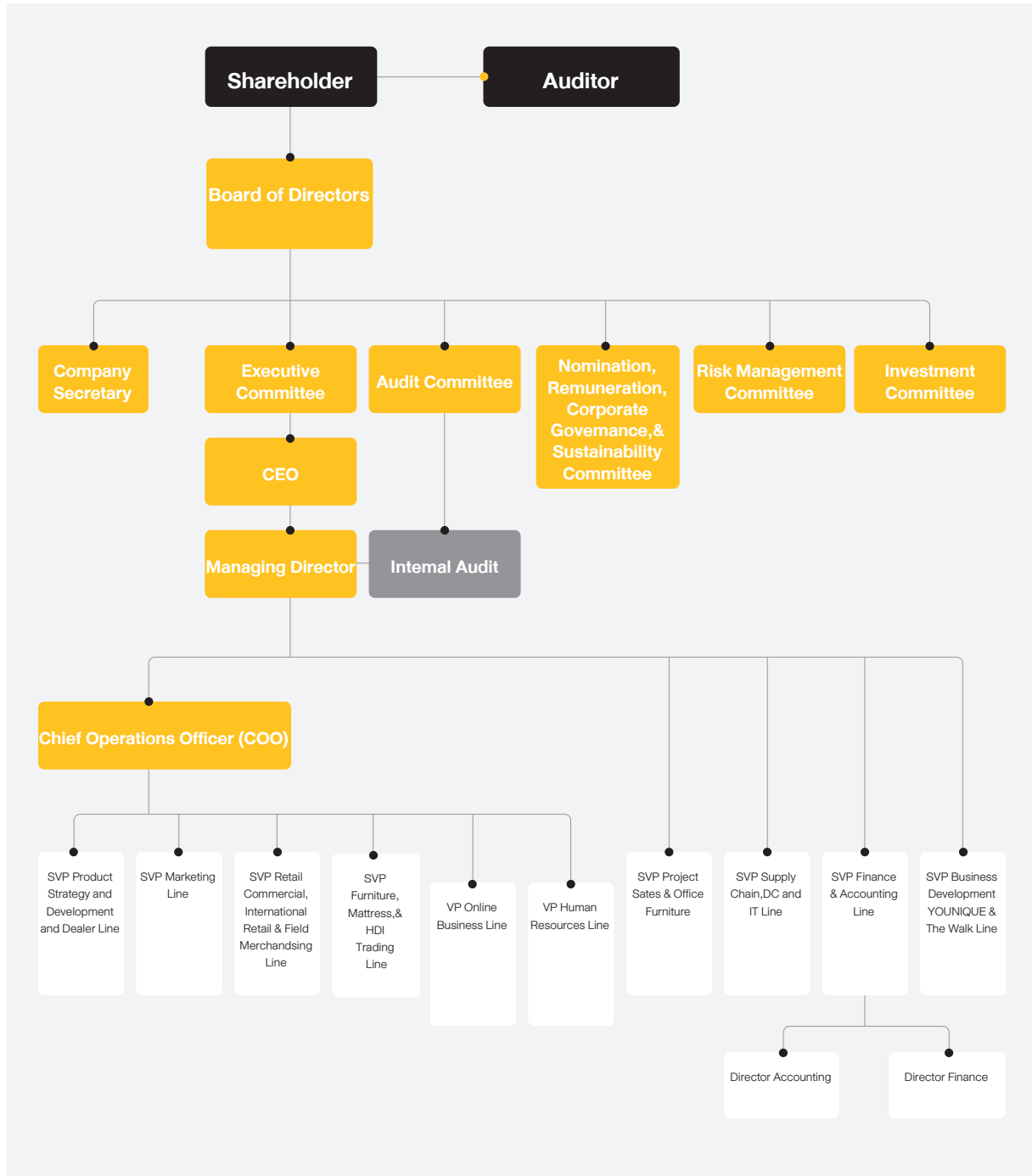
In 2023, the Company was unable to comply with good corporate governance principles regarding a variety of significant issues. The following are the reasons:

Good Corporate Governance Principles	Reasons for not Being Able to Accomplish
A committee should consist of independent directors that equal more than 50% of the directors.	Currently, the Company's independent directors consist of approximately 45%. The Company is in the process of considering ways to restructure the directors.

In addition, the Board of Directors, individual directors, and subcommittees have conducted an annual performance evaluation by expressing opinions and a self-assessment independently. The evaluation results are used to develop the performance of the Board of Directors. The criteria and procedures have been disclosed in this edition of the 56-1 One Report.

## 7. Corporate Governance Structure and Important Information regarding the Board of Directors, Subcommittees, Executives, Employees, and Others

### 7.1 Corporate Governance Structure

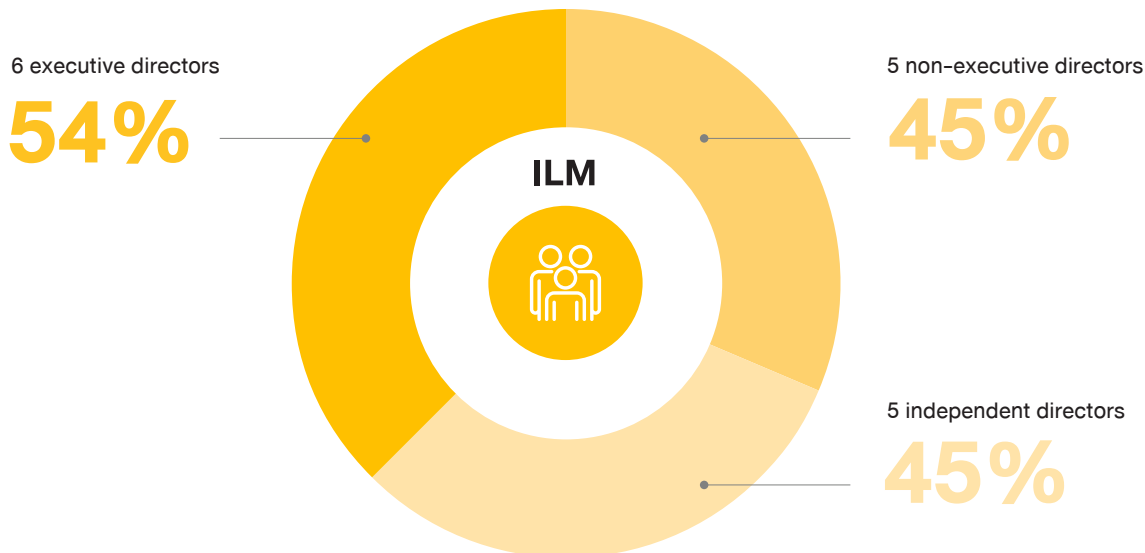


The above diagram demonstrates the Company's corporate governance structure. Shareholders can exercise their rights by voting at the Shareholders' Meeting. The Board of Directors represents all shareholders and oversees the Company's operations. In this regard, the Board of Directors delegated the daily administration and business operations of the Company to the Chief Executive Officer and Managing Director. The Company's auditor must be appointed at the Annual General Meeting of Shareholders.

## 7.2 The Board of Directors Information

### 7.2.1 Composition of the Board of Directors

The Board of Directors shall have the required composition and qualifications, including a diverse range of skills, expertise, knowledge, experience, genders, and ages that benefit business operations. The Company has an appropriate number of independent directors. The Board of Directors consists of 11 members, which is sufficient to oversee the Company's operations. As of December 31, 2023, the structure of the Board of Directors was as follows:



4 Female directors

**36%**

As of 31 December 2023

The average length of directorship is

**5 Years**

Since converting into a public limited company

- 5 independent directors represent more than one-third of the total number of directors. The directors are independent of management and major shareholders.
- 5 non-executive directors.
- Over the last 4 years, none of the directors have been employees, shareholders, or partners of KPMG Phoomchai Audit Company Limited or an external auditor who audited the Company's and its subsidiaries' financial statements.





## The Board Skills Matrix

Name List/ Special Skill & Knowledge	Commerce Marketing Branding Retail Business	Strategy Management Change Management Organizational Management	Capital & Securities Finance Banking Budgeting	Risk Management Audit Internal Audit	CG compliance Sustainability	IT & Communication Data Management & Analysis Statistis,Digital Marketing
Mrs. Pennapha Dhanasamsilp	x	x		x	x	x
Mr. Jirayut Rungsrithong		x	x	x	x	
Mr. Adisak Ruckarfyaphong	x	x		x	x	
Mr. Thakorn Piyapan		x	x	x		
Mr. Ariya Banomyong	x	x				x
Mr. Pisith Patamasatayasonthi	x	x				
Mrs. Kunthong Udommahuntisuk	x	x				
Miss Kridchanok Patamasatayasonthi	x	x		x	x	
Miss Pichapim Patamasatayasonthi	x	x				
Mr Ekalak Patamasatayasonthi	x	x				
Mr. Ekaridhi Patamasatayasonthi	x	x		x		x
<b>TOTAL</b>	<b>9</b>	<b>11</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>3</b>

## 7.2.2 Information of the Board of Directors and Controlling Persons of the Company

Name – Surname			Position
1.	Mrs. Pennapha	Dhanasarnsilp	Independent Director, Chairman of the Board, Chairman of the Nomination, Remuneration, Governance, and Sustainable Development Committee
2.	Mr. Pisith	Patamasatayasonthi	Director, Chairman of the Executive Committee and Chief Executive Officer
3.	Mrs. Kunthong	Udommahuntisuk	Director
4.	Miss Kridchanok	Patamasatayasonthi	Director, Risk Management Committee, Executive Committee, and Managing Director
5.	Miss Pichapim	Patamasatayasonthi	Director and Executive Committee
6.	Mr. Ekalak	Patamasatayasonthi	Director and Executive Committee
7.	Mr. Ekaridhi	Patamasatayasonthi	Director, Risk Management Committee, and Executive Committee
8.	Mr. Jirayut	Rungsrithong	Independent Director, Chairman of the Audit Committee and Nomination, Remuneration, Governance and Sustainable Development Committee
9.	Mr. Adisak	Ruckariyaphong	Independent Director, Chairman of the Risk Management Committee, Audit Committee, and Nomination, Remuneration, Governance, and Sustainable Development Committee, Chairman of the Investment Committee
10.	Mr. Thakorn	Piyapan	Independent Director, Audit Committee, Investment Committee
11.	Mr. Ariya	Banomyong	Independent Director
12.	Miss Tharada	Kooprasi <sup>1</sup>	Company Secretary

Remarks <sup>/1</sup>Miss Tharada Kooprasi was appointed as company secretary according to the resolution of the Board of Directors Meeting No. 1/2023 on February 27, 2023 as a replacement for Mrs. Kanokwanrat Srimaneesiri who had retired.

### 7.2.3 Information on Roles and Duties of the Board of Directors

The scope of duties and responsibilities of the Board of Directors is as follows:

- 1) Perform duties in accordance with the laws, objectives, the Articles of Association of the Company, and the resolutions of the Board of Directors Meeting and Shareholders' Meeting with full responsibility, caution, and honesty.
- 2) Consider and approve the details, vision, mission, goals, business objectives, business strategy, business plan, and annual budget plan of the Company and its subsidiaries which are prepared and proposed by the Executive Committee and the Management team.
- 3) Supervise the management and performance of the Executive Committee, the Chief Executive Officer, and the Management team or any person assigned to perform the said duties in order to be in accordance with the vision, mission, goal, business objectives, business strategies, business plan, and the annual budget set by the Board of Directors.
- 4) Monitor the performance of the Company and its subsidiaries continually so that they are in line with the business plan and budget of the Company.
- 5) Arrange the Company and its subsidiaries to have an appropriate and efficient accounting system. Organize a sufficient and effective internal control system and establish an assessment process for suitable internal control of the Company and its subsidiaries regularly.
- 6) Arrange to have a balance sheet and income statement at the Company's fiscal year-end and affix signatures to certify the financial reporting that is to be proposed to the Annual General Meeting of Shareholders for approval.
- 7) Consider and approve the selection and appointment of the auditor and consider the appropriate remuneration proposed by the Audit Committee before being proposed to the Annual General Meeting of Shareholders for approval.
- 8) Establish corporate governance policy in writing with an effective implementation in order to ensure that the Company takes responsibility to any related parties with fairness.
- 9) Consider and approve the appointment of qualified personnel who do not have any prohibited characteristics as specified in the Public Limited Companies Act B.E. 2535 (including amendments), the Securities and Exchange Act B.E. 2535 (including additional amendments) as well as the notifications, rules, and/or relevant regulations. In the case that the position of a director becomes vacant due to reasons other than retirement by rotation (unless there are less than two months remaining in the director's term), the remuneration of directors is determined to propose to the Shareholders' Meeting for approval.
- 10) Appoint subcommittees which include the Audit Committee, the Nomination, Remuneration and Corporate Governance Committee, the Executive Committee, and other subcommittees. Determine the authority and duties of the subcommittees to assist the Board's duties. Consider the remuneration of the subcommittees according to the budget proposed by the Management team (not exceeding the total amount approved by the shareholders).
- 11) Consider the appointment of the Chief Executive Officer, evaluate the performance, and determine the remuneration for the Chief Executive Officer (as recommended by the Nomination, Remuneration, and Corporate Governance Committee).
- 12) Consider and approve the investment expenditure for various operations, loans, and credits from financial institutions as well as a guarantor for normal business operations of the Company and subsidiaries under the Articles of Association of the Company, and relevant regulations of the Stock Exchange of Thailand and the Capital Market Supervisory Board.
- 13) Consider and approve the connected transactions between the Company, subsidiaries, and connected persons as stipulated in the Securities and Exchange Act B.E. 2535 (including additional amendments), relevant regulations of the Stock Exchange of Thailand, and the Capital Market Supervisory Board. Approve the trade agreement principles with general trade terms for transaction engagements between the Company, subsidiaries, directors, executives, or related parties in order to specify a framework for the Management team to have the authority to engage in the transactions within the law and regulations framework and related criteria.
- 14) Provide appropriate communication channels for each shareholders' group and oversee the disclosure of information to ensure that it is accurate, clear, transparent, reliable, and has the highest standards.
- 15) Appoint people to be committee members or an executive of a subsidiary, joint venture (in the case that it can be operated under a joint venture agreement), or an associated company at least in proportion to the shareholding of the subsidiary, joint venture (in the case that it can be operated under a joint venture agreement), or an associated company. Establish clear duties and responsibilities for the appointed directors and executives. This includes

setting the authority framework to exercise clear discretion in voting at the Board's Meetings of the subsidiaries, Joint venture company (in the case that it can be operated under a joint venture agreement), or associated company, concerning important matters that must first be approved by the Board of Directors in order to have management control in accordance with the Company's policy and engage in transactions legally. The Company's financial position, performance, connected transactions, and acquisition or disposition of significant assets shall be disclosed completely and accurately.

- 16) Consider and approve the interim dividend payment.
- 17) Seek professional opinions from external organizations if it is necessary in order to make appropriate decisions.
- 18) Supervise the operations of the Company so that they are effective and protect any benefits related to all stakeholders.
- 19) Organize an Annual General Meeting of Shareholders within 4 months from the end of the Company's fiscal year.
- 20) 20) Organize the Board of Directors meeting at least every three months.
- 21) Prepare the annual report of the Board of Directors, responsible for the preparation and disclosure of the financial statements of the Company and its subsidiaries to reveal the financial position and performance of the Company and its subsidiaries in the previous year, and then propose it to the Shareholders' Meeting for consideration and approval.
- 22) Evaluate the performance of the Board to review the performance, problems, and obstacles each year and use the evaluation results to develop and improve operations in various fields.
- 23) Oversee and supervise the management and operations of the Company and its subsidiaries to be in accordance with the Company's policies, securities laws, as well as notifications, regulations, and relevant rules of the Capital Market Supervisory Board, Securities and Exchange Commission, and the Stock Exchange of Thailand such as connected transactions, and the acquisition or disposition of significant assets that it is not contrary to other laws. Establish an adequate and appropriate internal control and internal audit system. The Board of Directors has the authority to delegate and/or assign others to perform specific tasks on their behalf to appoint attorneys and sub-attorneys within the scope of the Delegation of Authority under the provided authority of attorney and/or in accordance with the rules, regulations or orders prescribed by the Board of Directors and/or the Company. Therefore,

the delegation of duties and responsibilities of the Board of Directors does not authorize the appointed attorney or sub-attorney to be able to approve transactions that may have conflicts of interest (according to the definition of the Notification of Securities and Exchange Commission and/or the Notification of Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or the specified related agencies), or be a stakeholder or receive any benefits that may have conflicts of interest with the Company or its subsidiaries unless it is an approval of normal business transactions according to the policy and criteria of Shareholders' Meeting, or the Board of Directors already approved and the approval of transaction was in accordance with normal business condition which were in accordance with the notifications of the Securities and Exchange Commission and/or the notifications of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or any related agencies.

- 24) Review the Board of Directors charter at least once a year. The Board of Directors approved the review of the Board of Directors Charter at The Board of Directors Meeting No.7/2023 held on November 9, 2023. The Charter remains unchanged after the review closes.

### Scope of Duties and Responsibilities of the Chairman

1. Summon the meeting of the Board of Directors. Be the Chairman of the Board of Directors' Meetings and Shareholders' Meetings as well as set the meeting agenda with the Managing Director and ensure that important matters are included in the meeting agenda.
2. Control meetings to run effectively, and comply with the Company's Article of Association. Support and give opportunities to each director to express their opinions independently.
3. Support and encourage the Board of Directors to perform their duties to the best of their abilities in accordance with the scope of authority and responsibility as well as promote an ethical corporate culture and good corporate governance.
2. Supervise, monitor, and ensure that the duties performance of the Board of Directors and other subcommittees is effective, achieves its objectives and the main goals of the organization, and is in accordance with the established charter.
3. Supervise the implementation of the policy and strategic operating guidelines of the Management as well as giving advice and supporting the operations of the Management without participating in the daily management of the Company.

4. Be the deciding vote in the event that the Board of Directors' meeting has a vote and the number of votes on both sides is equal.
5. Encourage the allocation of sufficient time for the Management to present matters to directors carefully and thoroughly. Encourage directors to use prudent discretion and freely express opinions.
6. Foster good relationships between executive directors and non-executive directors as well as between the Board of Directors and the Management.

The Company's Authorized Signatories as Specified in the Affidavit

The Company's authorized signatories are Mr. Pisith Patamasatayasonthi, Mrs. Kunthong Udommahuntisuk, Miss Kridchanok Patamasatayasonthi, Miss Pichapim Patamasatayasonthi, Mr. Ekalak Patamasatayasonthi, and Mr. Ekaridhi Patamasatayasonthi. Two of these 6 persons shall jointly affix their signatures with the Company seal.

Directors who are appointed as independent directors are independent of the management and major shareholders of the Company.

### Nomination of the Board of Directors

The nomination and appointment of the Company's directors is in accordance with the Company's Articles of Association. Such persons must be fully qualified under Section 68 of the Public Limited Company Act B.E. 2535 and related notifications of the Securities and Exchange Commission. The Board of Directors assigned the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee to consider the nomination of directors to replace those who retire by rotation or when a position of director becomes vacant and then propose it to the General Meeting of Shareholders for approval based on skills and expertise assessed by the Board Skill Matrix to be in compliance with the Board Diversity Policy. The candidates must not have any conflicts of interest with the Company. The Company specified and disclosed the qualifications of the directors in accordance with the Company's business strategy.

In addition, the Company provides opportunities for shareholders to nominate qualified persons according to the Securities and Exchange Act as well as relevant laws through the Company's website at [www.indexlivingmall.com](http://www.indexlivingmall.com) and the SETLink system prior to the date of the Annual General Meeting of Shareholders between December 1 and January 14 of the following year annually. In 2023, no shareholders nominated any candidates or agenda items.

### Summary of the Selection of Company Directors

1. The Company's directors must be selected by the Shareholders' Meeting in accordance with the criteria and methods as follows:
  - (1) One shareholder has 1 vote per 1 share.
  - (2) Each shareholder may use his/her votes to elect one or more persons to be directors. In the event that several persons are selected as directors, votes cannot be allocated to any person in any amount.
  - (3) Persons receiving the highest number of votes in descending order will be elected as directors equal to the number of directors to be elected at that time. In the event that the persons elected in descending order have an equal number of votes that would otherwise exceed the number of directors required or to be elected at that time, the Chairman shall have a casting vote.
2. At every Annual General Meeting of Shareholders at least one-third (1/3) of the directors must retire by rotation. If the number of directors cannot be divided into three equal parts, the number closest to one-third (1/3) shall retire by rotation. Directors who retire in the first year and second year after the registration of the Company will draw lots to determine who will leave first. In the following years, the director who has been in office the longest will retire. The retiring director may be reelected to resume the term of the office.

### Term of Office of the Company's Director.

- 1) Each director has a term of office of 3 years until retirement.
- 2) In addition to retiring from office by rotation the Director vacates office when:
  - (1) death
  - (2) resignation
  - (3) lack of qualifications or has prohibited characteristics under the Public Limited Companies Act.
  - (4) resignation by a resolution of the Shareholders' Meeting
  - (5) resignation by a court order
- (3) Any director who wishes to resign from the position must submit a resignation letter to the Company. The resignation is effective from the date the resignation letter reaches the Company. A director who resigns under the first paragraph may also notify the public company registrar of his or her resignation.
- (4) In the event that a director's position becomes vacant due to reasons other than retirement by rotation, the



Board of Directors may select a qualified person that has no prohibited characteristics under the law regarding public companies limited to be a replacement director at the next board meeting unless the remaining term of the director is less than two (2) months. They will hold the position of the director only for the remaining term of the director he replaces. The resolution of the committee under paragraph one shall consist of votes of no less than three-fourths (3/4) of the number of remaining directors.

- (5) The Shareholders' Meeting may pass a resolution to remove any director from office before the expiration of the term with a vote of no less than three-fourths (3/4) of the number of shareholders attending the meeting and have the right to vote and the total shares is no less than half (1/2) of the number of shares held by shareholders attending the meeting and having the right to vote.

## 7.3 Subcommittee Information

### 7.3.1 Audit Committee

The Audit Committee is comprised of the following 3 members:

1.	Mr. Jirayut	Rungsritthong	Independent Director and Chairman of Audit Committee
2.	Mr. Adisak	Ruckariyaphong	Independent Director and Audit Committee
3.	Mr. Thakorn	Piyapan	Independent Director and Audit Committee

Mr. Pisit Opapakorn is the Audit Committee Secretary.

#### The Scope of Duties and Responsibilities of the Audit Committee

- Review the financial reporting of the Company so that it is accurate and sufficient in accordance with financial reporting standards by coordinating with external auditors and the executives who are responsible for preparing quarterly and annual financial reports. The Audit Committee may suggest that the auditor review or examine any significant and necessary transactions during the Company's audit.
- Review internal control and the internal audit system of the Company so that they are appropriate, sufficient, and effective. The Audit Committee shall jointly establish an internal control system with the internal audit unit by taking into account the issues and risk levels that may affect the Company. The Audit Committee must expedite the investigation and immediately identify preventative measures against the aforementioned risks if the matter involves a highly significant risk.
- In the current situation where many listed companies have expanded or changed the nature of their business operations, such as acquiring foreign businesses or establishing subsidiaries to operate other new businesses, etc., the Board of Directors and the Audit Committee shall review and improve the internal control systems of the Company and its subsidiaries, both domestically and internationally, on a continuous and regular basis in order to keep up with the change of business operations.
- Consider the independence of the internal audit department and approve the appointment, relocation, and dismissal of the head of the internal audit department or any other department responsible for internal auditing.
- Have the authority to access the Company's information at all levels, invite executives, the management team, supervisors, employees, or related parties to attend the Meeting in order to clarify the information, deliver and provide relevant information under the scope of duties assigned by the Board of Directors.
- Consider and approve the annual budget, manpower, and resources needed to perform the internal auditing. Approve the annual audit plan and review the significant changes in the audit plan. Supervise the operations of the internal audit department so that they are in accordance with the approved annual audit plan and practice the internal audit profession international standards. Evaluate the quality of the internal auditing annually and attend meetings with the chief audit executive to discuss important issues at least once a year.
- Review the regulatory compliance of the Company regarding securities and stock exchange laws, regulations of the Stock Exchange of Thailand, the Capital Market Supervisory Board, or any laws related to the business of the Company.
- Consider, select, and nominate independent individuals for the position of the Company's auditors and propose the remuneration of said persons by taking into account the reliability and sufficiency of resources, the workload of the audit office, and the experience of the personnel assigned to audit

the Company's accounts. The Audit Committee shall have a meeting with the auditor without the Management Team being in attendance at least once a year.

- 9) If the Audit Committee receives a report from the auditor or detects irregularities in the financial statements, such as significant changes in numbers, financial ratios, changes to accounting policy, significant non-ordinary business transactions occurring during the year, or the auditor did not receive satisfactory evidence or clarification, accounting records that the auditor found suspicious were not adjusted or the Management limited the scope of the audit, etc., the Audit Committee must promptly inquire about the reasons and scope of the audit from those involved, such as the auditor and the Chief Financial Officer.
- 10) Consider connected transactions or conflict of interest transactions, the list of acquisition or disposition of assets must be accurate and complete so that it is in accordance with the laws and relevant regulations of the Stock Exchange of Thailand and the Capital Market Supervisory Board in order to ensure that the transaction engagement is reasonable and for the best interest of the Company and shareholders. The Audit Committee should at least consider the reasonableness of the transaction, the details and identity of the parties involved, the return and associated risks, especially the legal risk, and the impact on financial status and operating results, especially in cases where listed companies frequently enter into MT & RPT transactions, make a transaction overseas, change the core business or expand into a significantly new business. The Audit Committee should review additional business policies to determine whether they are appropriate, as well as investment plans, liquidity, etc.
- 11) Auditing requires compliance with Section 89/25 of the Securities and Exchange Act, B.E. 2535 (1992). If the auditor discovers that the listed company's directors, managers, or persons in charge have acted suspiciously, the auditor must report the facts to the Audit Committee to expedite the investigation without delay and report the results to the SEC Office and the auditor within 30 days of receipt.

Despite the fact that the Securities and Exchange Act requires the Audit Committee to conduct an audit and report the inspection results to the SEC Office and the auditor within 30 days, the Audit Committee should initially report suspicious behavior to the Office of the Securities and Exchange Commission as soon as the auditor notifies them. In addition,

during the investigation period, the Audit Committee shall provide periodic progress reports to the SEC Office and the auditor in order to deter and prevent inappropriate behavior by listed companies that may cause damage and jeopardize the stability of the Thai capital market as a whole.

- 12) Prepare a corporate governance report of the Audit Committee and disclose it in the Company's Annual Report or the 56-1 One Report. The report shall be affixed with the signature of the Chairman of the Audit Committee and contain at least the following information.
  - (1) Opinion on the accuracy, completeness, and credibility of the Company's financial report.
  - (2) Opinion on the adequacy of the internal control system of the Company.
  - (3) Opinion on compliance with the securities and exchange laws, regulations of the Stock Exchange of Thailand, or laws related to the Company's business
  - (4) Opinion on the suitability of the auditor.
  - (5) Opinion on conflicts of interest transactions.
  - (6) The number of the Audit Committee meetings and the meeting attendance of each member of the Audit Committee.
  - (7) Overall opinion or observation that the Audit Committee received from performing its duties under the Charter, and
  - (8) Other matters that the general shareholders and investors should acknowledge under the scope of duties and responsibilities assigned by the Board of Directors.
- 13) Review and follow up with the risk management results from the Management team and/or related departments.
- 14) Review and propose amendments to the Audit Committee Charter as deemed appropriate at least once a year.
- 15) Review the performance of the previous years by preparing and proposing a performance report to the Board of Directors at least once a year.
- 16) Provide independent opinions of other professional advisors, to seek opinions or recommendations under the scope of responsibility as deemed appropriate and necessary at the Company's expense.
- 17) Perform other duties assigned by the Board of Directors with the approval of the Audit Committee.

In the performance of the above duties, the Audit Committee was directly responsible to the Board of Directors and the Board of Directors remains responsible for the operations of the Company to third parties.

### 7.3.2 Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee

The Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee is comprised of the following 3 members:

1.	Mrs. Pennapha	Dhanasarnsilp	Independent Director and Chairman of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee
2.	Mr. Jirayut	Rungsritthong	Independent Director and the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee
3.	Mr. Adisak	Ruckariyaphong	Independent Director and the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee
4.	Ms. Phairunya	Supitux*	Secretary of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee

Remark: \* Ms. Phairunya Supitux was appointed as Secretary of the Nomination, Remuneration, Corporate Governance and Sustainable Development Committee in place of Mrs. Kanokwanrat Srimaneesiri who retired in accordance with the resolution of the Board of Directors No. 1/2023 dated February 27, 2023.

#### The Scope of Duties and Responsibilities of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee

each year. The evaluation results are used to develop and improve various areas and be proposed to the Board of Directors for consideration.

#### The Scope of Duties and Responsibilities Regarding the Recruitment and Selection of Directors

- 1) Consider and propose the structure, composition, and qualifications of the Board of Directors and subcommittees.
- 2) Consider and set the criteria and procedures for the recruitment, selection, and nomination of suitable candidates for the position of new directors or the Chief Executive Officer to fill vacancies in term-ending or vacant positions or any positions as assigned by the Board of Directors with rules and transparency in order to propose them to the Meeting of the Board of Directors and/or the Meeting of Shareholders (as the case may be) to approve the appointment.
- 3) Consider and nominate candidates for directors or any qualified candidates to be subcommittees to the Board of Directors to consider the appointment as appropriate.
- 4) Determine the criteria for evaluating the performance of the Chief Executive Officer and propose it to the Board of Directors for approval.
- 5) Evaluate the performance of the Chief Executive Officer in order to review the problems and obstacles

#### The Scope of Duties and Responsibilities of Remuneration

Consider monetary and non-monetary remuneration guidelines for the Board of Directors, the Chief Executive Officer, and subcommittees as well as other benefits, which include salary increase and bonuses to be suitable, fair, and reasonable for a fixed rate of remuneration (such as regular remuneration and meeting attendance fee) and remuneration based on the Company's performance (such as bonuses and rewards). This shall be consistent with the value that the Company created for shareholders but not at a level that is too high which results in an emphasis on short-term results. The remuneration shall be proposed to the Board of Directors' Meeting for consideration and proposed to the Shareholders' Meeting for further approval.

#### The Scope of Duties and Responsibilities of Corporate Governance

- 1) Establish a corporate governance policy for the business operations of the Company and propose it to the Meeting of the Board of Directors and/or the Meeting of Shareholders for approval.
- 2) Propose and give recommendations on good corporate governance guidelines to the Board of Directors.

- 3) Promote an ethical corporate culture, and oversee the implementation of policies and good corporate governance practices of the Company's personnel in order to be in accordance with the good corporate governance principles and the Company Code of Conduct.
- 4) Review and improve the good corporate governance policy to be appropriate to be submitted to the Board of Directors.
- 5) Report the performance of the Nomination, Remuneration and Corporate Governance Committee to the Board of Directors for acknowledgment and prepare the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee report to be disclosed in the Company's annual report and affix the signature of the Chairman of the Nomination, Remuneration and Corporate Governance Committee
- 6) Perform other duties as assigned by the Board of Directors.

#### Scope, Duties, and Responsibilities Related to Sustainable Development

- 1) Consider setting, reviewing, and improving policies, strategies, and the Company's sustainable development goals that balance the environment, society, and governance (Environmental, Social, and Governance - ESG) as well as comply with best practices according to national standards and international standards.
- 2) Advise and promote the formulation of principles, policies, and strategies of the Company's operations to be in accordance with the sustainable development principles to achieve the set goals as well as supporting the Board of Directors, executives, and employees to efficiently comply with the Company's sustainable development guidelines.
- 3) Oversee, monitor, evaluate, and disclose information on sustainable development operations to ensure balance and efficiency for the maximum benefit to the Company and stakeholders.

### 7.3.3 Risk Management Committee

Risk Management Committee is comprised of the following 3 members:

1.	Mr. Adisak	Ruckariyaphong	Independent Director and Chairman of the Risk Management Committee
2.	Miss Kridchanok	Patamasatayasonthi	Director and Risk Management Committee
3.	Mr. Ekaridhi	Patamasatayasonthi	Director and Risk Management Committee
4.	Ms. Phairunya	Supitux*	Secretary to Risk Management Committee

Remark: \* Ms. Ms. Phairunya Supitux was appointed as Secretary of the Risk Management Committee according to the resolution of the Board of Directors No. 1/2023 on February 27, 2023.

#### The Scope of Duties and Responsibilities of the Risk Management Committee

- 1) Defines and reviews risk management framework, Risk Management Committee Charter, risk management policies, and process including suitably and effectively suggesting the guidelines for risk management relating to the Company's business to correspond with business strategies, business plans, and volatile circumstances.
- 2) Continuously and effectively promote and develop risk management and risk management tools at all levels across the organization.
- 3) Supervises, monitors, and reviews key risk management plans and reports including giving necessary advice to ensure effective risk management at an acceptable level corresponding with risk management policy
- 4) Report significant risk management performance to the Board of Directors; in case there are factors or events that might have a significant impact on the Company, the Committee shall notify the Board of Directors in a timely manner.
- 5) Responsibilities for other tasks assigned by the Board of Directors.

### 7.3.4 Investment Committee

The Investment Committee consists of 3 members as follows:

1.	Mr. Adisak	Ruckariyaphong	Independent Director/Chairman of the Investment Committee
2.	Mr. Thakorn	Piyapan	Director/Member of the Investment Committee
3.	Miss Kridchanok	Patamasatayasonthi	Director/Member of the Investment Committee
4.	Ms. Phairunya	Supitux*	Secretary of the Investment Committee

Remark: \* Ms. Phairunya Supitux was appointed as secretary of the Investment Committee according to the resolution of the Board of Directors No. 1/2023 on February 27, 2023.



## The Scope of Duties and Responsibilities of the Investment Committee

- 1) Consider the investment of the Company and clearly determine the Company's investment criteria. The criteria for investment consideration are as follows:
  - 1.1 It is an investment in the operation of the business and its expansion into additional fields that are beneficial and related to the current business.
  - 1.2 It is an investment in the operation of the business and its expansion into new fields that may be unrelated to the current business (Horizontal Integration).
  - 1.3 Purchasing shares in other businesses without the intention of managing the business

(acquiring shares with the hope of capital gains from increases in the share price in the future).

- 1.4 For investments other than 1.3, a minimum 25% investment is required to obtain the right to veto resolutions. This is an extremely significant authority (Veto Right).

- 2) Consider and scrutinize matters pertaining to investments in clause 1) that the Board of Directors will consider.
- 3) In the event that the investment was approved by the Board of Directors. The Executive Committee will continue to monitor daily operations.
- 4) Perform any other duties as assigned by the Board of Directors.

## 7.3.5 Executive Committee

The Executive Committee is comprised of the following 5 members:

1.	Mr. Pisith	Patamasatayasonthi	Chairman of the Executive Committee
2.	Ms. Kridchanok	Patamasatayasonthi	Executive Committee
3.	Miss Pichapim	Patamasatayasonthi	Executive Committee
4.	Mr. Ekalak	Patamasatayasonthi	Executive Committee
5.	Mr. Ekaridhi	Patamasatayasonthi	Executive Committee
6.	Ms. Phairunya	Supitux*	Secretary of the Executive Committee

## The Scope of Duties and Responsibilities of the Executive Committee

- 1) Consider and scrutinize the vision, mission, target, business objectives, business strategy, business plan, and annual budget plan of the Company and subsidiaries as jointly proposed by the Chief Executive Officer and the Managing Director by appropriately considering the business factors to propose and request for approval from the Board of Directors. In the event of a change to the situation. the Executive Committee shall review the approved budget to suit the situation.
- 2) Supervise, oversee, and monitor the Company's business operations so that they are in accordance with the vision, mission, goal, business objectives, business strategy, business plan, and the Company's annual budget plan which were approved by the Board of Directors to be efficient and effective for business conditions as well as providing advice and recommendations for the senior executives.
- 3) Study the feasibility of new project investments, has authority to consider and approve the Company to invest or jointly invest with individuals, juristic persons, or other business organizations as the Executive

Committee deems appropriate to carry out the business in accordance with the approved investment budget framework by the Board of Directors and the delegation of authority. Consider and approve investment expenditures, transaction engagements, and/or any operations related to the said matters until it is completed within the specified credit limit and/or the relevant laws and regulations and/or the Article Association of the Company.

- 4) Follow up on the performance and progress of investment projects of each business and report the results, including problems or obstacles that occur as well as the improvement guidelines to the Board of Directors.
- 5) Give advice regarding the dividend payment of the Company to the Board of Directors.
- 6) Consider and give suggestions or opinions to the Board of Directors regarding the project. proposals or transaction engagements related to the business operations of the Company. Consider fundraising options when necessary and/or required by the relevant laws and regulations or the Articles of Association of the Company. Assign the Meeting of Shareholders and/or the Board of Directors to consider the approval.

- 7) Consider and approve transaction engagements with financial institutions for opening accounts, requesting loans, credit, mortgages, and other guarantees which includes purchasing and registering land ownership in accordance with the objectives and the benefit of the business of the Company. This included legal enactments with the government sector in order to obtain the rights of the Company and/or any operations related to the said matter until it is completed within the specified credit limit and/or the relevant laws and regulations or the Article of Association of the Company.
- 8) Consider and approve regulations, management policy guidelines, and business operations of the Company or any activities that are binding on the Company.
- 9) Appoint and/or assign executive directors or any individual or persons to act within the scope of the Executive Committee, within the period limit as the Executive Board deemed appropriate. The Executive Committee may cancel, revoke, or change the said authority.
- 10) Encourage executives or employees to attend the Executive Committee meeting or prepare and provide information relating to the meeting agenda of the Executive Committee meeting.
- 11) Has authority, duties, and responsibilities as assigned or according to the policy assigned by the Board of Directors from time to time.
- 12) Procure consultants or individuals with independent opinions to give opinions or recommendations as necessary.
- 13) Report the performed duties within the scope of authority and the duties of the Executive Committee to the Board of Directors on a regular basis as well as any other necessary and appropriate matters that shall be submitted to the Board of Directors for acknowledgment.
- 14) Consider and approve an operational manual and the scope of responsibility of the Management Team in order to proceed according to systematic procedures.
- 15) Consider and approve the normal business operations of the Company according to the investment budget or the budget approved by the Board of Directors, the credit limit for each transaction as specified in the authority table which has been approved by the Board of Directors. This shall not exceed the annual budget approved by the Board of Directors including any agreement enactment related to the said matter.
- 16) Evaluate the performance of the Board of the Executive Committee and the members of the Executive Committee individually in order to review the performance, problems, and obstacles each year

in order to use the evaluation results to develop and improve operations in various fields.

### The Scope of Duties and Responsibilities of the Chief Executive Officer

- 1) Cooperate with the Managing Director to determine the vision, mission, goals, business objectives, business strategy, business plan, and the annual budget plan of the Company and subsidiaries which included the structure and management authority to be proposed to the Executive Committee and/or:
- 2) Communicate vision, mission, goal, business objectives, business strategy, business plans and the annual budget plan that was approved by the Board of Directors to the Company's senior executives to be used as a framework for creating business plans and management of each department.
- 3) Oversee the overall picture of the Company's operations so that they are in accordance with business strategy, business plan, and the set annual budget plan. Comply with the laws, rules, and regulations of relevant agencies as well as the regulations, the Articles of Association of the Company, resolutions of the Shareholders' Meeting and/or resolutions of the Meeting of the Board of Directors and/or the Meeting of Executive Committee to achieve the set goals, financial goals, and non-financial goals.
- 4) Approve expenses which include remuneration under budgets, plans, or the operational framework that is approved by the Executive Committee and/ or the Board of Directors and assigned authority.
- 5) Consider and approve the appointment of executives under the Chief Executive Officer as it appears in the management structure of the Company. The definition of "executive" shall be in accordance with the definition prescribed by the Securities and Exchange Commission, or Capital Market Supervisory Board. Consider and determine the remuneration of the executives.
- 6) Consider new business opportunities and investments related to the main business of the Company and subsidiaries in order to generate revenue for the Company.
- 7) Be the Company's representative in public relations to promote the organization to the public, especially in the area of networking and for the good image of the organization at the national and international levels.
- 8) Encourage the Board of Directors to provide appropriate communication channels with the shareholders regularly, and disclose information with transparency and in accordance with the standards.

- 9) Has the authority to delegate authority to and/ or assign others to perform certain tasks on their behalf by delegating authority and/or the assignment under the scope of authorization, under the authority of an attorney, and/or in accordance with the rules, regulations, or orders that the Board of Directors and/or the Executive Committee and/or various subcommittees and/or the Company. In this regard, the assignment of authorities and duties of the Chief Executive Officer or a delegate from that Chief Executive Officer shall not have the nature of authorization or a delegation of authority that allows the Chief Executive Officer or a delegate of the Chief Executive Officer to approve transactions that he or someone may have a conflict with (according to the definition announced by the Securities and Exchange Commission, and/or the announcement of the Capital Market Supervisory Board, and/or the Stock Exchange of Thailand, and/or related agencies specified) who may have an interest or may receive benefits in any manner or may have a conflict of interest with the Company or subsidiary of the Company, except for approving transactions that are in accordance with the policies and criteria approved by the Meeting of the Shareholders or the Board of Directors and is an approval for transactions that are in accordance with normal business and normal trading conditions. This is in accordance with the announcement of the Securities and Exchange Commission, and/or the notifications of the Capital Market Supervisory Board, and/or the Stock Exchange of Thailand and/or any related departments.
- 10) Perform other tasks as assigned by the Board of Directors and/or the Executive Board and/or the subcommittees under the rules and the Articles of Association of the Company, securities laws, as well as the notifications, regulations, and relevant rules of the Capital Market Supervisory Board, the Office of Securities and Exchange Commission and the Stock Exchange of Thailand.

## 7.4 Executives' Information

### The Company's Executives according to the Announcement of the Securities and Exchange Commission

As of December 31, 2022, the Executive Committee is comprised of the following 13 executives

1.	Mr. Pisith	Patamasatayasonthi	Chief Executive Officer
2.	Miss Kridchanok	Patamasatayasonthi	Managing Director
3.	Mr. Vipol	Vorasowharid <sup>/1</sup>	Chief Operating Officer
4.	Mr. Ekalak	Patamasatayasonthi	Senior Vice President - Business Development of YOUNIQUE & Area Management of The Walk
5.	Ms. Pitchapim	Patamasatayasonthi	Senior Vice President of Commerce
6.	Mr. Nattinai	Yuttapatsak	Senior Vice President of Project Sales and Office Furniture
7.	Mr. Kwanchai	Kitkongkajornchai	Senior Vice President - Strategy, Product Development, and Dealer Management
8.	Mrs. Kanjanawan	Layluxsiri	Senior Vice President - Marketing
9.	Mr. Gerard	McGurk	Senior Vice President - Trading & International Retail
10.	Ms. Phairunya	Supitux <sup>/2</sup>	Senior Vice President of Accounting & Finance
11.	Ms. Pavaradee	Wichaidit	Senior Vice President of Supply Chain DC and Information Technology
12.	Mr. Suchart	Sasivimolvit	Director - Accounting
13.	Mr. Thosak	Kanjananimnont	Director - Finance

Remarks: <sup>/1</sup> Mr. Vipon Vorasowharid resigned as Chief Operating Officer, effective from July 1, 2023.

<sup>/2</sup> Ms. Phairunya Supitux was appointed as Senior Deputy Managing Director of Accounting and Finance on February 27, 2023.

#### 7.4.1 Remuneration for Directors and Executives

##### Directors' Remuneration

###### Criteria for Directors' Remuneration Payment

The Board of Directors appointed the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee to recruit qualified persons for the position of directors, subcommittees, and the Chief Executive Officer. This included considering the payment method and criteria for the remuneration of directors and subcommittees which consists of the Audit Committee, the Nomination, Remuneration and Corporate Governance Committee, the Risk Management Committee, and the Chief Executive Officer by considering the appropriateness of duties and responsibilities, success in performance,

duties related to operating results and relevant factors as well as considering the comparison with the remuneration rate of other companies in the same industry or similar to the Company. Then, proposed to the Board of Directors and/or the Shareholders' Meeting for approval.

In 2023, the Board of Directors Meeting No. 1/2023, held on February 27, 2023, resolved to approve the criteria for remuneration payment of directors and subcommittees for the year 2023. The 2023 Annual General Meeting of Shareholders held on April 26, 2023 resolved to approve the remuneration for the Company's directors and subcommittees in 2023 at the same rate equal to the year 2023 which includes monthly remuneration and meeting allowance as follows:

##### Monetary Remuneration

Position	Monthly remuneration (Baht/person/month)	Meeting Allowance (Baht/person/month)
<b>Board of Directors</b>		
Chairman	50,000	30,000
Committee Member	30,000	20,000
<b>Audit Committee</b>		
Chairman	-	30,000
Committee Member	-	20,000
<b>Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee</b>		
Chairman	-	30,000
Committee Member	-	20,000
<b>Risk Management Committee</b>		
Chairman	-	30,000
Committee Member	-	20,000
<b>Investment Committee</b>		
Chairman	-	30,000
Committee Member	-	20,000
<b>Executive Committee</b>		
Chairman	-	-
Committee Member	-	-

##### Non-Monetary Remuneration and Other Remuneration - None



### Directors' remuneration for the fiscal year ended December 31, 2023

Between January 1, 2023 and December 31, 2023, the Company's total remuneration for directors was 6.09 million Baht. The details are as follows:

Name – Surname			Position	Year End 2023 (Baht)
1.	Mrs. Pennapha	Dhanasarnsilp	Independent Director/Chairman of the Board/Chairman of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	840,000
2.	Mr. Pisith	Patamasataya-sonthi	Director/Chairman of Executive Committee	480,000
3.	Mrs. Kunthong	Udommahuntisuk	Director	480,000
4.	Miss Kridchanok	Patamasataya-sonthi	Director/Risk Management Committee/Investment Committee/Executive Committee	540,000
5.	Miss Pichapim	Patamasataya-sonthi	Director & Executive Committee	480,000
6.	Mr. Ekalak	Patamasataya-sonthi	Director & Executive Committee	480,000
7.	Mr. Ekaridhi	Patamasataya-sonthi	Director/Risk Management Committee & Executive Committee	480,000
8.	Mr. Jirayut	Rungsrithong	Independent Director/Chairman of the Audit Committee/ Nomination, Remuneration, Corporate Governance and Sustainable Development Committee	640,000
9.	Mr. Adisak	Ruckariyaphong	Independent Director/Chairman of Risk Management Committee/ Audit Committee/Nomination, Remuneration, Corporate Governance and Sustainable Development Committee	690,000
10.	Mr. Thakorn	Piyapan	Independent Director/ Audit Committee/Investment Committee	520,000
11.	Mr. Ariya	Banomyong	Independent Director	460,000

### Executive Remuneration Policy

The remuneration structure of the Chief Executive Officer and executives consists of:

1. Salary  
The goal is to offer competitive remuneration compared to the overall market.
2. Remuneration Based on Short-Term Performance  
The goal is to promote the performance of executives and drive the operations to achieve the goals in accordance with the Company's strategy.
3. Remuneration Based on Long-Term Performance  
The goal is to ensure that the benefits of the Chief Executive Officer and the executives are in line with the benefits of shareholders in order to create long-term value for the Company.
4. Welfare and Other Benefits  
The goal is to offer insurance plans and other benefits that are appropriate for occurring events based on the economic situation and living standards.

## 7.4.2 Executive Remuneration

For the year 2023, the Company paid monetary remuneration which included salary, bonuses, and other remuneration to executives in the amount of 85.72 million Baht respectively.

The remuneration of the Company's executives for the year 2023 ended on December 31, 2023 is as follows:

Category	For 2023	
	Number (Person)	Remuneration (million Baht)
Salary and Bonuses	14	83.56
Other Remuneration <sup>/1</sup>	14	2.16
<b>Total</b>	<b>14</b>	<b>85.72</b>

Remark: <sup>/1</sup> Other remuneration mainly consists of Social Security Fund, Provident Funds, Fringe Benefits, etc.

## 7.5 Employee Information

The data table compares the number of employees in each division (excluding executives) for the past 3 years as of December 31, 2021, December 31, 2022, and December 31, 2023, as follows:

As of December 31, 2023, the Company has a total of 4,007 employees.

Division		Number of Employees (persons) as of December 31, 2021		Number of Employees (persons) as of December 31, 2022		Number of Employees (persons) as of December 31, 2023	
		Fulltime	Part-time	Fulltime	Part-time	Fulltime	Part-time
1	Office of the Managing Director	5	0	5	0	4	0
2	Retail Commercial, International Retail & Field Merchandising	1,606	19	1,586	53	1,415	95
3	Furniture Mattress & HDI Trading	28	0	28	0	30	0
4	Strategy and Product Development and Wholesale Dealer	47	0	44	0	47	0
5	Business Development, YOUNIQUE & The Walk	171	0	187	1	207	0
6	Project Sales and Office Furniture	38	1	37	0	36	0
7	Accounting & Finance	48	0	48	0	47	0
8	Human Resources Management	41	0	40	0	44	0
9	Supply Chain, DC, and IT	573	85	581	113	607	173
10	Marketing	30	0	28	0	33	0
11	Internal Audit	4	0	3	0	5	0
12	Online Business	-	-	95	0	101	0
13	Production Line & Production Line Support	355	927	1,273	0	1,163	0
<b>Total</b>		<b>2,946</b>	<b>1,032</b>	<b>3,955</b>	<b>167</b>	<b>3,743</b>	<b>268</b>

The employee turnover rate of the Company, calculated from the number of employees who resigned to the total number of full-time employees for the year 2023, accounted for 6.05%.

## Employee Remuneration Management

The Company's Remuneration Management principles are to attract, motivate, and retain potential employees in the organization in order to develop the Company for sustainable growth and create value for shareholders in accordance with the Company's operating principles. The Company's Remuneration Management principles are established to offer fair and competitive remuneration within and outside the Company.

## Employee Remuneration

The Company and its subsidiaries have different types of employee remuneration. The remuneration of employees (excluding Executive Management) in the past 3 years is as follows:

Remuneration (million Baht)	2021	2022	2023
Salary	941.30	957.9	1,004.24
Bonuses	16.44	59.85	112.37
Other Remuneration <sup>/1</sup>	184.83	278.51	302.95
<b>Total</b>	<b>1,142.57</b>	<b>1,296.26</b>	<b>1,419.56</b>

Remark: <sup>/1</sup>Other remuneration mainly consists of incentives, Social Security Fund, Provident Funds, etc.

## Provident Funds

The Company and its subsidiaries have assigned Bangkok Capital Company Limited under the name BCAP Fund to manage the Company's provident funds from February 2020 onward.

to appoint Ms. Tharada Kooprasit to replace Kanokwanrat Srimaneesiri who retired in order to comply with the requirements of the Securities and Exchange Act B.E.2535 (including amendments). The qualification of the Company Secretary is disclosed in Attachment 1.

## Human Resource Development Policy of the Company

The Company pays attention to personnel development by establishing policies to train and develop personnel in the organization to be in line with the business needs, strategy, and vision of the Company. The Company also plans for continuous improvement, change, and development which includes budgets, resources, time, and personnel for the training and development of personnel in the organization. The Company also stipulated the training plan and the annual training plan. The training program will be divided into skill programs, short courses, on-the-job training, coaching, mentoring, and blended learning.

## Major Labor Disputes in the Past 3 Years

The Company has no labor disputes with executives or company employees regarding rights violations or the breach of employment contracts.

## The Scope of Duties and Responsibilities for the Company Secretary

1. Give preliminary advice to the directors in regard to complying with the laws, regulations, and the Articles of Association of the Company. Monitor to ensure compliance and report any significant changes in legal requirements to the directors and executives.
2. Monitor and oversee the disclosure information and report related information in accordance with the regulations, notifications, and requirements of the Stock Exchange of Thailand, the Office of Securities and Exchange Commission, and the Capital Market Supervisory Board.
3. Prepare and keep the following important documents:
  - a. Director registration
  - b. Meeting invitation letter for the Board of Directors' Meeting and the minutes of the Committee Meeting
  - c. Meeting invitation letter for Shareholders' Meeting and the minutes of the Shareholders' Meeting
  - d. The Company's Annual Report
4. Keep the directors' and executives' stakeholder reports and send a copy to the Chairman of the Board

## 7.6 Other Important Information

### 7.6.1 Company Secretary

In order to comply with the requirements of the Securities and Exchange Act (No.4) BE 2551, the Board of Directors' Meeting No. 1/2023, held on February 27, 2023, resolved

and the Chairman of the Audit Committee within 7 business days from the date that the Company received the report.

5. Monitor and ensure that the Shareholders' Meeting and the Board Meetings are in accordance with the laws, Article of Association of the Company, and related practices and ensure compliance with the resolutions of the Shareholders' Meeting and the resolutions of the Board of Directors' Meeting.
6. Supervise the activities of the Board of Directors and undertake any other matters in order to be in compliance with the law and/or as specified by the Capital Market Supervisory Board and/or as assigned by the Board of Directors.

### 7.6.2 Head of Internal Audit and Company Operations

The Audit Committee of Index Living Mall Public Company Limited consists of experts in various fields. There are 3 independent directors, namely Mr. Jirayut Rungsrithong, Chairman of the Audit Committee, Mr. Adisak Ruckariyapong, Member of the Audit Committee, and Mr. Thakorn Piyapan, Member of the Audit Committee. Mr. Pisit Oprapakorn, the senior manager of the internal audit unit, was appointed to be the Audit Committee secretary at the Audit Committee in Meeting No. 1/2018 on March 21, 2018. (For more information, please see "Attachment 3 Details of the Head of the Internal Audit").

#### Responsibilities of Head of the Internal Audit

1. Prepare manuals and operational standards for the internal auditor.
2. Review the compliance of the internal auditor with the manual and the internal audit standards.
3. Prepare the annual internal audit plan of the Company by setting goals and scope of the audit and propose it to the Audit Committee for consideration and approval.
4. Prepare the annual budget of the internal audit department and manage/control the expenses to be within the specified budget.
5. Review the administration and internal controls to be in accordance with the objectives, goals, and scope of the internal audit in order to have an adequate, appropriate, and effective internal control system.
6. Review and approve the audit program which includes risk and sufficiency assessment of internal control, both the operational and the information audit.
7. Review and give suggestions regarding the work of

subordinates in order to carry out the audit guidelines. This includes controlling and checking to be in accordance with the plan, goals, objectives, work plans, and regulations of the Company and relevant laws.

8. Review the audit report and follow up on the operations and solutions that had been summarized with the auditee.

### Compliance Supervision of the Company

The Company has departments that are responsible for regulatory compliance as follows:

- **Managing Director Office and the Company Secretary**  
Responsible for ensuring that the Board of Directors, executives, and departments comply with the rules and regulations of the Company. This includes serving as a center for gathering and following up on relevant external regulations.

- **Legal Department**  
Responsible for the supervision of business operations related laws and regulations including the Public Limited Companies Act, Land Act, Factory Act, and industry safety standards in order to operate the Company's business in accordance with the law and other regulations as well as giving advice on legal issues to departments for regulatory compliance.

- **Internal Audit Unit**  
Responsible for evaluating the efficiency and adequacy of the internal control system and auditing business operations of the Company.

### 7.6.3 Head of Investor Relations and Contact Information

Shareholders, investors, and interested persons are able to contact investor relations for inquiries of the Company through various channels as follows:

Mr. Jiraroj Charenrungjiranont  
Assistant Director of Investor Relations  
Index Living Mall Public Company Limited  
147, Soi Rama 2, Soi 50, Rama 2 Road, Samae Dam, Bang Khun Thian District, Bangkok 10150  
Phone number: +66 2 898-6420-5 ext. 6129  
Email [ir@indexlivingmall.com](mailto:ir@indexlivingmall.com)

### 7.6.4 Remuneration for Auditor

#### Audit Fees

The 2023 Annual General Meeting of Shareholders, held on April 26, 2023, resolved to approve the appointment of



KPMG Phoomchai Audit Company Limited by Mr. Udomsak Busaraniphan, Certified Public Accountant Registration No. 10331 and/or Mr. Ekasit Chuthamsathit, Certified Public Accountant Registration No. 4195 and/or Mrs. Sasithorn Phongadisak, Certified Public Accountant No. 8802 and/or Miss Jamjuree Sathapornchaiwat, Certified Public Accountant No. 11567, to be the Company's auditor in 2023 for the fiscal year ended on December 31, 2023. The Company and its subsidiaries paid audit fees to KPMG Phoomchai Audit Company Limited totaling 3.789 million

Baht. This consisted of quarterly financial statements review fees, annual audit fees, information system audit fees, product destruction observation fees, overtime fees, travel expenses, and other out-of-pocket expenses related to the quarterly financial statements, reviews, and audits.

#### **Non-Audit Fees**

The Company and its subsidiaries did not pay any non-audit fees in 2023 to KPMG Phoomchai Audit Limited and KPMG PLT.



## 8. Report on Corporate Governance Policy Compliance in the Past Year

### 8.1 Summary of the Performance of the Board of Directors in the Past Year

#### 8.1.1 Recruitment, Development, and Performance Evaluation of the Board of Directors

##### 1) Reviewing/Approving the Vision, Mission, and Strategy of the Company

The Board of Directors approved/reviewed the vision, mission, and strategy for 2023. The Management shall quarterly report the results of strategy implementation at the Board of Directors' meeting. In 2023, the Company approved the strategy presented in the Executive Board Meeting No. 5/2023 on May 29, 2023 and proposed it to

the Board of Directors for approval at the Board of Directors Meeting No. 5/2023 on November 9, 2023.

##### 2) Independent Directors

The Board of Directors will select a person as an independent director by considering the qualifications based on the Public Limited Companies Act B.E. 2553, the Securities and Exchange Act, notifications of the Securities and Exchange Commission, and the notifications of the Capital Market Supervisory Board including related notifications and regulations. One-third of all directors must be independent; directors who do not serve as executives. They must be independent of the Management and Controlling Shareholders. They must have no business relationship with the Company that limits their ability to express independent opinions.

Name - Surname		Position	
Mrs. Pennapha	Dhanasarnsilp	Chairman of the Board, Chairman of the Nomination, Remuneration, Governance, and Sustainable Development Committee	Independent Director
Mr. Jirayut	Rungsritthong	Chairman of the Audit Committee and Member of the Nomination, Remuneration, Governance and Sustainable Development Committee	Independent Director
Mr. Adisak	Ruckariyaphong	Chairman of the Risk Management Committee, Chairman of the Investment Committee, Member of the Audit Committee, Member of the Nomination, Remuneration, Governance, and Sustainable Development Committee	Independent Director
Mr. Thakorn	Piyapan	Member of the Audit Committee and Member of the Investment Committee	Independent Director
Mr. Ariya	Banomyong	Director	Independent Director

##### Qualifications of the Independent Director

Independent Director means a director who has qualifications in accordance with the regulations of the Office of Securities and Exchange Commission and the regulations of the Stock Exchange of Thailand as follows:

- Does not hold more than one percent of the total voting shares of the Company, parent company, subsidiary, associated company, or juristic person that may have a conflict of interest. This includes the shares held by the related parties of that independent director (including related parties under Section 258 of the Securities and Exchange Act).
- Is not or has been a director who is involved in

management, staff, employees, consultants who receive a regular salary or is a controlling person of the Company, parent company, subsidiary, associated Company, same level subsidiary, and the controlling person or juristic person that may have conflicts of interest with the Company unless they have passed the aforementioned nature for no less than 2 years prior to being appointed as a director.

- Is not related by blood or registration in the form of a father, mother, spouse, sibling, and children with executives, major shareholder, controlling person, or the person who shall be nominated as an executive, controlling person or person to be nominated as an

executive or controlling person of the Company or subsidiary.

- 4) Does not have or have had a business relationship with the Company, parent company, subsidiary, associated company, major shareholder, the Company's controlling person, or a juristic person that may have conflicts in a manner that may obstruct their independent judgment. Is not or have been a significant shareholder or controlling person of the person that has a business relationship with the Company, parent company, subsidiary, associated company, major shareholder, or juristic persons that may have a conflict unless having passed the aforementioned nature for no less than 2 years prior to being appointed to be a director.
- 5) Is not a director who is appointed to be a representative of the Board of Directors, major shareholder, or shareholder that is a related party to the major shareholder of the Company.
- 6) Is not or has been an auditor of the Company, parent company, subsidiary, associated company, major shareholder, or the controlling person of the Company. Is not a significant shareholder, controlling person, or partner of the audit firm that is the auditor of the Company, parent company, subsidiary, associated company, or major shareholder unless having passed the aforementioned position for at least 2 years prior to being appointed as a director.
- 7) Is not or have been a professional service provider of any field which includes providing legal advisory services or a financial advisor that receives service fees for more than 2 million Baht per year from the Company, parent company, subsidiary, associated company, major shareholder, or the controlling person of the Company. Is not a significant shareholder, controlling person, or partner of that professional service provider unless having passed the aforementioned nature for no less than 2 years prior to being appointed as a director.
- 8) Does not operate a business of the same nature that significantly competes with the business of the Company or subsidiary nor is not a partner in partnership nor a director that participates in the management, employees, consultants that receive a regular salary nor holds more than 1% of the total voting shares of other companies which operates in the same business and is in significant competition with the business of the Company or subsidiary.
- 9) Does not have any characteristics that hinder the capability to express independent opinions to the Company's business operations.

#### **Term of Office for Independent Directors**

The Board of Directors determined that the term of office for an independent director is 9 years. In 2023, none of the 5 independent directors of the Company have served for more than 9 years.

#### **1) Nomination of Directors and Top Executives**

The Board of Directors assigned the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee to consider the nomination of directors to replace those who are due to retire by rotation or when the position of a director becomes vacant and then propose it to the Annual General Meeting of Shareholders for approval in order to ensure that the recruitment process and the appointment of the Company's directors are in accordance with the good corporate governance principles. All shareholders are given the opportunity to nominate qualified persons according to the Securities and Exchange Act and related laws by considering the qualifications of the directors based on their skills and expertise that are in line with the Company's business strategy. The Board Skill Matrix has been implemented in accordance with the Board's diversity policy.

In regard to the recruitment of senior executives, the Board of Directors assigned the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee to be responsible for considering the criteria and methods to recruit qualified personnel for the positions of Chief Executive Officer and Senior Executive. The knowledge, skills, experience related to the core business, management experience, dedication, characteristics, image, vision to drive the organization towards its goals, interpersonal skills with people or organizations, morals, and ethics are also considered in the recruitment.

The Board of Directors has the policy to promote and support the Chief Executive Officer and Senior Executives to receive training and development in order to increase their knowledge and experience which is beneficial to the Company's operations. The Board foresees that in order for the Company to have the greatest benefit, the Chief Executive Officer and Senior Executives must be able to devote their time to performing their duties efficiently. Therefore, the Company established a policy that the Chief Executive Officer is prohibited from serving as a managing director in any other Listed Company, except to temporarily hold the position of Chief Executive Officer in a subsidiary or associated company.

In order to ensure the continuity of the business operations, the Board of Directors established a Succession Plan for the position of Chief Executive Officer and Senior Executives. The details of the Succession Plan are defined as follows:

- Identify the qualifications and requirements of the position of Chief Executive Officer and senior executives.
- Identify the potential and capabilities of successors.
- Consider the training plans to develop the knowledge, abilities, skills, and competencies of successors
- Determine the guidelines for choosing and selecting candidates to be successors in order to ensure that the successor has knowledge, abilities, skills, competencies, and experiences that are the most suitable and create value for the Company.

## 2) The Development of Directors and Executives

The Board of Directors encourages directors and executives to attend seminars and training sessions to continually develop knowledge that is beneficial to their duties as well as to meet and exchange views with the Board of Directors. The company secretary is assigned to coordinate with directors and executives to attend director training courses and other courses of the Thai Institute of Directors, the Stock Exchange of Thailand, etc. There are training courses related to the performance of duties for directors that are organized by the Thai Institute of Directors Association (IOD). When a new director is appointed, the Company will support training in order to receive a certificate as soon as possible from the date of appointment, such as the Director Certification Program, the Director Accreditation Program (DAP), the Audit Committee Program (ACP), and Anti-Corruption.

### Orientation for New Directors

When a new director is appointed, the Company will assign the managing director and/or the company secretary to conduct an orientation by providing information regarding the business overview, shareholder structure, the Board of Directors structure, subcommittees, organizational structure, vision, policy, goals, financial position, performance, stakeholder report preparation, corporate governance policy, insider information policy, etc.

**In 2023, the Company did not have any new directors.**

There are currently 3 company directors who have completed the Director Certificate Program (DCP) and 11 people who have completed the Director Accredited

Program (DAP) from the IOD, for a total of 11 people from the 11 total directors, or 100%.

In 2023, the Audit Committee attended a seminar, "The Importance of the Audit Committee and Confidence in the Thai Capital Market".

In addition, the Board of Directors established a policy to encourage executives and the company secretary to attend training courses, participate in seminar activities, and study visits in order to increase knowledge and ability to perform duties, considering the curriculum, activities, seminars, and study tours with content and details relevant to the Company's business operations in Thailand and abroad. In 2023, executives and the company secretary spent a total of 200 hours on training and seminars.

### Self-Assessment of the Board of Directors

The Board of Directors requires an annual performance evaluation of the entire Board of Directors, subcommittees, individual directors, and the Chief Executive Officer annually by using the evaluation form of the Stock Exchange of Thailand in order to understand and improve the performance of the Board of Directors.

### Self-assessment of the performance of the entire board covers the following 6 topics:

1. Structure and Qualifications of the Board
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board Meetings
4. Duties of the Directors
5. Relationship with the Management
6. Director's Self-Development and Executive Development

### Individual Assessment of the performance of directors includes the following aspects

- The readiness of Directors
- The formulation of strategies and business planning
- Risk management and internal control
- Preventing conflicts of interest
- Monitoring financial and operational reports
- Board Meetings

The self-assessment results of the Board of Directors are divided into 5 levels: 4 = Very good / 3 = Good / 2 = Fair / 1 = Unsatisfactory / 0 = Need to improve. The following are the performance results for directors on each board in 2023:



Committee		2023 Assessment Results (average score)
1.	Board of Directors	3.99
2.	Individual directors on the Board of Directors	3.99
3.	The Audit Committee	3.98
4.	Individual members of the Audit Committee	3.98
5.	Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	4.00
6.	Individual members of the Nomination, Remuneration, Corporate Governance Committee, and Sustainable Development Committee	4.00
7.	Risk Management Committee	3.99
8.	Individual members of the Risk Management Committee	3.99

#### The Performance Evaluation Process of the Board of Directors

- 1) The Board of Directors reviews the evaluation form so that it is accurate and complete and in accordance with the criteria of the regulatory agency.
- 2) The company secretary submits the evaluation form to the Board of Directors for evaluation.
- 3) The company secretary compiles evaluation forms, prepares a summary report of the assessment results, and reports to the Board of Directors
- 4) The Board of Directors uses the evaluation results to determine the operational guidelines.

#### Evaluation Performance of the Chief Executive Officer

Every year, directors who are not the stakeholders of the Chief Executive Officer organize an annual evaluation of the Chief Executive Officer with the following important criteria:

- Consider the goals and achievement
- Performance Evaluation consisting of:
  - Leadership Skills
  - Strategy formulation
  - Strategy implementation
  - Planning and Financial Performance
  - Relationship with the Board
  - External relations management and employee relations
  - Succession
  - Knowledge of products and services
  - Personal Characteristics

The evaluation results of the Chief Executive Officer are a part of the consideration of the Chief Executive Officer's annual remuneration.

The Board of Directors established a remuneration policy so that the Chief Executive Officer receives appropriate remuneration under clear and transparent criteria. The Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee is responsible for considering the remuneration for the Chief Executive Officer and proposing it to the Board of Directors for approval. The details are as follows:

**Short-Term Remuneration :** Remuneration is paid in terms of salary and bonuses based on performance results.

**Long-Term Remuneration:** Remuneration guidelines in the form of ordinary shares.

#### 8.1.2 Meeting Attendance and Remuneration for Individual Directors

##### 1) Board of Directors' Meeting

Meetings of the Board of Directors and subcommittees are held quarterly, and the meeting schedule for the entire year was provided in advance to all directors. The company secretary sent the meeting invitation letter, meeting agenda, and supporting documents to the Board of Directors 7 days in advance, and set up a quorum requirement for the Board of Directors' meeting. In order to pass a resolution at each meeting, at least two-thirds of the total number of directors must vote. In 2023 the Board of Directors had 6 meetings and 1 meeting was held without the Management present (Non-Executive Director- NED).

The Company scheduled the Board of Directors meeting for 2023 in advance. This schedule is subject to change. The meeting was scheduled to support an accounting period and the additional meeting dates were as follows:

Number	Audit Committee Meeting	Board of Directors Meeting
1.	February 27, 2023	February 27, 2023
2.	May 12, 2023	April 26, 2023
3.	August 9, 2023	May 12, 2023
4.	November 9, 2023	June 20, 2023
5.	-	August 9, 2023
6.	-	November 9, 2023

The Board of Directors meetings must be held no less than 4 times a year. In 2023, the Board of Directors held 6 meetings due to the obligations and responsibilities of the Board of Directors which is in line with the goals and growth business policies.

The Board has a policy for non-executive directors to meet and discuss issues as deemed necessary without the Management Team in attendance. The meeting resolutions were suggested to be reported to the managing director for acknowledgment. In 2023 the Company held this meeting once on August 9, 2023.

The Board of Directors established a policy to deliver meeting documents to directors at least seven days prior to the meeting, except in urgent cases in order to protect the rights or benefits of the Company. The meeting notifications

can be sent by different methods and the meeting date can be moved up if needed.

In regard to meeting minutes, the company secretary will prepare the meeting minutes and propose them to the Chairman of the Board of Directors for review. Then deliver them to every director for comments. The meeting minutes include the resolutions of the meeting and the information is recorded sufficiently in a clear and legal manner.

The Board of Directors appointed a company secretary who is qualified to perform the duties of providing legal advice and regulations for the Board. The Company disclosed the qualifications and experience of the company secretary in the Annual Report and on the Company's website. The Board of Directors supports the company secretary to attend training and develop knowledge continually which will be beneficial to the company secretary's performance.

Information regarding the Attendance of the Shareholders' Meeting, Meeting of the Board of Directors, and Subcommittees of Each Committee in 2023

Name - Surname	Annual General Meeting of Shareholders 2022	Board of Directors	Audit Committee	Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	Risk Management Committee	Executive Committee	Investment Committee
1. Mrs. Pennapha Dhanasarnsilp	Attended	6/6		2/2			
2. Mr. Jirayut Rungsritthong	Attended	6/6	4/4	2/2			
3. Mr. Adisak Ruckariyaphong	Attended	6/6	4/4	2/2	2/2		1/1
4. Mr. Thakorn Piyapan	Attended	5/6	3/4				1/1
5. Mr. Ariya Banomyong	Attended	5/6					
6. Mr. Pisith Patamasatayasonthi	Attended	6/6				11/11	
7. Mrs. Kunthong Patamasatayasonthi	Attended	6/6					
8. Miss Kridchanok Patamasatayasonthi	Attended	6/6			2/2	11/11	1/1
9. Miss Pichapim Patamasatayasonthi	Attended	6/6				11/11	
10. Mr. Ekalak Patamasatayasonthi	Attended	6/6				10/11	
11. Ekaridhi Patamasatayasonthi	Attended	5/6			2/2	10/11	

## 2) Remuneration for Directors

Please see details for the remuneration of directors in Section 7 Corporate Governance Structure and Important Information of the Board of Directors, Subcommittees, Executives, Employees, and Others, sub-section 7.4.2 Remuneration for Directors and Executives.

### 8.1.3 Supervision of Subsidiaries and Associated Companies

#### Supervision Policy of Subsidiaries, Joint Ventures, and Associated Companies

The Company set policies for the supervision and management of subsidiaries, joint ventures, and associated companies with the objective to define both direct and indirect measures and mechanisms for the Company and be able to supervise and manage the business of the subsidiaries and associated companies. This includes monitoring the subsidiary and joint ventures (as far as possible under the joint venture agreement) and the associated companies to comply with the specified measures and mechanisms as if they were their own departments and in accordance with Company policy. This includes public company law, civil and commercial code, securities law, and any relevant laws, as well as the announcements, regulations, and relevant rules of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand in order to protect the interests of the investments of the Company in subsidiaries, joint ventures, and the said associated company. The details are as follows:

- 1) The Company will appoint a representative of the Company to be a director in each subsidiary and/or joint venture (as far as possible under the joint venture agreement) and/or the associated company in accordance with the proportion of shareholding in each company in order to make sure the subsidiaries and/or joint ventures and/or associated companies act in accordance with the law and good corporate governance policy which also includes other policies of the Company. However, when a representative of the Company is sent to be a director in each subsidiary and/or joint venture and/or associated company, it must be considered and approved by the Board of Directors Meeting by considering the suitability of each company.
- 2) The Company will appoint a representative of the Company to be an executive (for example, the Chief Executive Officer or the Chief Financial Officer) in each subsidiary and/or joint venture (as far as possible under the joint venture agreement) and/or associated company as appropriate by considering the shareholding proportion in each company.
- 3) If entering into a transaction or any operation of a subsidiary that is in the scope of or is an acquisition or disposal of assets in accordance with the announcement or disposal of assets or connected transactions which are in accordance with the announcement of the related connected transactions which will result in the Company having the duty to ask for approval at the Meeting of the Board of Directors of the Company and/or from the Shareholders' Meeting of the Company or request approval from the relevant department according to the law before entering into the transaction, the subsidiary will be able to enter into the transaction or proceed only after receiving approval from the Board of Directors of the Company and/or the Shareholders' Meeting of the Company and/or any related departments (depending on the case) is completed. In addition, if entering into a transaction or the occurrence of certain events of a subsidiary makes the Company have to disclose information to the Stock Exchange of Thailand in accordance with the rules specified in related announcements, the Stock Exchange of Thailand Board and the representative directors of the said subsidiary have the duty to notify the management of the Company as soon as it is known that the subsidiary plans to enter into a transaction or the said event occurred.
- 4) The Board of Directors and executives of subsidiaries and/or joint ventures (as far as possible under the joint venture agreement) and/or each associated company will have a significant scope of duties and responsibilities in accordance with the relevant laws. This includes disclosing financial and operating performance information to the Company by using relevant notifications of the Capital Market Supervisory Board and the announcement of the Stock Exchange of Thailand, mutatis mutandis, as well as disclosing and sending information about one's own interests and those of any related parties to the Board of Directors about the relationship and transactions with companies, subsidiaries and/or joint ventures and/or associated companies in ways that may cause conflicts of interest and avoid transactions that may cause conflicts of interest.
- 5) Operate the significant subsidiaries with the same auditing office or the auditing office which is in the same network as the Company's auditors.
- 6) Subsidiaries and/or joint ventures and/or associates are responsible for submitting financial statements and the financial statements that have been reviewed/audited by an auditor as well as information to prepare the said financial statements for the Company in order to prepare the consolidated financial statements or

the results of the Company.

- 7) The Company will specify the plans and take the necessary actions to ensure that subsidiaries and/or joint ventures (as far as possible under the joint venture agreement) and/or the associated companies have disclosed information about the operating results and the financial status. The Company will take the necessary actions and monitor the subsidiaries and/or joint ventures (as far as possible under the joint venture agreement) and/or the associated companies that have sufficient and appropriate information disclosure systems and internal control systems for business operations.

In addition, the Company will closely monitor the subsidiaries' operating results and operations and/or joint ventures and/or the said associated company and present the analysis results, which includes any comments or recommendations to the Board of Directors and the board of subsidiary and/or joint venture and/or associated company in order to be used to determine policy or improve the business of the subsidiary and/or joint venture and/or associated company with continuous development and growth.

#### **8.1.4 Supervision of Corporate Governance Policies and Guidelines**

##### **1) Supervision of the Use of Insider Information**

The Company has a policy and method to prevent directors, executives, and employees from using the insider information of the Company that has not been disclosed to the public in order to seek personal benefits. This includes the following securities trading:

- 1) The Company will provide knowledge to the directors and executives regarding the duties to prepare and submit a report regarding the securities holding of one's spouse or partner, underaged children which include legal entities in which the directors or executives' spouse or partner and the minor children of the said directors and executives are shareholders of more than 30 percent of the total voting rights of the said juristic person to the Office of the Securities and Exchange Commission under Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (including amended) ("Securities and Exchange Act"). This includes the report of the acquisition or disposition of Company securities according to Section 246 and penalties under Section 298 of the Securities and Exchange Act.
- 2) The Company requires the directors and executives of the company to prepare and submit a report of securities holding of one's spouse or partner,

underage children which include legal entities in which the directors and executives' spouse or partner and minor children of the said directors and executives are shareholders who hold more than 30 percent of the total voting rights of the said juristic persons in accordance with the securities holding report form prescribed to the company secretary before being submitted to the Office of the Securities and Exchange Commission every time. This must be prepared and delivered within 30 days from the date of being appointed to be a director and/or executive and every time there is a change or report changes in securities holdings in accordance with the changes in securities holdings specified within 3 working days from the date that the securities are bought, sold, transferred or accepted and requires the Company Secretary to summarize the report of securities holding and changes of securities holding to the Board of Directors' Meeting for acknowledgment every 6 months.

- 3) The Company requires its directors and executives to notify the Board of Directors or the company secretary at least one day prior to the trading of its shares.
- 4) The Company requires directors and executives, which includes management positions in accounting or finance who are department-level managers or higher or equivalent to and related workers. This includes people who are assumed to know or possess insider information according to the Securities and Exchange Act to receive important insider information that affects the price or value changes of securities. They must suspend trading, offering to buy or sell, or persuading other people to trade, offering to buy or sell Company securities, whether directly or indirectly. In the period before the disclosure of financial statements or information about the financial status and the status of the Company until the Company has disclosed the information to the public, throughout the "Embargo Period" period, which means the period of one month before the date of the Company's quarterly and annual financial performance is announced. The Company will notify directors and executives to not trade the Company's securities in writing for at least 1 month before the public disclosure and they should wait at least 24 hours after revealing the information to the public. This includes prohibiting the disclosure of such significant information to other parties.
- 5) The Company prohibits directors, executives, and employees of the Company and its subsidiaries, which includes people who are assumed to know or possess information within the Act Securities and Stock Exchange, to use the insider information of the Company and its subsidiaries that have or may



have an effect on the price change of the Company's securities which have not been made public which was known and used to buy, sell, offer to buy, sell or persuade people other: to buy or sell the Company's securities, whether directly or indirectly and whether such actions are done for the benefit of oneself or others, or revealing such facts for others to do so, whether or not they receive benefits or not.

- 6) The Company requires directors, executives, and employees of the Company and its subsidiaries as well as former directors, executives, and employees who have resigned to be responsible for maintaining confidentiality and/or the insider information of the Company and its subsidiaries as well as confidential information of business partners of the Company and its subsidiaries where they have been informed of the duties and prohibit the confidentiality and/or insider information of the Company and its subsidiaries as well as confidential information of business partners of the Company and its subsidiaries to use for other companies and let the third parties know even if disclosing the information does not cause any damage to the Company, subsidiaries or business partners.
- 7) The Company requires directors, executives, and employees of the Company and its subsidiaries to not reveal insider information of the Company and its subsidiaries. They will not use their position in the Company and/or subsidiary or take insider information or significant information that has been recognized or acknowledged while working in the Company and/or subsidiary which has not been made public in order to seek benefit in the wrong way or disclose information to outsiders or other people for their own benefit, whether directly or indirectly, regardless of whether or not the benefits are received or not.
- 8) The Company requires directors, executives, and employees of the Company and its subsidiaries to be responsible for complying with the insider information guidelines of the Securities and Stock Exchange Act, as well as other relevant rules.
- 9) The Company established disciplinary punishment for executives and relevant workers who violate the use of insider information for personal benefits. This begins with a written warning to cut wages, temporary suspension without pay, or termination of work. The punishment will be based on the intent of the action and the seriousness of the offense.

In 2023, the directors, executives, and employees strictly complied with the above policies. There is no report of the misuse of insider information both directly and indirectly.

## 2) Conflicts of Interest

The Board of Directors established a policy on conflicts of interest based on the principle that all business decisions must be made solely in the best interests of the Company. Any action that could result in a conflict of interest should be avoided. Persons involved or connected with the transaction must notify the Company of their relationship or connection in accordance with the following policy:

### Policy on Prevention of Conflict of Interest

The Board of Directors established a policy to prevent conflicts of interest based on the principle that any decision made by the Company or its subsidiaries must be in the best interests of the Company and its shareholders and should avoid actions that may cause conflicts of interest. Those who are involved or are stakeholders in the transaction must notify the Company to acknowledge their involvement or interest in such transactions. They must not take part in the discussion. This includes having no authority to approve such transactions or items. The main principles are as follows:

1. Directors, executives, and employees should refrain from operating businesses of the same nature that are in competition with the business of the Company or its subsidiaries, whether for personal benefit or the benefit of others which may cause damage to the Company, either directly or indirectly, or becoming a partner or shareholders with decision-making authorities or executives in competing entities or having the same characteristics as the Company or its subsidiaries unless it can be shown that there is a mechanism to ensure that such action will not affect the Company. There will also be measures that are in the best interests of the Company and all shareholders. The director should not hold a directorship position for more than 5 public companies.
2. Directors, executives, and employees should refrain from holding shares in a significant number of competitors of the Company because such actions could prevent the directors, executives, and employees from acting or failing to act in accordance with their duties or have an impact on their work duties. In the event that directors, executives, and employees acquire such shares before becoming directors, executives, or employees or before the Company operates that business, or if the acquisition is by inheritance, the directors, executives, and employees must immediately report to the Company using the method specified by the Board of Directors.
3. All directors, executives, and employees should disclose business transactions or privately held entities with family or relatives or dependents that may cause a conflict of business interests with the



Company or its subsidiaries, such as:

- Joint investment or having benefits with trade partners who conduct business with the Company or customers of the Company.
  - Hold any position or are a consultant for trade partners who conduct business with the Company or customers of the Company.
  - Trading goods or providing services to the Company or its subsidiaries, whether directly or through others.
4. Directors, executives, and employees will not seek any benefits for themselves or others by relying on confidential information of the Company or its subsidiaries, such as plans, revenues, meeting resolutions, business forecasts, or work from researching auctions for personal benefits, whether or not it harms the Company. This included strictly adhering to the Company's policy on the use of insider information.

### 3) Anti-Corruption and Whistleblowing

The Company disclosed its anti-corruption policy, performance evaluation, and whistleblowing report in section 6 Corporate Governance Policy, sub-section 6.1.2 Policy and Guidelines for Shareholders and Stakeholders, section 5 Anti-Corruption.

In 2023, there were no reports or misconduct related to corruption related to the Company.

The reports are as follows:

Complaints and Whistleblowing	2023
Number of Complaints and Number of Complaints Resolved	0/0
Number of Whistleblowing Cases and the Number of Resolved Whistleblowing Cases	0/0

### 4) Reporting on the Interests of Directors and Executives

The Company requires directors and executives along with their spouses, minor children, and juristic persons who own more than 30% of their shares prepare and disclose securities holding report when trading the Company's securities in order to disclose it to the stock exchange, in accordance with the principles of the Securities and Exchange Act B.E. 2535 and the revised version, Section 59, including the notifications of the Office of the Securities and Exchange Commission No. SorJor. 38/2018, Subject: Report on Changes in Securities and Futures Contract Holdings of Directors, Executives, Auditors, Issuer and Administrators. In 2023, directors and executives reported

their securities holdings, including any changes, to the Company for acknowledgment. The Board of Directors received a quarterly report on securities holdings, which was properly disclosed and in compliance with regulations.

The Company's policy requires directors and senior executives to notify the company secretary of any share trading at least one day prior to the trading day. The company secretary will report the Company's securities holdings to the Board of Directors meeting. Trading of the Company's shares must be reported to the SEC Office using the report system 59 <https://market.sec.or.th/public/idisc/th/r59>. The company secretary will collect, summarize, and present any changes to the Board of Directors for approval. The details are as follows:

## Securities Holdings Report of Directors and Executives for 2023

### Changes in Securities Holdings by Directors in 2023 as of 31 January 2024

Number	Name – Surname	Position	Number of Shares Held as of January 31, 2023	Change in the Number of Shares	Number of Shares Held as of January 31, 2024	Shareholding Proportion (%)
1.	Mrs. Pennapha Dhanasarnsilp Spouse and children who have not yet become sui juris	Independent Director, Chairman of the Board, Chairman of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	20,600	(20,600)	-	-
2.	Mr. Pisith Patamasatayasonthi Spouse and children who have not yet become sui juris	Director, Chairman of the Executive Committee, Chief Executive Officer	13,400,900	-	13,400,900	2.654
3.	Mrs. Kunthong Udommahuntisuk Spouse and children who have not yet become sui juris	Director	23,204,880	-	23,204,880	4.595
4.	Miss Kridchanok Patamasatayasonthi Spouse and children who have not yet become sui juris	Director, Member of the Risk Management Committee, Investment Committee, Executive Committee, Managing Director	34,069,320	-	34,069,320	6.746
5.	Miss Pichapim Patamasatayasonthi Spouse and children who have not yet become sui juris	Director and Executive Director	34,379,320	-	34,379,320	6.808
6.	Mr. Ekalak Patamasatayasonthi Spouse and children who have not yet become sui juris	Director and Executive Director	34,213,420	-	34,213,420	6.775
7.	Mr. Ekaridhi Patamasatayasonthi Spouse and children who have not yet become sui juris	Director, Member of the Risk Management Committee, Executive Director	35,335,320	131,600	35,466,920	7.023
8.	Mr. Jirayut Rungsritthon Spouse and children who have not yet become sui juris	Independent Director, Chairman of the Audit Committee, Member of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	150,000	-	150,000	0.029
9.	Mr. Adisak Ruckariyaphong Spouse and children who have not yet become sui juris	Independent Director, Member of the Audit Committee, Chairman of the Risk Management Committee, Chairman of the Investment Committee, Member of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	-	-	-	-
10.	Mr. Ariya Banomyong Spouse and children who have not yet become sui juris	Independent Director	-	-	-	-
11	Mr. Thakorn Piyapim Spouse and children who have not yet become sui juris	Independent Director, Member of the Audit Committee, Investment Committee	-	-	-	-

## Changes in Securities Holdings by Executives in 2023

Number	Name - Surname	Position	Number of Shares Held as of January 31, 2023	Change to the Number of Shares	Number of Shares Held as of January 31, 2024	Shareholding Proportion (%)
1.	Mr. Vipon Vorasowharid Spouse and children who have not yet become sui juris	Chief Operating Officer	22,000	-	22,000	0.004
2.	Mr. Nattinai Yuttapatsak Spouse and children who have not yet become sui juris	Senior Vice President - Project Sales and Office Furniture	2,040,060	(120,000)	1,920,060	0.380
3.	Ms. Phairunya Supitux Spouse and children who have not yet become sui juris	Senior Vice President - Finance & Accounting	-	-	-	-
4.	Mr. Kwanchai Kitkongkajornchai Spouse and children who have not yet become sui juris	Senior Vice President - Product Strategy and Development and Dealer Line	20,000	-	20,000	0.003
5.	Mrs. Kanjanawan Layluxsiri Spouse and children who have not yet become sui juris	Senior Vice President - Marketing	1,000	-	1,000	0.0001
6.	Ms. Pavaravadee Wichaidit Spouse and children who have not yet become sui juris	Senior Vice President - Supply Chain Distribution Center and Information Technology	20,000	-	20,000	0.003
7.	Mr. Gerard McGurk Spouse and children who have not yet become sui juris	Senior Vice President - Retail Commercial, International Retail & Field Merchandising Line	10,000	-	10,000	0.001
8.	Mr. Suchart Sasivimolvit Spouse and children who have not yet become sui juris	Accounting Director	-	-	-	-
9.	Mr. Thosak Kanjananimmont Spouse and children who have not yet become sui juris	Financial Director	80,000	(20,000)	60,000	0.011

Note : Index Living Mall Public Company Limited has a registered capital of 2,525 million Baht, paid-up capital of 2,525 million Baht (as of December 31, 2023), with a total of 505 million ordinary shares.

### 5) Compliance with Good Corporate Governance Principles in Other Matters

The Board of Directors, executives, and employees of Index Living Mall Public Company Limited strictly adhered to the corporate governance policy and followed up on the results of the operation plan. Relevant policies and guidelines were established in the Company's corporate governance policy and business code of conduct, which was implemented in order to build the confidence of every stakeholder group in the past year. The Company followed up with the compliance of good corporate governance such as employee care, non-discrimination, environment care, safety and occupational health in the organization, and data security. The evaluation results demonstrate that the Company had completely followed the guidelines

and resolved all issues. Details are disclosed in Part 1, Business Operation and Performance, Section 3, "Driving Business for Sustainability".

### 8.2 Performance Report of the Audit Committee in the Past Year

Please see the Audit Committee Report in Attachment 6: The Audit Committee Report

### 8.3 Performance Report of Subcommittees in the Past Year

Please see reports of all subcommittees in Attachment 6, The Audit Committee Report, The Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee Report, The Risk Management Committee Report, and The Executive Committee Report.



## 9. Internal Control and Connected Transactions



### 9.1 Internal Control

The Board of Directors recognizes the importance of having a good internal control system and regards it as an important duty to ensure that the Company has an appropriate and sufficient internal control system so that the business operations are carried out effectively and in accordance with the goals, objectives, laws, and related requirements, and also protect assets from fraud and damage. The accounting and financial reporting was prepared accurately and reliably and the disclosure of information was complete, adequate, and timely.

At the Board of Directors Meeting No. 1/2023 held on February 28, 2023, in which the Audit Committee participated, the Board of Directors considered and evaluated the sufficiency of the Company's internal control system by using the sufficiency of the internal control system assessment form of the Office of Securities and Exchange Commission and inquiring of the Company's management. The Board of Directors considered the Company's internal control system in 5 categories which are in accordance with the guidelines of the Committee of Sponsoring Organizations of the Treadway Commission ("COSO"). They consist of:

- (1) Control Environment
- (2) Risk Assessment
- (3) Control Activities
- (4) Information and Communication
- (5) Monitoring Activities

The Board of Directors is of the opinion that the Company's internal control system was sufficient and suitable for this size of the business and the current situation of the Company and also approved the sufficiency of the internal control system assessment form for the Company's internal

control system evaluation. This can be summarized as follows:

#### 1. Control Environment

The Company adheres to the values of honesty and ethics by establishing a policy regarding good corporate governance, a Code of Conduct, and an anti-corruption policy so that the directors, executives, and employees adhere to and perform their duties with honesty and uphold the Code of Conduct transparently, straightforwardly, and in compliance with the law for stakeholders. This includes shareholders, trade partners, and customers. In this regard, the executives and employees communicated through email and the Company's intranet, and the third parties communicated through the Company's website. In addition, the Company sets the Code of Conduct as part of the competency assessment criteria for executives and employees on a yearly basis, and disciplinary action is imposed if there were any acts that violate the Company's policy.

The Company set a clear organizational structure, chain of command, and roles, duties, and responsibilities to help the operations achieve the Company's goals and have effective internal control. This was done by establishing an independent internal audit department to take responsibility for operational inspections. This included establishing a written delegation of authority to determine authority and the transaction approval process for important business transactions. The Board of Directors was also responsible for overseeing executive management and being independent of executive management. The Board of Directors consisted of 4 independent directors, which is more than one-third of all directors, who have knowledge, ability, and experience in various fields.

The Company set a strategic plan for short-term and long-term goals as well as key performance indicators (KPIs) to assess the performance of various segments. The Board of Directors appointed subcommittees to help and support the performance of these duties, namely, the Executive Committee, the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee, the Audit Committee, the Risk Management Committee, and the Investment Committee. The roles and responsibilities of each committee were clearly established in the Committee Charter.

In addition, the Company is committed to motivating, developing, and retaining knowledgeable and capable personnel. As a result, an annual training plan for employees was arranged which focuses on departments that have urgent needs. The Company sent personnel to attend seminars and various academic training in relevant fields to develop the knowledge and ability of personnel as needed. Succession plans, identifying successors, and guidelines for the development of successors for important positions were established.

## 2. Risk Assessment

The Company was aware of the importance of risk management due to changes that could affect the achievement of business objectives or goals. The Company established a written risk management policy to deal with uncertain situations that may occur. This was approved by the resolution of the Board of Directors to specify the framework for the risk management guidelines. The risk management policies were communicated to all departments within the Company and its subsidiaries for their acknowledgment and implementation. In addition, a risk management working group is responsible for overseeing and monitoring the risk management process. Significant assessment/management results will be compiled, proposed to the Risk Management Committee, and reported to the Board of Directors in a timely manner in the event of factors or events that may have a significant impact on the company. This was accomplished in order to systematically support and drive the Company's risk management process.

The Company's risk management process included the consideration and assessment of business risk from both internal and external factors. This was done by taking into account the likelihood of risk and its potential impact. It covered various types of risk, such as business strategy, operations, reporting, compliance, information technology, etc. This also included the possibility of fraud in various forms and assessing changes that affect patterns and the Company's operational risk. In this regard, the Company established guidelines and measures to manage risk at an acceptable level in order to prevent or reduce damages that may occur. This was done by considering various

approaches such as accepting risk, reducing risk, avoiding risk, etc., as well as monitoring risk management results in the organization consistently and continually.

## 3. Control Activities

The Company established organizational control measures and operational control measures for the Company and its subsidiaries through policies and operational procedures by separating responsibilities in important tasks. This included separating the responsibilities of the approval authorities, the person responsible for bookkeeping and information, and the person in charge of keeping assets apart in order to have efficient and effective internal control. The Delegation of Authority (DOA) was also established which was approved by the resolution of the Board of Directors.

In addition, the Company set policies for conflicts of interest by prohibiting directors, executives, and employees from seeking benefits for themselves or others, whether the transaction caused damage to the Company or not. The connected transaction policy is used as a guideline in the event that the Company has transactions with a person who may have a conflict of interest or connected persons. There must be trade conditions with fair prices and conditions that do not cause a transfer of benefits. The best interest of shareholders must be taken into account as well as the investment policies and the operations of subsidiaries, joint ventures, and associated companies in order to supervise the operations in order to make sure that they follow the direction and goals set forth regarding both strategy and operations.

The Internal Audit Department is responsible for verifying that the operations of the Company and its subsidiaries are carried out in accordance with the policies and operational procedures defined by the Company, and by determining the annual audit plan to cover important operational processes as accepted and approved by the Audit Committee. In the case that defects are found, the Internal Audit Department will report the detected issues and give recommendations to any relevant departments in order to find a solution.

## 4. Information and Communication Systems

The Company gives importance to information and communication systems and has internal and external communication channels. Internal and External information is used to analyze decisions made regarding the operations of the Company and its subsidiaries. Each department is responsible for controlling documents and keeping important documents organized so that the decisions made by the shareholders, stakeholders, directors, and management of the Company are based on information that is accurate, sufficient, reliable, and timely.

In regard to the Meeting of the Board of Directors, a meeting invitation letter, the meeting's agenda and the meeting documents that contain important and sufficient information will be sent 7 days prior to the meeting. This is in line with the minimum time period required by the law. This enables the Board of Directors to have sufficient information to make decisions and have sufficient time to study this important information. The company secretary is the coordinator for each meeting, preparing the meeting's minutes along with the meeting's agenda which is to be considered as well as any questions, comments, or remarks from the directors. This also includes the approval/consideration of agenda items and keeping the meeting's minutes organized for future reference.

The Company established communication channels for employees to acknowledge any information and news among the organization through the notice board of the Company and to email certain employees or certain groups through the Company's intranet. The Company will use different channels for communication depending on the information and the group of employees in order to ensure that the information is fully communicated to the target staff.

In addition, the Company determined that investor relations are responsible for communicating the Company's information to outsiders. The Company created a website that consists of important content such as Company information, corporate governance, and complaints, as well as establishing a written whistleblowing policy and whistleblowing channel through the Company's website or via email at [ethics\\_hotline@indexlivingmall.com](mailto:ethics_hotline@indexlivingmall.com) so that both internal and external stakeholders can safely blow the whistle to the Company.

## 5. Monitoring Activities

The Company established an independent Internal Audit Department that reports directly to the Audit Committee in order to verify the internal control system of the Company and its subsidiaries. This is in accordance with the policies and procedures that the Company established. The Company also established an annual internal audit plan by considering the risk and nature of business of the Company and its subsidiaries which was approved by the Audit Committee. In addition, the Internal Audit Department will review the internal audit plan to ensure that it is consistent and suitable with the nature of business of the Company and its subsidiaries. Changes may be made during the year or when necessary.

The Internal Audit Department will report any defects that were found or suggest any improvements that should be made to the internal control system of the Company and its subsidiaries to the relevant executives. The Internal Audit

Department will report the results of the internal audit which includes the updated results after the improvement has been suggested in order to solve any significant flaws of the Company and its subsidiaries to the Audit Committee at least once per quarter. When corruption, something unusual, or any significant defects occur that may affect the reputation, image, financial status, and business operation of the Company, facts must be gathered, investigated, and reported to the executive management, the Internal Audit Department, the Audit Committee, and the Board of Directors immediately.

## 9.1.1 Auditor's Observations

### I. Audit Observations and Internal Control Accounting System

KPMG Phoomchai Audit Company Limited ("KPMG"), the Company's auditor, did not find any material deficiencies in the internal control system and did not issue any report on observations or recommendations for accounting and the internal control accounting system for the Company's executive management for the year that ended on December 31, 2023.

### II. Observations on Information Technology (IT) System

KPMG Phoomchai Audit Company Limited ("KPMG"), the Company's auditor, did not find any material deficiencies in the internal control system and did not issue any report on observations or recommendations regarding the information technology (IT) system for the Company's executive management for the year that ended on December 31, 2023.

## 9.1.2 Head of Internal Audit Unit

The Company organized an internal audit department that reports directly to the Audit Committee of the Company to support the supervision and the operations of the internal audit to be independent, effective, and efficient. The Audit Committee Meeting No. 1/2018 (Limited Company) held on March 29, 2018 approved the appointment of Mr. Phisit Opapakorn as Head of the internal audit of the Company due to his qualifications, educational background, and sufficient training and experience that is suitable to be the controller of the said operations. The details regarding the position of the Head of the internal audit appear in Attachment 3.

In this regard, consideration and approval, removal, and transfer of the Head of the internal audit of the Company must be approved by the Audit Committee.



## 9.2 Connected Transactions

Connected transactions between the Company and/or Subsidiaries and Individuals or Juristic Persons that may have Conflicts of Interest for the Year that Ended on December 31, 2023 can be summarized as follows:

### Product Sales List

Person, Company/Type of Relationship	Transaction Characteristics	Value of Transaction (million Baht)	Necessity and Reasonableness of the Transaction
1. Directors, Executives, and Employees which includes their families	<ul style="list-style-type: none"><li>Sales Revenue</li></ul>	1.13	Directors, executives, and employees, including their parents, spouses, brothers, or sisters, as well as their families, have purchased goods and gift vouchers as well as used the Company's installation services in which the individual purchased a product from the Company with a discount according to the employee discount policy or the price offered to general customers. This transaction is subject to the same general commercial conditions as any other transaction with a third party.
	2. Bangkok Master Wood Company Limited ("BMW") <ul style="list-style-type: none"><li>The affiliated directors are Mr. Pisith, Mrs. Kunthong, Miss Kridchanok, Miss Pichapim, Mr. Eakalak, and Mr. Ekaridh.</li><li>The affiliated shareholders are Mr. Pisith, Mrs. Kunthong, Miss Kridchanok, Miss Pichapim, Mr. Eakalak and Mr. Ekaridh, altogether holding 100.0% of the shares.</li></ul>	<ul style="list-style-type: none"><li>Sales Revenue</li><li>Service Revenue</li><li>Accounts Receivables</li></ul>	<div>0.66</div> <div>-</div> <div>0.10</div> <p>The Company made a production order from BMW and required that the manufactured products meet the quality, size, and color specifications. However, BMW's raw materials did not meet the Company's specifications. Thus, the Company sold BMW the raw materials, which was fabric, so that BMW could use the raw materials to manufacture a sofa for the Company, setting the sales price at cost-plus according to the connected transaction policy. This profit margin was higher than that of the Company's raw material sales to other manufacturers. In addition to the gross profit margin, after the Company purchased the product and sold it at the storefront, the gross profit margin of the product would fall within the gross profit range of the Company's normal product sales, and this transaction is subject to general commercial conditions.</p> <p>In addition, BMW normally includes shipping costs in the price of the product. However, if BMW is unable to procure a vehicle to deliver the products to the Company as agreed upon, BMW will request that the Company bring a vehicle to pick the products up and allow the Company to charge BMW for transportation costs. In this case, if the Company desires flexibility, the Company vehicle will be used to retrieve the products and charge transportation costs with cost-plus pricing that is comparable to other service providers. This transaction is subject to general commercial conditions.</p>
	<ul style="list-style-type: none"><li>Sales Revenue</li><li>Other Revenue</li><li>Accounts Receivable</li></ul>	<div>29.31</div> <div>3.06</div> <div>4.91</div>	IDF is engaged in the production of furniture parts such as doors, cabinet legs, table legs, spray painting, etc., and IDF provides services such as sewing leather seats, surface finishing, and spray painting for BMW. BMW uses those parts as a component of BMW's furniture production by setting the sales price as cost-plus pricing in accordance with the connected transaction policy. The cost-plus pricing is comparable to the profit margin for OEM non-trademarked products, and the transaction is subject to general commercial conditions.



Person, Company/Type of Relationship	Transaction Characteristics	Value of Transaction (million Baht)	Necessity and Reasonableness of the Transaction
<b>3. Bangkok Sanyo Spring Company Limited ("BS")</b> <ul style="list-style-type: none"> <li>The affiliated directors are Mr. Pisith, and Miss Kridchanok.</li> <li>The affiliated shareholders are Mr. Pisith, Mrs. Kunthong, Miss Kridchanok, Miss Pichapim, Mr. Ekalak, and Mr. Ekaridh, all together holding 45% of the shares.</li> </ul>	<ul style="list-style-type: none"> <li>Service Revenue</li> </ul>	0.95	<p>IDF entered into a contract with BS to provide a variety of services, including factory cleaning, provision of utilities, staff recruitment, training, etc. The service fee for the aforementioned service is 200% higher than the service's cost. Therefore, IDF received a benefit from providing the service. This transaction is subject to general commercial conditions.</p>

## Purchase List

Person, Company/Type of Relationship	Transaction Characteristics	Value of Transaction (million Baht)	Necessity and Reasonableness of the Transaction
<b>1. Bangkok Master Wood Company Limited ("BMW")</b> <ul style="list-style-type: none"> <li>The affiliated directors are Mr. Pisith, Mrs. Kunthong, Miss Kridchanok, Miss Pichapim, Mr. Ekalak, and Mr. Ekaridh.</li> <li>The affiliated shareholders are Mr. Pisith, Mrs. Kunthong, Miss Kridchanok, Miss Pichapim, Mr. Ekalak, and Mr. Ekaridh, all together holding 100.0% of the shares.</li> </ul>	<ul style="list-style-type: none"> <li>Expenses from Purchasing Products</li> <li>Other Expenses</li> <li>Trade Accounts Payable</li> </ul>	207.84  0.11 13.95	<p>The Company purchased furniture made from rubber wood from BMW because the Corporate Group does not have the production machinery and it requires production techniques that the Corporate Group is unable to manufacture to sell at Index Living Mall. When the Company added the purchase cost with the profit margin as required, the product still had a competitive price with similar products in the market. The gross profit margin of the product was comparable to the gross profit margin of the Company's typical product sales. Therefore, the transaction was necessary, reasonable, and will continue in the future.</p> <p>IDF hired BMW to produce furniture from rubber wood because IDF does not have the production machinery and requires production techniques that IDF is unable to produce. IDF compared prices and trade terms between BMW and other suppliers. The price of BMW was cheaper than other suppliers. The terms and conditions were in normal business. IDF chose BMW to manufacture the product. Therefore, this transaction was necessary, reasonable, and will continue in the future.</p>

Person, Company/Type of Relationship	Transaction Characteristics	Value of Transaction (million Baht)	Necessity and Reasonableness of the Transaction
<b>2. East Coast Furnitech Public Company Limited ("ECF")</b>			
• Mr. Arak is the executive, director and major shareholder in this company, holding 15.8% of total shares.	• Expenses from Purchasing Products	202.36	The Company purchases furniture from ECF because ECF can create the products at a lower cost than the Company. When the Company added the purchase cost with the profit margin as required, the product still had a competitive price with a similar product in the market. The gross profit margin of the product was comparable to the gross profit margin of the Company's typical product sales.
	• Trade Accounts Payable	60.61	
<b>3. VV-Decor Company Limited ("VV-D")</b>			
• East Coast Furnitech Public Company Limited holds 99.95% of the total shares. Mr. Arak is an executive, director, and major shareholder in ECF, holding 15.8% of the total shares.	• Expenses from Purchasing Products	14.85	IDF purchases wood covering materials from VV-D for furniture production. IDF has compared prices and commercial conditions between VV-D and other suppliers. The selling price of VV-D is lower than that of other suppliers, and is in accordance with general commercial conditions.
	• Trade Accounts Payable	5.30	Therefore, the IDF decided to purchase the materials from VV-D. This transaction was necessary, reasonable, and will continue in the future.

### List of Land Lease Agreements

Person, Company/Type of Relationship	Transaction Characteristics	Value of Transaction (million Baht)	Necessity and Reasonableness of the Transaction
<b>1. Mr. Pisith Patamasatayasonthi ("Mr. Pisith")</b>			
• Director, executive, and shareholder of the Company, holding 3.0% of the paid-up capital.	• Land Rental Expenses	0.34	IDF rented 3 rai and 1.2 square wah of land. This was part of the Mahachai factory from Mr. Pisith beginning on January 1, 2017 for a period of 3 years. Mr. Pisith allowed the IDF to rent the space without any charges.
• The spouse of Mrs. Kunthong Udommahuntisuk ("Mrs. Kunthong").	• Other Payables	0.57	
• The father of Miss Kridchanok Patamasatayasonthi ("Miss Kridchanok"), Miss Pichapim Patamasatayasonthi ("Miss Pichapim"), Mr. Ekalak Patamasatayasonthi ("Mr. Ekalak") and Mr. Ekaridhi Patamasatayasonthi ("Mr. Ekaridhi")			As of March 15, 2019, IDF and Mr. Pisith agreed to amend the said contract. The new contract's lease period is from April 1, 2019 until March 31, 2049 which is a period of 30 years. The rental rate is 18,018 Baht per year between 2019 and 2022. The rental price will increase by 10% every three years. IDF hired an appraiser approved by the SEC to assess the rental rate of the said land. The appraiser was Prospec Appraisal Company Limited and they referenced the rental rate of the said appraisal in the rental price with general payment terms.



## List of Retail Spaces

Person, Company/Type of Relationship	Transaction Characteristics	Value of Transaction (million Baht)	Necessity and Reasonableness of the Transaction
<b>1. JV Resto Company Limited ("JV Resto")</b> <ul style="list-style-type: none"> <li>Mr. Ekalak, an executive director and major shareholder of the Company, is a director and major shareholder of the company, holding 25.0% of the shares.</li> <li>Miss. Wisarat, the spouse of Mr. Ekalak, is a major shareholder of the company holding 25.0% of the shares.</li> </ul>	<ul style="list-style-type: none"> <li>Revenue from Retail Space</li> <li>Deposits for Rentals</li> <li>Accounts Receivable</li> </ul>	3.51  0.60  0.13	JV Resto rented space in the Little Walk Community Mall Bangna Branch from TW for three years, from March 1, 2022 to February 28, 2025, to operate the "Shoyuu" restaurant business at a cost of 287.75 Baht per square meter and a service fee of 8% of monthly sales and leased the signage area in front of Little Walk Community Mall Bangna Branch for a "Shoyuu" sign which totaled 4.50 square meters with a rental rate of 444.44 Baht per square meter per month. This rental rate was comparable to other stores in the same area. This transaction is subject to general commercial conditions.

## List of Short-Term Loans

Person, Company/Type of Relationship	Transaction Characteristics	Value of Transaction (million Baht)	Necessity and Reasonableness of the Transaction
<b>2. Krobkrua Thammada Panich Company Limited</b> <ul style="list-style-type: none"> <li>Major shareholder of the Company, holding 40.259% of shares.</li> <li>The affiliated directors are Mr. Phisit, Mrs. Khandong, Miss Kritchanok, Miss Pitchapim, Mr. Ekaluk, and Mr. Ekaridh.</li> <li>The affiliated shareholders are Ms. Kritchanok, Ms. Pitchapim, Mr. Ekaluk, and Mr. Ekaridh, with a combined shareholding of 100.0%.</li> </ul>	<ul style="list-style-type: none"> <li>Interest expense</li> <li>Creditors - Short-term loans</li> </ul>	7.94  470.00	The Company received a short-term loan in the form of an unsecured promissory note from KTP in the amount of 500 million Baht which is repayable upon demand. The objective is to use it as the working capital of the Company. The credit term is 3 years, from March 1, 2023 to February 28, 2026, with an interest rate equal to the interest rate offered by commercial banks for similar short-term loans on the transaction date, minus 0.1% per year. Interest is due every month.



### 9.2.1 Measures or Procedures for Approving Connected Transactions

In regards to connected transactions or related transactions of the Company, the Company will comply with the rules and regulations of the Securities and Exchange Act B.E. 2535 (including additional amendments) and the relevant regulations of the Capital Market Supervisory Board and/or the Office of Securities and Exchange Commission, and the Stock Exchange of Thailand, and will also comply with the requirements regarding the disclosure of connected transactions in the notes of the financial statements which were audited by the auditor of the Company and the annual registration statement (56-1). In conducting such transactions, the Company will investigate and oversee any transactions that occur without any stakeholders involved with the benefits and make a decision regarding the connected transactions.

The Board of Directors established a process to approve connected transactions or related transactions under the framework of good ethics. This was screened by the Audit Committee with due regard for the benefit of the Company and the major shareholders by requiring that the Board of Directors and supervisors ensure compliance with the regulations of the Capital Market Supervisory Board, the Office of Securities and Exchange Commission, and the Stock Exchange of Thailand, as well as considering the disclosure of connected transactions or related transactions to the public to be accurate and complete.

In the case of normal business transactions or transactions that support the normal business of the Company or transactions that may continue in the future, the Company has a policy to specify the framework of the transaction in which there must be a trade agreement in the same way that an ordinary person would do to the general parties in the same situation by the bargaining power without any influence in the status of director, executive or related person and does not cause a transfer of benefits and/or is able to show that the transaction has a reasonable or fair price or condition. If the Board of Directors approves the above transaction framework as a general principle, the executive management of the Company will be able to immediately proceed with the said transaction as stated in the specified framework without having to propose such items for the approval of the Board of Directors again. The Company will prepare a summary report of connected

transactions or related transactions to report to the Audit Committee of the Company and the Meeting of the Board of Directors each quarter in order to comply with securities and the stock exchange laws, regulations, notifications, orders, or requirements of the Office of Securities and Exchange Commission, the Capital Market Supervisory Board and the Stock Exchange of Thailand.

If there are any connected transactions or other related transactions, the Company must propose them to the Audit Committee so that they can comment on the appropriateness of the price as well as the reasonability of such transactions. In the event that the Audit Committee has no expertise to consider connected transactions, the Company will provide people who have the knowledge and special expertise such as an independent auditor or an appraiser to provide an opinion on the connected transaction for the Board of Directors or shareholders to consider, as the case may be. Those who may have a conflict of interest or have an interest in the transaction will not have a right to vote to approve the connected transaction in order to be confident that entering into the said transaction would not move or transfer the interests of the Company but take into account the best interests of the Company and all shareholders. The Company will disclose the connected transactions in the notes to the financial statements that were audited by the auditor of the Company and Form 56-1 One report.



### 9.2.3 Policy regarding Future Connected Transactions or Related Transactions

In the event that there is a connected transaction or a related transaction in the future, the Company will comply with the Securities and Exchange Act B.E. 2535 (including amendments), regulations, notifications, orders, or requirements of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand. However, the transaction will not move or transfer the Company's benefits and will be taken into account for the best interest of the Company and its shareholders.

In the case of normal business transactions or transaction support of normal business or transactions that may continue in the future, the Company will specify the criteria and the guidelines on how to comply with the general trade practices with reference to the appropriate, fair, and reasonable price that can be verified. The transaction framework will be proposed to the Audit Committee for their opinion and the Board of Directors to consider and approve.

In addition, if there are any connected transactions or related transactions or there are any changes to the terms and conditions related to the transactions between major shareholders, directors, executives, or persons with a possible conflict of interest or a connected person of the Company, the directors who have a conflict of interest will not attend the Board Meetings for the agenda item related to the consideration of the said transaction.







# 3

## Part 3 Financial Statements







## Independent Auditor's Report

### To the Shareholders of Index Living Mall Public Company Limited

#### *Opinion*

I have audited the consolidated and separate financial statements of Index Living Mall Public Company Limited and its Subsidiaries (the “Group”) and of Index Living Mall Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2023, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2023 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

#### *Basis for Opinion*

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of inventories	
Refer to Notes 7 of the consolidated and separate financial statements.	
The key audit matter	How the matter was addressed in the audit
<p>The Group/Company's inventories are material to the financial statements where are measured at the lower of cost and net realizable value. High market competition affects to the determination of the Group/Company's selling price. Moreover, some of the group/company's inventories are rapid change of popularity of products. Therefore, there is a risk that inventories may be presented at cost higher than net realizable value including the occurrence of the inventory obsolescence. The Group/Company considers the allowance for decline in value and obsolescence by the management estimates and judgment. Consequently, I consider that this is a significant matter.</p>	<p>My audit procedures included the following:</p> <ul style="list-style-type: none"> <li>• Understanding the policies and procedures that the Group/Company's management applied for setting up allowance for decline in value of inventories;</li> <li>• Testing on a sample basis items in the stock aging report and corroborated on whether these items were classified in the appropriate aging bracket;</li> <li>• Performing test on a sample basis of net realisable value of inventories by investigating with the sales documents after period end whether there were any sales at price lower than cost to assess management's estimates and decision whether the allowance for decline in value of inventories was appropriate and adequate;</li> <li>• Considering the historical accuracy of the allowance for decline in value of inventories for evaluating the appropriateness of the assumptions made in the current year and assessing the reasonableness of assumptions made by management on the extent of long-outstanding inventories and sales at price lower than cost to consider the appropriateness of the decline in value of inventories;</li> <li>• Considering of the adequacy of the Group/Company's disclosures in accordance with the related Thai Financial Reporting Standards.</li> </ul>

### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

### *Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements*

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Sasithorn Pongadisak)  
 Certified Public Accountant  
 Registration No. 8802

KPMG Phoomchai Audit Ltd.  
 Bangkok  
 28 February 2024

## Statement of financial position

Index Living Mall Public Company Limited and its subsidiaries

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2023	2022	2023	2022
(in Baht)					
Current assets					
Cash and cash equivalents	4	273,527,403	77,230,475	129,073,007	54,474,195
Trade accounts receivable	3, 5	381,225,036	233,745,678	421,122,408	260,591,575
Other current receivables	3, 6	321,680,450	285,455,162	257,635,934	240,206,835
Inventories	7	1,747,850,043	1,586,346,424	1,739,283,097	1,589,544,804
Other current assets		13,400,189	13,748,718	12,300,449	13,161,518
Total current assets		2,737,683,121	2,196,526,457	2,559,414,895	2,157,978,927
Non-current assets					
Other non-current financial assets	20	19,872,000	17,450,000	-	-
Investments in subsidiaries	8	-	-	998,248,393	980,398,400
Investment properties	9	1,900,087,133	1,876,789,720	1,450,573,972	1,572,311,226
Property, plant and equipment	10	4,474,242,296	4,687,843,608	3,875,800,509	4,043,015,473
Right-of-use assets	11	2,919,253,567	2,946,542,327	3,281,333,517	3,337,673,762
Intangible assets		46,424,166	32,519,604	35,412,483	21,595,798
Deferred tax assets	17	174,583,147	160,642,689	118,725,165	106,955,286
Other non-current assets		52,326,013	113,233,974	46,616,232	99,234,869
Total non-current assets		9,586,788,322	9,835,021,922	9,806,710,271	10,161,184,814
Total assets		12,324,471,443	12,031,548,379	12,366,125,166	12,319,163,741

The accompanying notes are an integral part of these financial statements.

## Statement of financial position

Index Living Mall Public Company Limited and its subsidiaries

Liabilities and equity	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2023	2022	2023	2022
(in Baht)					
Current liabilities					
Short-term borrowings from financial institutions	12, 20	400,000,000	793,000,000	380,000,000	663,000,000
Trade accounts payables	3, 20	750,503,519	691,259,708	991,404,894	938,929,182
Deposit for purchase of inventory	20	390,997,639	409,567,081	390,997,639	409,567,081
Accrued expenses	20	264,329,501	235,335,534	254,228,344	224,645,446
Other current payables	3, 20	260,524,038	254,291,760	185,896,843	195,973,122
Current portion of long-term borrowings					
from financial institutions	12	-	244,386,555	-	244,386,555
Current portion of lease liabilities	3, 12	44,985,020	34,777,148	120,034,325	107,797,655
Short-term borrowings and interest payable					
from related parties	3, 12, 20	470,128,767	-	940,369,411	710,374,038
Corporate income tax payable		77,317,726	24,179,629	45,600,485	-
Other current liabilities	3	44,622,082	32,617,158	35,344,171	29,279,415
Total current liabilities		2,703,408,292	2,719,414,573	3,343,876,112	3,523,952,494
Non-current liabilities					
Long-term borrowings from financial institutions	12, 20	-	99,080,813	-	99,080,813
Lease liabilities	3, 12, 20	2,991,521,410	2,929,725,448	3,229,481,237	3,232,091,519
Non-current provisions for employee benefits	13	280,043,083	265,534,635	193,898,740	182,126,989
Other non-current liabilities	3	370,971,104	349,812,072	178,802,144	195,727,661
Total non-current liabilities		3,642,535,597	3,644,152,968	3,602,182,121	3,709,026,982
Total liabilities		6,345,943,889	6,363,567,541	6,946,058,233	7,232,979,476
Equity					
Share capital:					
Authorised share capital					
(505 million ordinary shares, par value at					
Baht 5 per share)					
		2,525,000,000	2,525,000,000	2,525,000,000	2,525,000,000
Issued and paid-up share capital					
(505 million ordinary shares, par value at					
Baht 5 per share)					
		2,525,000,000	2,525,000,000	2,525,000,000	2,525,000,000
Share premium on ordinary shares		1,741,109,855	1,741,109,855	1,741,109,855	1,741,109,855
Retained earnings					
Appropriated legal reserve	14	252,500,000	252,500,000	252,500,000	252,500,000
Unappropriated		1,446,091,175	1,149,364,379	901,457,078	567,574,410
Equity attributable to owners of the parent		5,964,701,030	5,667,974,234	5,420,066,933	5,086,184,265
Non-controlling interests		13,826,524	6,604	-	-
Total equity		5,978,527,554	5,667,980,838	5,420,066,933	5,086,184,265
Total liabilities and equity		12,324,471,443	12,031,548,379	12,366,125,166	12,319,163,741

The accompanying notes are an integral part of these financial statements.

## Statement of comprehensive income

Index Living Mall Public Company Limited and its subsidiaries

		Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
	Note	2023	2022	2023	2022
		(in Baht)			
<b>Revenue</b>					
Revenue from sale of goods	3, 15	8,617,356,460	8,250,851,791	8,579,737,589	8,214,881,550
Revenue from rental and rendering of services	3, 9, 15	691,767,772	638,003,390	484,587,457	469,124,426
Dividend income	3, 8	-	660,357	431,999,820	259,199,892
Interest income	3	723,080	301,021	446,629	285,345
Other income	3	102,999,412	106,188,528	135,399,896	123,674,872
Net foreign exchange gain		3,367,354	12,975,817	2,072,327	12,476,429
<b>Total revenue</b>		<b>9,416,214,078</b>	<b>9,008,980,904</b>	<b>9,634,243,718</b>	<b>9,079,642,514</b>
<b>Expenses</b>					
	3, 16				
Costs of sales of goods	7	4,682,744,258	4,565,751,108	5,144,240,361	5,008,011,560
Costs of rental and rendering of services		343,031,341	311,701,537	200,086,863	207,411,756
Selling and distribution expenses		2,178,931,001	2,097,336,876	2,229,261,832	2,144,595,268
Administrative expenses		1,133,135,248	1,038,839,618	991,704,822	890,720,168
<b>Total expenses</b>		<b>8,337,841,848</b>	<b>8,013,629,139</b>	<b>8,565,293,878</b>	<b>8,250,738,752</b>
<b>Profit from operating activities</b>		<b>1,078,372,230</b>	<b>995,351,765</b>	<b>1,068,949,840</b>	<b>828,903,762</b>
Finance costs	3	215,940,587	214,335,192	232,721,738	236,422,361
<b>Profit before income tax expense</b>		<b>862,431,643</b>	<b>781,016,573</b>	<b>836,228,102</b>	<b>592,481,401</b>
Tax expense	17	(139,784,730)	(121,950,562)	(73,095,434)	(61,313,983)
<b>Profit for the year</b>		<b>722,646,913</b>	<b>659,066,011</b>	<b>763,132,668</b>	<b>531,167,418</b>

The accompanying notes are an integral part of these financial statements.



## Statement of comprehensive income

Index Living Mall Public Company Limited and its subsidiaries

		Consolidated financial statements		Separate financial statements	
		Year ended 31 December		Year ended 31 December	
	Note	2023	2022	2023	2022
		(in Baht)			
<b>Profit attributable to:</b>					
Owners of the parent		725,976,796	659,064,445	763,132,668	531,167,418
Non-controlling interests		(3,329,883)	1,566	-	-
		<b>722,646,913</b>	<b>659,066,011</b>	<b>763,132,668</b>	<b>531,167,418</b>
<b>Total comprehensive income attributable to:</b>					
Owners of the parent		725,976,796	659,064,445	763,132,668	531,167,418
Non-controlling interests		(3,329,883)	1,566	-	-
		<b>722,646,913</b>	<b>659,066,011</b>	<b>763,132,668</b>	<b>531,167,418</b>
<b>Basic earnings per share</b>	18	<b>1.44</b>	<b>1.31</b>	<b>1.51</b>	<b>1.05</b>

The accompanying notes are an integral part of these financial statements.



## Statement of changes in equity

Index Living Mall Public Company Limited and its subsidiaries

	Note	Consolidated financial statements							Total equity
		Retained earnings		Other components of equity					
		Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Unappropriated	Translation reserve (in Baht)	Total other components of equity	Equity attributable to owners of the parent	
Year ended 31 December 2022									
Balance at 1 January 2022		2,525,000,000	1,741,109,855	243,600,000	802,200,516	(2,094,382)	(2,094,382)	5,309,815,989	5,311,104,538
Transactions with owners, recorded directly in equity									
Distributions to owners of the parent									
Dividends to owners of the Company	19	-	-	-	(303,000,000)	-	-	(303,000,000)	(303,000,000)
Total distributions to owners of the parent		-	-	-	(303,000,000)	-	-	(303,000,000)	(303,000,000)
Changes in ownership interests in subsidiaries									
Liquidation of subsidiary		-	-	-	(582)	2,094,382	2,094,382	2,093,800	810,289
Total changes in ownership interests in subsidiaries		-	-	-	(582)	2,094,382	2,094,382	2,093,800	810,289
Total transactions with owners, recorded directly in equity		-	-	-	(303,000,582)	2,094,382	2,094,382	(300,906,200)	(302,189,711)
Comprehensive income for the year									
Profit or loss		-	-	-	659,064,445	-	-	659,064,445	659,066,011
Total comprehensive income for the year		-	-	-	659,064,445	-	-	659,064,445	659,066,011
Transfer to legal reserve		-	-	8,900,000	(8,900,000)	-	-	-	-
Balance at 31 December 2022		2,525,000,000	1,741,109,855	252,500,000	1,149,364,379	-	-	5,667,974,234	5,667,980,838

The accompanying notes are an integral part of these financial statements.



## Statement of changes in equity

Index Living Mall Public Company Limited and its subsidiaries

	Note	Consolidated financial statements					
		Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings		Equity attributable to owners of the parent	Non-controlling interests
				Legal reserve	Unappropriated		
				(in Baht)			
Year ended 31 December 2023							
Balance at 1 January 2023		2,525,000,000	1,741,109,855	252,500,000	1,149,364,379	5,667,974,234	6,604
Transactions with owners, recorded directly in equity							
<i>Distributions to owners of the parent</i>							
Dividends to owners of the Company	19	-	-	-	(429,250,000)	(429,250,000)	-
<i>Total distributions to owners of the parent</i>		-	-	-	(429,250,000)	(429,250,000)	-
<i>Changes in ownership interests in subsidiaries</i>							
Call for paid-up share capital of subsidiary		-	-	-	-	-	17,149,803
<i>Total changes in ownership interests in subsidiaries</i>		-	-	-	-	-	17,149,803
Total transactions with owners, recorded directly in equity		-	-	-	(429,250,000)	(429,250,000)	17,149,803
Comprehensive income for the year							
Profit or loss		-	-	-	725,976,796	725,976,796	(3,329,883)
Total comprehensive income for the year		-	-	-	725,976,796	725,976,796	(3,329,883)
Balance at 31 December 2023		2,525,000,000	1,741,109,855	252,500,000	1,446,091,175	5,964,701,030	13,826,524
							5,978,527,554

The accompanying notes are an integral part of these financial statements.



## Statement of changes in equity

Index Living Mall Public Company Limited and its subsidiaries

	Separate financial statements				
	Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings		Total equity
			Legal reserve	Unappropriated	
			(in Baht)		
<b>Year ended 31 December 2022</b>					
<b>Balance at 1 January 2022</b>	<b>2,525,000,000</b>	<b>1,741,109,855</b>	<b>243,600,000</b>	<b>348,306,992</b>	<b>4,858,016,847</b>
<b>Transactions with owners, recorded directly in equity</b>					
<i>Distributions to owners</i>					
Dividends to owners of the Company	-	-	-	(303,000,000)	(303,000,000)
<b>Total transactions with owners, recorded directly in equity</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(303,000,000)</b>	<b>(303,000,000)</b>
<b>Comprehensive income for the year</b>					
Profit or loss	-	-	-	531,167,418	531,167,418
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>531,167,418</b>	<b>531,167,418</b>
Transfer to legal reserve	-	-	8,900,000	(8,900,000)	-
<b>Balance at 31 December 2022</b>	<b>2,525,000,000</b>	<b>1,741,109,855</b>	<b>252,500,000</b>	<b>567,574,410</b>	<b>5,086,184,265</b>

The accompanying notes are an integral part of these financial statements.





## Statement of changes in equity

Index Living Mall Public Company Limited and its subsidiaries

	Separate financial statements					Total equity
	Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings			
			Legal reserve	Unappropriated		
			(in Baht)			
<b>Year ended 31 December 2023</b>						
<b>Balance at 1 January 2023</b>	<b>2,525,000,000</b>	<b>1,741,109,855</b>	<b>252,500,000</b>	<b>567,574,410</b>	<b>5,086,184,265</b>	
<b>Transactions with owners, recorded directly in equity</b>						
<i>Distributions to owners</i>						
Dividends to owners of the Company	-	-	-	(429,250,000)	(429,250,000)	
<b>Total transactions with owners, recorded directly in equity</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(429,250,000)</b>	<b>(429,250,000)</b>	
<b>Comprehensive income for the year</b>						
Profit or loss	-	-	-	763,132,668	763,132,668	
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>763,132,668</b>	<b>763,132,668</b>	
<b>Balance at 31 December 2023</b>	<b>2,525,000,000</b>	<b>1,741,109,855</b>	<b>252,500,000</b>	<b>901,457,078</b>	<b>5,420,066,933</b>	

The accompanying notes are an integral part of these financial statements.

# Statement of comprehensive income

Index Living Mall Public Company Limited and its subsidiaries

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2023	2022	2023	2022
	(in Baht)			
<b>Cash flows from operating activities</b>				
Profit for the year	722,646,913	659,066,011	763,132,668	531,167,418
<i>Adjustments to reconcile profit to cash receipts (payments)</i>				
Tax expense	139,784,730	121,950,562	73,095,434	61,313,983
Finance costs	215,940,587	214,335,192	232,721,738	236,422,361
Depreciation and amortisation	818,566,620	830,608,677	748,916,501	760,616,618
Provisions for employee benefit	25,252,847	26,462,531	18,338,691	19,470,696
Provision for customer royalty program	11,849,551	4,342,046	11,849,551	4,342,046
Unrealised (gain) loss on foreign exchange	(2,073,089)	424,313	(1,830,425)	408,204
(Reversal of) expected credit loss	(5,736,112)	100,890	(7,341,227)	(808,155)
Loss (gain) on inventories devaluation	(502,299)	6,699,018	891,984	8,401,150
Reversal of impairment loss on investment in subsidiary	-	(1,251,786)	-	(2,062,073)
Loss (gain) on disposal of property, plant and equipment	131,332	(10,597,800)	88,849	(2,739,564)
Loss on write-off of property, plant and equipment	7,282,159	22,676,424	6,850,159	21,408,925
Loss on write-off of investment properties	1,033,829	1,386,733	156,245	1,379,791
Gain on termination of right-of-use assets	(548)	(4,761,707)	(548)	(786,729)
Gain on disposal of right-of-use assets	-	(2,383,483)	-	(2,383,483)
Loss on write-off of intangible assets	46	71,795	-	71,795
Amortisation leasehold rights income	(9,033,333)	(9,033,333)	(9,033,333)	(9,033,333)
Reversal of product repairment provision	(2,459,341)	(344,873)	(2,459,341)	(344,873)
Provision for impairment loss on intangible assets	8	-	8	-
Interest income	(723,080)	(301,021)	(446,629)	(285,345)
Dividend income	-	(660,357)	(431,999,820)	(259,199,892)
Loss (gain) on fair value adjustment	(2,422,000)	2,966,385	-	4,835,421
	1,919,538,820	1,861,756,217	1,402,930,505	1,372,194,961
<i>Changes in operating assets and liabilities</i>				
Trade accounts receivable	(140,877,410)	(15,886,700)	(152,404,229)	(46,234,119)
Other current receivables	(32,398,784)	18,209,766	(16,965,318)	(9,720,352)
Inventories	(161,001,320)	64,804,321	(150,630,277)	59,050,956
Other current assets	348,529	(1,297,461)	861,069	(1,555,382)
Other non-current assets	60,907,961	20,269,480	52,618,637	27,812,696
Trade accounts payable	60,176,613	(63,861,338)	53,245,339	(297,389,468)
Deposit for purchase of inventory	(18,569,442)	(64,162,983)	(18,569,442)	(64,162,983)
Accrued expenses	28,993,967	51,412,541	29,582,898	47,825,808
Other current payables	22,763,991	(22,957,594)	12,362,285	(25,574,558)
Other current liabilities	12,004,924	8,023,759	6,064,756	8,145,518
Non-current provisions for employee benefits	(10,744,399)	(4,055,088)	(6,566,940)	(745,267)
Other non-current liabilities	32,651,706	14,793,251	(5,432,843)	(6,415,754)
Net cash generated from operations	1,773,795,156	1,867,048,171	1,207,096,440	1,063,232,056
Taxes paid	(103,949,813)	(86,860,665)	(39,264,828)	(18,583,982)
<b>Net cash from operating activities</b>	<b>1,669,845,343</b>	<b>1,780,187,506</b>	<b>1,167,831,612</b>	<b>1,044,648,074</b>

The accompanying notes are an integral part of these financial statements.

## Statement of cash flows

Index Living Mall Public Company Limited and its subsidiaries

	Consolidated financial statements		Separate financial statements	
	Year ended 31 December		Year ended 31 December	
	2023	2022	2023	2022
	(in Baht)			
<b><i>Cash flows from investing activities</i></b>				
Interest received	534,720	112,661	258,269	145,093
Dividends received	-	660,357	431,999,820	259,199,892
Acquisition of subsidiary	-	-	(17,849,993)	-
Proceeds from liquidation of subsidiary	-	2,062,073	-	2,062,073
Acquisition of property, plant and equipment	(326,294,551)	(254,316,952)	(270,240,550)	(223,795,295)
Proceeds from sale of property, plant and equipment	6,529,982	14,204,454	6,116,931	6,048,191
Acquisition of investment properties	(138,955,991)	(61,236,226)	(11,200,035)	(40,912,952)
Acquisition of rights-of-use assets	(52,339,067)	(100,030,044)	(52,339,067)	(100,030,044)
Proceeds from sale of right-of-use assets	-	15,079,759	-	14,700,000
Acquisition of intangible assets	(31,062,795)	(16,689,960)	(24,151,245)	(15,946,160)
Proceeds from repayment of loans to related parties	-	-	35,000,000	71,000,000
Repayment of loans to related parties	-	-	(35,000,000)	(42,000,000)
<b>Net cash (used in) from investing activities</b>	<b>(541,587,702)</b>	<b>(400,153,878)</b>	<b>62,594,130</b>	<b>(69,529,202)</b>
<b><i>Cash flows from financing activities</i></b>				
Repayment of short-term borrowings				
from financial institutions	(7,292,000,000)	(8,662,500,000)	(7,122,000,000)	(6,503,500,000)
Proceeds from short-term borrowings				
from financial institutions	6,899,000,000	8,692,500,000	6,839,000,000	6,845,500,000
Proceeds from borrowings from related parties	3,640,000,000	-	8,522,000,000	5,089,000,000
Repayment of borrowings from related parties	(3,170,000,000)	-	(8,292,000,000)	(4,892,000,000)
Repayment of long-term borrowings from financial institutions	(343,467,368)	(869,458,554)	(343,467,368)	(869,458,554)
Payment of lease liabilities	(35,648,876)	(53,070,366)	(97,381,202)	(113,834,642)
Dividends paid to owners of the Company	(429,250,597)	(302,978,605)	(429,250,597)	(302,978,605)
Call for paid-up share capital of subsidiary	17,149,803	-	-	-
Interest paid	(217,742,704)	(214,375,256)	(232,727,763)	(236,399,355)
<b>Net cash used in financing activities</b>	<b>(931,959,742)</b>	<b>(1,409,882,781)</b>	<b>(1,155,826,930)</b>	<b>(983,671,156)</b>
Net (decrease) increase in cash and cash equivalents,				
before effect of exchange rate changes	196,297,899	(29,849,153)	74,598,812	(8,552,284)
Effect of exchange rate changes on cash and cash equivalents	(971)	(5,927)	-	-
<b>Net (decrease) increase in cash and cash equivalents</b>	<b>196,296,928</b>	<b>(29,855,080)</b>	<b>74,598,812</b>	<b>(8,552,284)</b>
Cash and cash equivalents at 1 January	77,230,475	107,085,555	54,474,195	63,026,479
<b>Cash and cash equivalents at 31 December</b>	<b>273,527,403</b>	<b>77,230,475</b>	<b>129,073,007</b>	<b>54,474,195</b>

The accompanying notes are an integral part of these financial statements.

## Statement of comprehensive income

Index Living Mall Public Company Limited and its subsidiaries

	Consolidated financial statements		Separate financial statements	
	Year ended 31 December		Year ended 31 December	
	2023	2022	2023	2022
	(in Baht)			

### Supplementary disclosure of cash flows information :

#### Non-cash transactions

Acquisition of property, plant and equipment, investment properties and intangible assets for which payment has not yet been made	10,532,570	51,288,512	-	53,933,296
Initial recognition of right-of-use assets	107,652,708	218,487,441	107,007,589	-
Reclassifies from current portion of long-term borrowings to long-term borrowings	-	244,386,555	-	244,386,555
Reclassifies from investment properties to property, plant and equipment	26,755,875	2,466,287	26,126,267	-
Reclassifies from investment properties to right-of-use assets	-	10,506,456	37,432,424	10,506,456
Reclassifies from property, plant and equipment to investment properties	-	700,437	-	-
Reclassifies from right-of-use assets to investment properties	-	270,329,136	-	183,449,670
Reclassifies from right-of-use assets to property, plant and equipment	2,315,296	3,016,912	2,315,296	3,016,912
Dividend payable	41,170	41,767	41,170	41,767

The accompanying notes are an integral part of these financial statements.



## Notes to the financial statements

Index Living Mall Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Note	Contents
1	General information
2	Basis of preparation of the financial statements
3	Related parties
4	Cash and cash equivalents
5	Trade accounts receivable
6	Other current receivables
7	Inventories
8	Investments in subsidiaries
9	Investment properties
10	Property, plant and equipment
11	Leases
12	Interest-bearing liabilities
13	Non-current provisions for employee benefits
14	Legal reserve
15	Segment information and disaggregation of revenue
16	Expenses by nature
17	Income tax
18	Basic earnings per share
19	Dividends
20	Financial instruments
21	Capital management
22	Commitments with non-related parties
23	Events after the reporting period

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 28 February 2024.

## **1 General information**

Index Living Mall Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 26 July 2019. The Company’s registered office at 147 Rama 2 Soi 50, Rama 2 road, Samaedam, Bangkhunthien, Bangkok, Thailand.

The Company’s major shareholders during the financial year were Tummada Panich Family Co., Ltd. (40.26% shareholding) and Patamasatayasonthi Family (29.04% shareholding).

The principal activities of the Company and subsidiaries are retail and wholesale furniture, electronic and home decorative product, rental and services area. The Company’s subsidiaries are manufacturing, import and export and distributor furniture, home appliance, rental area, warehouse rental and franchise. Details of the Company’s subsidiaries as at 31 December 2023 and 2022 are given in note 8.

## **2 Basis of preparation of the financial statements**

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies, described in the notes, have been applied consistently to all periods presented in these financial statements.

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”). The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

### 3 Related parties

A related party is a person or entity that has direct or indirect control or has significant influence over the financial and managerial decision-making of the Group; a person or entity that is under common control or under the same significant influence as the Group; or a person or entity over which the Group has direct or indirect control or has significant influence over the financial and managerial decision-making.

Relationships with subsidiaries are described in note 8. Other related parties that the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation	Nature of relationships
Bangkok Master Woods Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich C.H. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich H.Y. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich K.K. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich N.R. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich P.L. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich P.Y. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich R.Y. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich S.N. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich U.D. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich B.N. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich C.M. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich R.P. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich K.N. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich C.T. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich H.Q. Co., Ltd.	Thailand	Common major shareholders and directors
Maitummada Panich Ekachai Co., Ltd.	Thailand	Common major shareholders and directors
Tummada Panich Family Co., Ltd.	Thailand	Common major shareholders and directors
East Coast Furnitech Public Company Limited.	Thailand	Spouse of common major shareholders and directors

<i>Significant transactions with related parties</i> <i>Year ended 31 December</i>	<b>Consolidated</b> <b>financial statements</b>		<b>Separate</b> <b>financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Subsidiaries</b>				
Revenue from sale of goods	-	-	5,905	4,358
Revenue from rental and rendering of services	-	-	328,388	283,040
Dividend income	-	-	432,000	259,200
Interest income	-	-	55	40
Supporting service income	-	-	50,200	48,026
Other income	-	-	5,792	1,524
Purchase of goods	-	-	1,863,930	1,876,750
Service expense	-	-	73,513	66,593
Other selling and administrative expense	-	-	31,782	29,878
Interest expense	-	-	38,313	42,796
Purchase of assets	-	-	5,471	8,708

<b>Significant transactions with related parties</b> <b>Year ended 31 December</b>	<b>Consolidated</b> <b>financial statements</b>		<b>Separate</b> <b>financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Key management personnel</b>				
Key management personnel compensation				
Short-term employee benefits	151,998	144,467	99,966	92,670
Post-employment benefits	2,145	3,504	1,681	2,876
<b>Total key management personnel compensation</b>	<b>154,143</b>	<b>147,971</b>	<b>101,647</b>	<b>95,546</b>
<b>Other related parties</b>				
Revenue from sale of goods	30,151	22,732	836	2,008
Revenue from rental and rendering of services	3,819	4,100	36	5
Dividend income	-	660	-	-
Supporting service income	275	660	36	120
Other income	4,126	5,242	96	-
Sale of assets	-	1,888	-	-
Purchase of goods	455,963	292,433	410,542	261,720
Service expense	22,310	18,809	16,013	12,515
Others selling and administrative expenses	82,270	67,361	69,448	54,539
Interest expense	122,818	102,368	112,336	101,263
<b>Balances with related parties</b> <b>At 31 December</b>				
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Trade accounts receivable</b>				
Subsidiaries	-	-	69,917	60,624
Other related parties	5,149	10,429	100	158
<b>Total</b>	<b>5,149</b>	<b>10,429</b>	<b>70,017</b>	<b>60,782</b>
<b>Other current receivables</b>				
Subsidiaries	-	-	824	1,241
Other related parties	-	347	-	153
<b>Total</b>	<b>-</b>	<b>347</b>	<b>824</b>	<b>1,394</b>
<b>Trade accounts payable</b>				
Subsidiaries	-	-	474,697	469,356
Other related parties	82,047	49,069	74,557	43,668
<b>Total</b>	<b>82,047</b>	<b>49,069</b>	<b>549,254</b>	<b>513,024</b>
<b>Other current payables</b>				
Subsidiaries	-	-	7,759	6,847
Other related parties	-	19	-	-
<b>Total</b>	<b>-</b>	<b>19</b>	<b>7,759</b>	<b>6,847</b>



<b>Balances with related parties</b> <b>At 31 December</b>	<b>Consolidated</b> <b>financial statements</b>		<b>Separate</b> <b>financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Lease liabilities</b>				
Subsidiaries	-	-	666,709	740,266
Other related parties	1,716,394	1,709,449	1,538,096	1,517,691
<b>Total</b>	<b>1,716,394</b>	<b>1,709,449</b>	<b>2,204,805</b>	<b>2,257,957</b>
<b>Other current liabilities</b>				
Other related parties	-	275	-	-
<b>Total</b>	<b>-</b>	<b>275</b>	<b>-</b>	<b>-</b>
<b>Short-term loans from and interest payable</b>				
<b>Subsidiaries</b>				
Short-term loans from	-	-	470,000	710,000
Interest payable	-	-	240	374
<b>Total</b>	<b>-</b>	<b>-</b>	<b>470,240</b>	<b>710,374</b>
<b>Other related parties</b>				
Short-term loans from	470,000	-	470,000	-
Interest payable	129	-	129	-
<b>Total</b>	<b>470,129</b>	<b>-</b>	<b>470,129</b>	<b>-</b>

As at 31 December 2023, the Company had unsecured of short-term loans from subsidiaries and other related parties amounting to Baht 470.00 million and Baht 470.00 million, respectively (2022: from subsidiaries amounting to Baht 710.00 million), the repayment is at call, with an interest rate at the rate of 1.00% - 1.25% and 2.50% per annum, respectively (2022: rate of 0.38% - 1.73% per annum).

	<b>Consolidated</b> <b>financial statements</b>		<b>Separate</b> <b>financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Other non-current liabilities</b>				
Other related parties	619	609	-	-
<b>Total</b>	<b>619</b>	<b>609</b>	<b>-</b>	<b>-</b>

#### **Commitments with related parties**

	<b>Separate</b> <b>financial statements</b>	
	2023	2022
	<i>(in thousand Baht)</i>	
<b>Other commitments</b>		
Bank guarantees credit facilities	1,619,388	1,669,489
Building service area contracts	22,834	67,084
Land and building lease agreement	53,200	-
<b>Total</b>	<b>1,695,422</b>	<b>1,736,573</b>

### ***Significant contracts with related parties***

#### ***Land and retail space lease contracts***

The Company has land and retail space lease contracts with several related parties. The Company will pay monthly rental fee in total amount of Baht 6.98 million. Moreover, the Company paid advance leasehold rights in amount of Baht 514 million and will be amortized by Baht 2 million per month. The period of contracts are available for 3 - 20 years 6 months and will be expired in 2033 - 2039.

#### ***Land and structures contract***

The Company has land and structures contract with Index Interfurn Co., Ltd. (subsidiary). The Company will pay monthly rental fee in total amount of Baht 3 million. The period of contracts are 7 years and will be expired in 2030.

The Company has land and structures contract with Index Interfurn Co., Ltd. (subsidiary). The Company will pay monthly rental fee in total amount of Baht 2.22 million. The period of contracts is 3 years and will be expired in 2025.

#### ***Warehouse service contract***

The Company has warehouse service contract with Index Interfurn Co., Ltd. (subsidiary). The Company will pay monthly service fee in total amount of Baht 1.05 million. The period of contract is 1 years.

#### ***Warehouse rental contract***

The Company has warehouse rental contract with Bangkok Casa Co., Ltd. (subsidiary). The Company will pay monthly rental fee in total amount of Baht 4 million. The period of contract is 3 years and will be expired in September of 2024. The contract can be renewable for a period of 3 years.

#### ***Land lease contracts***

Index Interfurn Co., Ltd. (subsidiary) has land lease contract with several related parties. The subsidiary will pay monthly rental fee in amount of Baht 1.15 million. Moreover, the Company paid advance leasehold rights in amount of Baht 55 million and will be amortized by Baht 0.23 million per month. The period of contracts is 20 - 30 years and contracts will be expired in 2035 - 2049.

#### ***Building and equipment rental contracts***

The Company has the building and equipment rental contract with The Walk Co., Ltd. (subsidiary). The Company will receive the monthly rental fee of Baht 16.10 million. The contract has the period of 3 years and expired in 2023 which the new contract is in the process of being signed.

The Company has the building and equipment rental contract with The Walk Co., Ltd. (subsidiary). The Company will receive the monthly rental fee of Baht 1.28 million. The contract has the period of 3 years and will be expired in 2025.

The Company has the building and equipment rental contract with The Walk Co., Ltd. (subsidiary). The Company received the monthly rental fee of Baht 0.44 million. The contract has the period of 3 years, from 1 March 2023 to 28 February 2026.

#### *Building sale area service contract*

The Company has the building sale area service contract with The Walk Co., Ltd. (subsidiary). The Company will pay monthly service fee in amount of Baht 4.25 million. The contract has the period of 3 years and expired in 2023 which the new contract is in the process of being signed.

The Company has the building sale area service contract with The Walk Co., Ltd. (subsidiary). The Company will pay monthly service fee in amount of Baht 0.45 million. The contract has the period of 3 years and will be expired in 2025.

The Company has the building sale area service contract with The Walk Co., Ltd. (subsidiary). The Company will pay monthly service fee in amount of Baht 0.45 million. The contract has the period of 3 years, from 1 March 2023 to 28 February 2026.

#### *Supporting service contract*

The Company has a supporting service contract with The Walk Co., Ltd. (subsidiary). The Company will provide the supporting service for the operation. The Company will receive the monthly supporting service fee of Baht 4.2 million, for a period of 3 years, from 1 January 2021 to 31 December 2023 which the new contract is in the process of being signed.

#### *Franchise contract*

The Company has franchise contract with Index Living Mall Inter Co., Ltd. (subsidiary). The contract will be monthly charged in amounting of Baht 1.6 million. The period of contract is available for 5 years and has extension option for 5 years. The contract will be expired in 2028. In addition, Index Living Mall Inter Co., Ltd. will pay the license fee of Baht 0.96 million per year.

#### *Bank guarantees*

The Company provide the guarantee for credit facilities of Index Interfurn Co., Ltd. (subsidiary) with several financial institutions. The purposed is for the liquidity for operation of the subsidiary.

## **4 Cash and cash equivalents**

#### *Accounting policy*

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand are a component of cash and cash equivalents for the purpose of the statement of cash flows.

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Cash on hand	7,248	8,521	6,186	7,557
Cash at banks - current accounts	5,571	3,855	2,729	830
Cash at banks - savings accounts	247,166	62,405	109,772	43,987
Cheques on hand	13,542	2,449	10,386	2,100
<b>Cash and cash equivalents in the statement of financial position</b>	<b>273,527</b>	<b>77,230</b>	<b>129,073</b>	<b>54,474</b>

## 5 Trade accounts receivable

### *Accounting policy*

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when incurred.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

	Consolidated financial statements		Separate financial statements	
<i>At 31 December</i>	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Within credit terms	132,336	89,000	126,245	91,694
Overdue:				
Less than 3 months	176,842	127,075	224,421	156,616
3 - 6 months	68,867	24,351	68,652	18,722
6 - 12 months	3,345	1,597	1,875	775
More than 12 months	8,312	5,661	5,685	5,607
<b>Total</b>	<b>389,702</b>	<b>247,684</b>	<b>426,878</b>	<b>273,414</b>
Less allowance for expected credit loss	(8,477)	(13,938)	(5,756)	(12,822)
<b>Net</b>	<b>381,225</b>	<b>233,746</b>	<b>421,122</b>	<b>260,592</b>

	Consolidated financial statements		Separate financial statements	
<i>Allowance for expected credit loss</i>	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
At 1 January	13,938	14,335	12,822	13,609
Addition (decrease)	(5,461)	76	(7,066)	(787)
Write-off	-	(473)	-	-
<b>At 31 December</b>	<b>8,477</b>	<b>13,938</b>	<b>5,756</b>	<b>12,822</b>

Information of credit risk is disclosed in note 20 (b.1).

## 6 Other current receivables

### *Accounting policy*

An other current receivable is recognised when the Group has an unconditional right to receive consideration.

An other current receivable is measured at transaction price less allowance for expected credit loss which is determined based on an analysis of payment histories and future expectations of customer payments. Bad debts are written off when incurred.



	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Accrued income	145,130	142,053	140,281	138,448
Prepayment for purchase of inventory	102,533	70,697	62,235	53,817
Prepaid expenses	46,629	39,108	44,081	35,357
Tax refund	18,918	24,157	7,154	7,154
Undue value added tax	7,201	8,719	3,075	5,025
Others	8,977	8,704	3,840	3,712
<b>Total</b>	<b>329,388</b>	<b>293,438</b>	<b>260,666</b>	<b>243,513</b>
Less allowance for impairment loss	(7,708)	(7,983)	(3,031)	(3,306)
<b>Net</b>	<b>321,680</b>	<b>285,455</b>	<b>257,635</b>	<b>240,207</b>

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<i>Allowance for expected credit loss</i>				
At 1 January	7,983	8,008	3,306	3,327
Decrease	-	(25)	-	(21)
Write-off	(275)	-	(275)	-
<b>At 31 December</b>	<b>7,708</b>	<b>7,983</b>	<b>3,031</b>	<b>3,306</b>

## 7 Inventories

### *Accounting policy*

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

A right to recover returned products is recognised when the products are expected to be returned by customers and measured by reference to the former carrying amount of the sold inventories less any expected costs to recover those products.

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Finished goods	1,699,761	1,522,958	1,810,538	1,650,001
Work in progress	21,002	25,022	-	-
Raw materials	83,520	96,512	-	-
Factory supplies	4,846	5,163	-	-
Goods in transit	68,757	67,229	55,786	65,693
	<b>1,877,886</b>	<b>1,716,884</b>	<b>1,866,324</b>	<b>1,715,694</b>
Less allowance for losses on decline in value of inventories	(130,036)	(130,538)	(127,041)	(126,149)
<b>Net</b>	<b>1,747,850</b>	<b>1,586,346</b>	<b>1,739,283</b>	<b>1,589,545</b>
Inventories recognised in ‘cost of sales of goods’:				
- Costs of sales of goods	4,683,246	4,559,052	5,143,348	4,999,611
- (Reversal of) write-down to net realisable value	(502)	6,699	892	8,401
<b>Net</b>	<b>4,682,744</b>	<b>4,565,751</b>	<b>5,144,240</b>	<b>5,008,012</b>

## 8 Investments in subsidiaries

### *Accounting policy*

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

When there is a change in the Group’s interest in a subsidiary that does not result in a loss of control, any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received from the acquisition or disposal of the non-controlling interests with no change in control is accounted for as other surplus or deficits in shareholders’ equity.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities, any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Investments in subsidiaries in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Group’s right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

Type of business	Ownership interest		Paid-up capital		Separate financial statements				Dividend income for the year	
	2023	2022	2023	2022	Cost		Impairment		2023	2022
	(%)		2023	2022	2023	2022	2023	2022	2023	2022
	(in thousand Baht)									
<i>Direct subsidiaries</i>										
The Walk Co., Ltd.	99.99	99.99	15,400	15,400	15,399	15,399	-	-	15,399	-
Index Interfurn Co., Ltd.	99.99	99.99	960,000	960,000	960,000	960,000	-	-	960,000	432,000
Index Living Mall Inter Co., Ltd.	99.99	99.99	5,000	5,000	4,999	4,999	-	-	4,999	-
Bulk Bulk Co., Ltd.	51.00	-	35,000	-	17,850	17,850	-	-	-	-
			<u>998,248</u>	<u>-</u>	<u>980,398</u>	<u>980,398</u>	<u>-</u>	<u>-</u>	<u>980,398</u>	<u>259,200</u>
<i>Indirect subsidiary</i>										
Bangkok Casa Co., Ltd.	100.00	100.00	250,000	250,000	250,000	250,000	-	-	250,000	-

In May 2023, the Company established a new company named Bulk Bulk Co., Ltd., in which the Company has a 51% shareholding, with the registered share capital of Baht 50 million.

None of the Company's subsidiaries are publicly listed and consequently do not have published price quotations.

## 9 Investment properties

### Accounting policy

Investment properties are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed assets includes capitalised borrowing costs. The Group considers impairment of the investment properties as disclosed in note 10.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is charged on freehold land and assets under construction. The estimated useful lives are as follows:

Building and improvement	20 - 35 years
Utility system	5 - 15 years
Right-of-use assets	15 - 30 years

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

Consolidated financial statements						
Own properties						
Note	Land	Building and improvement	Utility system	Assets under construction and installation	Right-of-use assets	Total
<i>(in thousand Baht)</i>						
<b>Cost</b>						
At 1 January 2022	262,313	1,176,446	400,012	2,435	453,949	2,295,155
Additions	-	21,823	27,404	9,377	120,659	179,263
Transfers	-	972	509	(1,481)	-	-
Transfers from property, plant and equipment	10	-	55,234	1,808	-	57,042
Transfers from right-of-use assets	11	-	-	-	353,590	353,590
Disposals/ termination	-	-	(675)	-	(15,777)	(16,452)
Less: transfer to property, plant and equipment	10	-	(182,069)	(5,961)	(115)	(188,145)
Less: transfer to right-of-use assets	11	-	-	-	(7,747)	(7,747)
<b>At 31 December 2022 and 1 January 2023</b>	<b>262,313</b>	<b>1,072,406</b>	<b>423,097</b>	<b>10,216</b>	<b>904,674</b>	<b>2,672,706</b>
Additions	-	100,904	40,990	4,747	5,380	152,021
Transfers	-	1,651	2,914	(4,565)	-	-
Write-off	-	-	(1,880)	-	-	(1,880)
Less: transfer to property, plant and equipment	10	-	(72,820)	(15,772)	-	(88,592)
<b>At 31 December 2023</b>	<b>262,313</b>	<b>1,102,141</b>	<b>449,349</b>	<b>10,398</b>	<b>910,054</b>	<b>2,734,255</b>



# Consolidated financial statements

## Own properties

	Note	Land	Building and improvement	Utility system (in thousand Baht)	Assets under construction and installation	Right-of-use assets	Total
<b>Depreciation</b>							
At 1 January 2022		-	475,131	192,568	-	76,203	743,902
Depreciation charge for the year		-	35,873	23,455	-	36,888	96,216
Impairment losses		-	-	987	-	-	987
Transfers from property, plant and equipment	10	-	54,532	1,803	-	-	56,335
Transfers from right-of-use assets	11	-	-	-	-	89,073	89,073
Disposals/ termination		-	-	(276)	-	(1,596)	(1,872)
Less: transfer to property, plant and equipment	10	-	(179,727)	(5,945)	-	-	(185,672)
Less: transfer to right-of-use assets	11	-	-	-	-	(3,053)	(3,053)
<b>At 31 December 2022 and 1 January 2023</b>		-	<b>385,809</b>	<b>212,592</b>	-	<b>197,515</b>	<b>795,916</b>
Depreciation charge for the year		-	35,773	24,424	-	40,738	100,935
(Reversal of) impairment losses		-	-	(987)	877	-	(110)
Write-off		-	-	(737)	-	-	(737)
Less: transfer to property, plant and equipment	10	-	(57,933)	(3,903)	-	-	(61,836)
<b>At 31 December 2023</b>		-	<b>363,649</b>	<b>231,389</b>	<b>877</b>	<b>238,253</b>	<b>834,168</b>
<b>Net book value</b>							
<b>At 31 December 2022</b>		<b>262,313</b>	<b>686,597</b>	<b>210,505</b>	<b>10,216</b>	<b>707,159</b>	<b>1,876,790</b>
<b>At 31 December 2023</b>		<b>262,313</b>	<b>738,492</b>	<b>217,960</b>	<b>9,521</b>	<b>671,801</b>	<b>1,900,087</b>

# Separated financial statements

Own properties						
Note	Land	Building and improvement	Utility system (in thousand Baht)	Assets under construction and installation	Right-of-use assets	Total
<b>Cost</b>						
At 1 January 2022	262,313	819,017	308,256	1,072	550,050	1,940,708
Additions	-	21,463	16,497	2,953	24,542	65,455
Transfer	-	972	139	(1,111)	-	-
Transfers from right-of-use assets	11	-	-	-	398,532	398,532
Disposals/ termination	-	-	(676)	-	(15,777)	(16,453)
Less: transfer to right-of-use assets	11	-	-	-	(155,892)	(155,892)
<b>At 31 December 2022 and 1 January 2023</b>	<b>262,313</b>	<b>841,452</b>	<b>324,216</b>	<b>2,914</b>	<b>801,455</b>	<b>2,232,350</b>
Additions	-	2,186	5,052	1,114	5,380	13,732
Transfer	-	-	2,914	(2,914)	-	-
Write-off	-	-	(1,880)	-	-	(1,880)
Less: transfer to property, plant and equipment	10	-	(17,586)	-	-	(31,550)
Less: transfer to right-of-use assets	11	-	-	-	(44,942)	(44,942)
<b>At 31 December 2023</b>	<b>262,313</b>	<b>826,052</b>	<b>316,338</b>	<b>1,114</b>	<b>761,893</b>	<b>2,167,710</b>
<b>Depreciation</b>						
At 1 January 2022	-	263,676	170,787	-	70,010	504,473
Depreciation charge for the year	-	25,328	17,004	-	44,429	86,761
Impairment losses	-	-	987	-	-	987
Transfers from right-of-use assets	11	-	-	-	94,990	94,990
Disposals/termination	-	-	(283)	-	(1,596)	(1,879)
Less: transfer to right-of-use assets	11	-	-	-	(25,293)	(25,293)
<b>At 31 December 2022 and 1 January 2023</b>	<b>-</b>	<b>289,004</b>	<b>188,495</b>	<b>-</b>	<b>182,540</b>	<b>660,039</b>
Depreciation charge for the year	-	24,385	16,596	-	30,774	71,755
Reversal of impairment losses	-	-	(987)	-	-	(987)
Write-off	-	-	(737)	-	-	(737)
Less: transfer to property, plant and equipment	10	-	(3,327)	-	-	(5,424)
Less: transfer to right-of-use assets	11	-	-	-	(7,510)	(7,510)
<b>At 31 December 2023</b>	<b>-</b>	<b>310,062</b>	<b>201,270</b>	<b>-</b>	<b>205,804</b>	<b>717,136</b>
<b>Net book value</b>						
<b>At 31 December 2022</b>	<b>262,313</b>	<b>552,448</b>	<b>135,721</b>	<b>2,914</b>	<b>618,915</b>	<b>1,572,311</b>
<b>At 31 December 2023</b>	<b>262,313</b>	<b>515,990</b>	<b>115,068</b>	<b>1,114</b>	<b>556,089</b>	<b>1,450,574</b>

Information relating to leases are disclosed in note 11.

<i>Year ended 31 December</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b><i>Amounts recognised in profit or loss</i></b>				
Revenue from rental and rendering of services	691,768	638,003	484,587	469,124

As at 31 December 2023, the net book value of several land held for future projects of the Company are amounting to Baht 244 million (2022: Baht 244 million) which was appraised by an independent valuer base on the market approach was Baht 508 million (2022: Baht 508 million).

As at 31 December 2023, the net book value of other investment properties of the Group and the Company are amounting to Baht 1,656 million and 1,206 million, respectively (2022: Baht 1,632 million and Baht 1,328 million, respectively) which were appraised by an independent valuer base on the income approach and the cost approach was Baht 5,505 million and Baht 4,375 million, respectively (2022: Baht 3,987 million and Baht 3,683 million, respectively).

The fair value measurement for investment property has been categorised as a Level 3 fair value.

#### *Security*

At 31 December 2023, the Group and Company has pledged a portion of their investment properties, that has net book value of Baht 163 million and Baht 163 million, respectively (2022: Baht 174 million and Baht 174 million, respectively), as collateral for securities for credit facilities from financial institution (see note 12).

## **10 Property, plant and equipment**

### ***Accounting policy***

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes capitalised borrowing costs and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment. Property, plant and equipment denominated in foreign currencies are translated into Thai Baht at exchange rates at the dates of the transactions.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

### ***In case of reclassification to investment property***

When the use of a property changes from owner-occupied to investment property that is measured at carrying amount.

#### *Subsequent costs*

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

#### *Depreciation*

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Building and improvement	5 - 35	years
Tools and equipment	5 - 10	years
Furniture, fixtures and office equipment	3 - 10	years
Vehicles	5	years
Utility system	5 - 20	years

#### *Impairment losses*

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs. An impairment loss of asset recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount, but only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.



**Consolidated financial statements**

	Note	Land	Building and improvement	Tools and equipment	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Utility system	Assets under construction and installation	Total
<b>Cost</b>									
At 1 January 2022		174,671	5,705,058	1,375,803	3,284,990	195,619	2,056,550	10,109	12,802,800
Additions		-	62,187	35,872	110,445	9,413	56,532	36,418	310,867
Transfer from right-of-use assets	11	-	-	-	-	11,671	-	-	11,671
Transfers from investment properties									
Transfers to investment properties	9	-	182,069	-	115	-	5,961	-	188,145
Disposals/write-off		-	1,353	8,227	4,212	-	352	(14,144)	-
At 31 December 2022 and 1 January 2023									
Additions		174,671	5,892,416	1,377,873	3,233,232	185,504	2,105,395	32,383	13,001,474
Transfer from right-of-use assets	11	-	15,125	28,463	133,993	2,685	62,546	43,884	286,696
Transfers from investment properties		-	-	-	-	9,002	-	-	9,002
Transfers	9	-	72,820	-	-	-	15,772	-	88,592
Disposals/write-off		-	6,355	18,929	586	-	11,839	(37,709)	-
At 31 December 2023									
		174,671	5,983,475	1,377,401	3,016,765	195,656	2,184,224	38,558	12,970,750

## Consolidated financial statements

	Note	Land	Building and improvement	Tools and equipment	Furniture, fixtures and office equipment (in thousand Baht)	Vehicles	Utility system	Assets under construction and installation	Total
<b>Depreciation</b>									
At 1 January 2022		-	2,793,684	1,189,874	2,602,019	184,317	1,120,644	-	7,890,538
Depreciation charge for the year		-	168,570	55,366	172,816	8,299	108,851	-	513,902
Impairment losses		-	-	-	4,110	-	1,322	2,984	8,416
Transfer from right-of-use assets	11	-	-	-	-	8,654	-	-	8,654
Transfer from investment properties	9	-	179,727	-	-	-	5,945	-	185,672
Transfer to investment properties	9	-	(54,532)	-	-	-	(1,803)	-	(56,335)
Disposals/write-off		-	(2,000)	(41,673)	(152,761)	(30,677)	(10,106)	-	(237,217)
<b>At 31 December 2022 and 1 January 2023</b>		-	<b>3,085,449</b>	<b>1,203,567</b>	<b>2,626,184</b>	<b>170,593</b>	<b>1,224,853</b>	<b>2,984</b>	<b>8,313,630</b>
Depreciation charge for the year		-	170,628	53,419	167,654	7,908	115,816	-	515,425
(Reversal of) impairment losses		-	-	554	(798)	-	(1,322)	-	(1,566)
Transfer from right-of-use assets	11	-	-	-	-	6,687	-	-	6,687
Transfer from investment properties	9	-	57,933	-	-	-	3,903	-	61,836
Disposals/write-off		-	(2,843)	(47,560)	(338,652)	(1,535)	(8,914)	-	(399,504)
<b>At 31 December 2023</b>		-	<b>3,311,167</b>	<b>1,209,908</b>	<b>2,454,388</b>	<b>183,653</b>	<b>1,334,336</b>	<b>2,984</b>	<b>8,496,508</b>
<b>Net book value</b>									
At 31 December 2022		174,671	2,806,967	174,306	607,048	14,911	880,542	29,399	4,687,844
At 31 December 2023		174,671	2,672,308	167,421	562,377	12,003	849,888	35,574	4,474,242

The gross amount of the Group's fully depreciated property, plant and equipment that was still in use as at 31 December 2023 amounted to Baht 3,744 million (2022: Baht 3,866 million).

*Security*  
At 31 December 2023, the Group has pledged a portion of their building and improvement of building, that has net book value of Baht 537 million (2022: Baht 829 million), as collateral for credit facilities from financial institution (see note 12).



		Separate financial statements					
		Furniture, fixtures and equipment	Tools and equipment	Vehicles (in thousand Baht)	Utility system	Assets under construction and installation	Total
<b>Depreciation</b>							
	At 1 January 2022	1,795,981	453,334	2,546,839	140,783	907,456	5,844,393
	Depreciation charge for the year	130,714	15,748	162,192	4,843	95,489	408,986
	Impairment losses	-	-	4,110	-	1,322	2,984
	Transfers from right-of-use assets	-	-	-	8,654	-	8,416
	Transfers	-	(1)	1	-	-	8,654
	Disposals/write-off	-	(11,111)	(150,733)	(7,362)	(1,190)	(170,396)
<b>At 31 December 2022 and</b>							
	<b>1 January 2023</b>	<b>1,926,695</b>	<b>457,970</b>	<b>2,562,409</b>	<b>146,918</b>	<b>1,003,077</b>	<b>6,100,053</b>
	Depreciation charge for the year	135,254	15,930	156,930	5,409	102,416	415,939
	(Reversal of) impairment losses	-	554	(798)	-	(1,322)	(1,566)
	Transfers from right-of-use assets	-	-	-	6,687	-	6,687
	Transfers from investment properties	3,327	-	-	-	2,097	5,424
	Disposals/write-off	(2,843)	(47,348)	(333,341)	(1,046)	(8,902)	(393,480)
	<b>At 31 December 2023</b>	<b>2,062,433</b>	<b>427,106</b>	<b>2,385,200</b>	<b>157,968</b>	<b>1,097,366</b>	<b>6,133,057</b>
<b>Net book value</b>							
	<b>At 31 December 2022</b>	<b>2,590,331</b>	<b>40,064</b>	<b>557,248</b>	<b>9,866</b>	<b>817,718</b>	<b>4,043,015</b>
	<b>At 31 December 2023</b>	<b>2,490,170</b>	<b>43,279</b>	<b>505,879</b>	<b>9,373</b>	<b>795,740</b>	<b>3,875,801</b>

The gross amount of the Company's fully depreciated property, plant and equipment that was still in use as at 31 December 2023 amounted to Baht 2,141 million (2022: Baht 2,341 million).

#### *Security*

At 31 December 2023, the Company has pledged a portion of their building and improvement of building, that has net book value of Baht 537 million (2022: Baht 829 million), as collateral for credit facilities from financial institution (see note 12).

## **11 Leases**

#### ***Accounting policy***

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### *As a lessee*

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. The Group considers impairment of the right-of-use asset as disclosed in note 10.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification, or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.



#### As a lessor

At inception or on modification of a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each component on the basis of their relative standalone prices.

When the Group acts as a lessor, it determines at lease inception whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

The Group recognises lease payments received under operating leases as rental income on a straight-line basis over the lease term as part of rental income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as rental income in the accounting period in which they are earned.

#### As a lessee

<b>Rights-of-use assets</b>	<b>Note</b>	<b>Consolidated financial statements</b>			
		Land	Buildings	Vehicles	Total
		<i>(in thousand Baht)</i>			
At 1 January 2023		2,593,240	306,525	46,777	2,946,542
Additions		112,835	-	47,250	160,085
Less depreciation		(118,944)	(42,003)	(24,101)	(185,048)
Less termination - net		-	-	(10)	(10)
Less transfer to property, plant and equipment - net	10	-	-	(2,315)	(2,315)
<b>At 31 December 2023</b>		<b>2,587,131</b>	<b>264,522</b>	<b>67,601</b>	<b>2,919,254</b>
At 1 January 2022		2,799,863	338,139	71,368	3,209,370
Additions		309,100	6,583	4,509	320,192
Transfer from investment properties - net	9	4,686	8	-	4,694
Disposal - net		(12,696)	-	-	(12,696)
Less depreciation		(147,914)	(28,127)	(25,364)	(201,405)
Less termination - net		(101,433)	(3,927)	(719)	(106,079)
Less transfer to property, plant and equipment - net	10	-	-	(3,017)	(3,017)
Less transfer to investment properties - net	9	(258,366)	(6,151)	-	(264,517)
<b>At 31 December 2022</b>		<b>2,593,240</b>	<b>306,525</b>	<b>46,777</b>	<b>2,946,542</b>

<b>Rights-of-use assets</b>	<b>Note</b>	<b>Separate financial statements</b>			
		Land	Buildings	Vehicles	Total
		<i>(in thousand Baht)</i>			
At 1 January 2023		2,912,762	378,135	46,777	3,337,674
Additions		112,835	-	46,605	159,440
Transfer from investment properties - net	9	-	37,432	-	37,432
Less depreciation		(184,912)	(42,003)	(23,972)	(250,887)
Less termination - net		-	-	(10)	(10)
Less transfer to property, plant and equipment - net	10	-	-	(2,315)	(2,315)
<b>At 31 December 2023</b>		<b>2,840,685</b>	<b>373,564</b>	<b>67,085</b>	<b>3,281,334</b>
At 1 January 2022		3,154,461	338,139	71,239	3,563,839
Additions		309,100	6,583	4,509	320,192
Transfer from investment properties - net	9	4,686	125,913	-	130,599
Disposal - net		(12,317)	-	-	(12,317)
Less depreciation		(183,369)	(43,397)	(25,235)	(252,001)
Less termination - net		(101,433)	(3,927)	(719)	(106,079)
Less transfer to property, plant and equipment - net	10	-	-	(3,017)	(3,017)
Less transfer to investment properties - net	9	(258,366)	(45,176)	-	(303,542)
<b>At 31 December 2022</b>		<b>2,912,762</b>	<b>378,135</b>	<b>46,777</b>	<b>3,337,674</b>

The Group leases several vehicles, land and building for 2 - 44 years, with extension options at the end of lease term. The rental is payable monthly as specified in the contract.

During 2022, the Group entered into land rental contracts with third parties to extend the rental period for 7 - 30 years from year 2036 - 2046 to be year 2053 - 2066. As a result, the Group recognised rights-of-use assets and lease liabilities amounting to Baht 50.9 million.

#### *Extension options*

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

<b>For the year ended 31 December</b>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Amounts recognised in profit or loss</b>				
Interest on lease liabilities	195,284	181,502	207,431	200,930
Expenses relating to short-term leases and leases of low-value assets	8,519	10,001	5,953	7,269

In 2023, total cash outflow for leases of the Group and the Company were Baht 229 million and Baht 302 million, respectively (2022: Baht 214 million and Baht 288 million, respectively).

Interest on lease liabilities were included in finance costs on the Statement of comprehensive income.

#### *Security*

At 31 December 2023, the Group and the Company have pledged a portion of their land leasehold right, that has net book value of Baht 111 million and Baht 111 million, respectively (2022: Baht 161 million and Baht 161 million, respectively.), as collateral for credit facilities from financial institution (see note 12).

#### *As a lessor*

The leases of investment properties comprise several lands, building and improvement and utility system that are leased to third parties under operating leases. Each of the leases contains an initial non-cancellable period of 1 - 12 years. Subsequent renewals are negotiated with the lessee. For all investment property leases, the rental income is fixed under the contracts, but some leases require the lessee to reimburse the insurance costs of the Group. When this is the case, the amounts of insurance costs are determined annually.

<i><b>Maturity of operating lease receivables</b></i>	<b>Consolidated financial statements</b>	<b>Separate financial statements</b>
	<i>(in thousand Baht)</i>	
<i><b>At 31 December 2023</b></i>		
1 <sup>st</sup> year	336,208	51,490
2 <sup>nd</sup> year	183,248	1,043
3 <sup>rd</sup> year	51,613	540
4 <sup>th</sup> year	1,305	45
5 <sup>th</sup> year	1,260	-
After 5 <sup>th</sup> year	15,905	-
<b>Total</b>	<b>589,539</b>	<b>53,118</b>

<i><b>Maturity of operating lease receivables</b></i>	<b>Consolidated financial statements</b>	<b>Separate financial statements</b>
	<i>(in thousand Baht)</i>	
<i><b>At 31 December 2022</b></i>		
1 <sup>st</sup> year	267,074	22,990
2 <sup>nd</sup> year	153,711	718
3 <sup>rd</sup> year	66,377	555
4 <sup>th</sup> year	1,800	540
5 <sup>th</sup> year	1,305	45
After 5 <sup>th</sup> year	17,165	-
<b>Total</b>	<b>507,432</b>	<b>24,848</b>

## 12 Interest-bearing liabilities

### Accounting policy

The Group recognises and measures financial liabilities as disclosed in note 20.

	Consolidated financial statements					
	Secured	2023 Unsecured	Total (in thousand Baht)	Secured	2022 Unsecured	Total
Short-term borrowing from financial institutions	-	400,000	400,000	-	793,000	793,000
Long-term borrowing from financial institutions	-	-	-	343,467	-	343,467
Lease liabilities	-	3,036,506	3,036,506	-	2,964,503	2,964,503
Short-term borrowing from related parties	-	470,000	470,000	-	-	-
<b>Total interest-bearing liabilities</b>	<b>-</b>	<b>3,906,506</b>	<b>3,906,506</b>	<b>343,467</b>	<b>3,757,503</b>	<b>4,100,970</b>

	Separate financial statements					
	Secured	2023 Unsecured	Total (in thousand Baht)	Secured	2022 Unsecured	Total
Short-term borrowing from financial institutions	-	380,000	380,000	-	663,000	663,000
Long-term borrowing from financial institutions	-	-	-	343,467	-	343,467
Lease liabilities	-	3,349,516	3,349,516	-	3,339,889	3,339,889
Short-term borrowing from related parties	-	940,000	940,000	-	710,000	710,000
<b>Total interest-bearing liabilities</b>	<b>-</b>	<b>4,669,516</b>	<b>4,669,516</b>	<b>343,467</b>	<b>4,712,889</b>	<b>5,056,356</b>

### Assets pledged as security for liabilities/credit facilities At 31 December

	Note	Consolidated financial statements		Separate financial statements	
		2023	2022 (in thousand Baht)	2023	2022
Investment properties	9	163,435	174,391	163,435	174,391
Building and building improvement	10	536,728	828,522	536,728	828,522
Right-of-use assets	11	110,726	160,568	110,726	160,568
<b>Total</b>		<b>810,889</b>	<b>1,163,481</b>	<b>810,889</b>	<b>1,163,481</b>

### Unutilised credit facilities

As at 31 December 2023, the Group and the Company had unutilised credit facilities totaling Baht 2,730 million and Baht 1,640 million, respectively (2022: Baht 2,152 million and Baht 1,172 million, respectively).

### Changes in liabilities arising from financing activities

	Consolidated financial statements				
	Short-term borrowing from financial institutions	Short-term borrowing from related parties	Long-term borrowing from financial institutions	Lease liabilities	Total
	<i>(in thousand Baht)</i>				
<b>2023</b>					
At 1 January	793,000	-	343,467	2,964,503	4,100,970
Changes from financing cash flows	(393,000)	470,000	(343,467)	(35,649)	(302,116)
Other changes:					
- Increase in lease liabilities	-	-	-	107,652	107,652
<b>At 31 December</b>	<b>400,000</b>	<b>470,000</b>	<b>-</b>	<b>3,036,506</b>	<b>3,906,506</b>
<b>2022</b>					
At 1 January	763,000	-	1,212,926	2,799,086	4,775,012
Changes from financing cash flows	30,000	-	(869,459)	(53,070)	(892,529)
Other changes:					
- Increase in lease liabilities	-	-	-	218,487	218,487
<b>At 31 December</b>	<b>793,000</b>	<b>-</b>	<b>343,467</b>	<b>2,964,503</b>	<b>4,100,970</b>
	Separate financial statements				
	Short-term borrowing from financial institutions	Short-term borrowing from related parties	Long-term borrowing from financial institutions	Lease liabilities	Total
	<i>(in thousand Baht)</i>				
<b>2023</b>					
At 1 January	663,000	710,000	343,467	3,339,889	5,056,356
Changes from financing cash flows	(283,000)	230,000	(343,467)	(97,381)	(493,848)
Other changes:					
- Increase in lease liabilities	-	-	-	107,008	107,008
<b>At 31 December</b>	<b>380,000</b>	<b>940,000</b>	<b>-</b>	<b>3,349,516</b>	<b>4,669,516</b>



	Short-term borrowing from financial institutions	Separate financial statements			Total
		Short-term borrowing from related parties (in thousand Baht)	Long-term borrowing from financial institutions	Lease liabilities	
<b>2022</b>					
At 1 January	321,000	513,000	1,212,926	3,327,379	5,374,305
Changes from financing cash flows	342,000	197,000	(869,459)	(113,835)	(444,294)
Other changes:					
- Increase in lease liabilities	-	-	-	126,345	126,345
<b>At 31 December</b>	<b>663,000</b>	<b>710,000</b>	<b>343,467</b>	<b>3,339,889</b>	<b>5,056,356</b>

#### ***Short-term borrowing from financial institutions***

As at 31 December 2023, the Group and the Company have short-term promissory notes from financial institutions which bore fixed interest at stipulated in the agreements (2022: *fixed interest rate as stipulated in the agreements*).

#### ***Long-term borrowing from financial institutions***

During 2023, the Company made early repayment amounted to Baht 282 million (2022: *Baht 613 million*). Under the agreements, the Company can make voluntary prepayment by giving advanced written notice to the financial institutions.

### **13 Non-current provisions for employee benefits**

#### ***Accounting policy***

##### ***Defined contribution plan***

Obligations for contributions to the Group's provident fund are expensed as the related service is provided.

##### ***Defined benefit plans***

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

<i>At 31 December</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Defined benefit plan	<b>280,043</b>	<b>265,535</b>	<b>193,899</b>	<b>182,127</b>

### *Defined benefit plan*

The Group and the Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

<i>Present value of the defined benefit obligations</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
At 1 January	265,535	243,127	182,127	163,402
<b>Include in profit or loss:</b>				
Current service cost	21,315	22,754	15,541	16,848
Interest on obligation	3,937	3,709	2,798	2,622
	<b>25,252</b>	<b>26,463</b>	<b>18,339</b>	<b>19,470</b>
Benefit paid	(10,744)	(4,055)	(6,567)	(745)
<b>At 31 December</b>	<b>280,043</b>	<b>265,535</b>	<b>193,899</b>	<b>182,127</b>

<i>Principal actuarial assumptions</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(%)</i>			
Discount rate	2.04	2.04	2.04	2.04
Future salary growth	3.00 - 5.00	3.00 - 5.00	3.50 - 4.50	3.50 - 4.50
Employee turnover	0.00 - 50.00	0.00 - 50.00	0.00 - 50.00	0.00 - 50.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2023, the weighted-average duration of the defined benefit obligation was 9.1 years (2022: 9.1 years).

#### *Sensitivity analysis*

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

<b><i>Effect to the defined benefit obligation At 31 December</i></b>	<b>Consolidated financial statements</b>			
	Increase in assumption		Decrease in assumption	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Discount rate (1%)	(15,570)	(15,838)	17,326	17,596
Future salary growth (1%)	21,554	19,580	(19,484)	(17,762)
Employee turnover (20%)	(22,865)	(20,240)	28,511	25,147

<b><i>Effect to the defined benefit obligation At 31 December</i></b>	<b>Separate financial statements</b>			
	Increase in assumption		Decrease in assumption	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Discount rate (1%)	(11,683)	(11,654)	13,061	13,052
Future salary growth (1%)	15,988	14,304	(14,383)	(12,901)
Employee turnover (20%)	(17,743)	(15,408)	21,919	19,255

## **14 Legal reserve**

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) Section 116 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

## **15 Segment information and disaggregation of revenue**

### ***Accounting policy***

#### ***Revenue recognition***

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue and cost of sale and cost of sale for the estimated products to be returned.

Revenue for rendering of services is recognised over time based on stage of completion. The stage of completion is assessed based on surveys of work performed. The related costs are recognised in profit or loss when they are incurred.

For customer loyalty programmes that the Group offers to customers, the consideration received is allocated based on the relative stand-alone selling price of the products and the loyalty points. The amount allocated to the loyalty points is recognised as contract liabilities and revenue is recognised when loyalty points are redeemed or the likelihood of the customer redeeming the loyalty points becomes remote. The stand-alone selling prices of the points is estimated based on the discount provided to customers and the likelihood that the customers will redeem the points. The estimate is reviewed at the end of the reporting period.

Advances received from customers is recognised as revenue when the Group transferred control over the goods to the customers.

### ***Segment information***

Segment results that are reported to the Group's the chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly head office expenses, and tax assets and liabilities.

Management determined that the Group has four reportable segments, as described below, which are the Group's strategic divisions for different products and services, and are managed separately because they require different technology and marketing strategies. The following summary describes the operations in each of the Group's reportable segments.

- *Segment 1*      Retail of furniture
- *Segment 2*      Manufacturing of furniture
- *Segment 3*      Rental area and service
- *Segment 4*      Others

Each segment's performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

<i>For the year ended 31 December</i>	<b>Consolidated financial statements</b>							
	Retail of furniture		Manufacturing of furniture		Rental area and service		Elimination	Total
	2023	2022	2023	2022	2023	2022		
<i>Information about reportable segments</i>								
External revenue	8,573,832	8,210,524	31,658	21,289	688,271	635,056	-	9,309,124
Inter-segment revenue	5,906	4,358	1,874,251	1,892,637	391,503	336,637	(2,321,846)	-
<b>Total segment revenue</b>	<b>8,579,738</b>	<b>8,214,882</b>	<b>1,905,909</b>	<b>1,913,926</b>	<b>1,079,774</b>	<b>971,693</b>	<b>(2,321,846)</b>	<b>8,888,856</b>
<i>Major products/ service lines</i>								
Furniture and bedding	6,780,369	6,579,252	1,874,251	1,892,637	-	-	(1,880,157)	6,774,463
Home decorative product	1,799,369	1,630,217	-	-	-	-	-	1,799,369
Electric appliances	-	5,413	-	-	-	-	-	5,413
Rental and service area income	-	-	-	-	1,079,774	971,693	(441,689)	691,768
Others	-	-	31,658	21,289	-	-	-	43,524
<b>Total revenue</b>	<b>8,579,738</b>	<b>8,214,882</b>	<b>1,905,909</b>	<b>1,913,926</b>	<b>1,079,774</b>	<b>971,693</b>	<b>(2,321,846)</b>	<b>8,888,856</b>
<i>Timing of revenue recognition</i>								
At a point in time	8,579,738	8,214,882	1,905,909	1,913,926	-	-	(1,880,157)	8,617,356
Over time	-	-	-	-	1,079,774	971,693	(441,689)	691,768
<b>Total revenue</b>	<b>8,579,738</b>	<b>8,214,882</b>	<b>1,905,909</b>	<b>1,913,926</b>	<b>1,079,774</b>	<b>971,693</b>	<b>(2,321,846)</b>	<b>8,888,856</b>

(in thousand Baht)





<i><b>For the year ended 31 December</b></i>	<b>Separate financial statements</b>					
	Retail of furniture		Rental area and service		Total	
	2023	2022	2023	2022	2023	2022
	<i>(in thousand Baht)</i>					
<b>Major products/ service lines</b>						
Furniture and bedding	6,780,369	6,579,252	-	-	6,780,369	6,579,252
Home decorative product	1,799,369	1,630,217	-	-	1,799,369	1,630,217
Electric appliances	-	5,413	-	-	-	5,413
Rental and service area income	-	-	484,587	469,124	484,587	469,124
<b>Total revenue</b>	<b><u>8,579,738</u></b>	<b><u>8,214,882</u></b>	<b><u>484,587</u></b>	<b><u>469,124</u></b>	<b><u>9,064,325</u></b>	<b><u>8,684,006</u></b>
<b>Timing of revenue recognition</b>						
At a point in time	8,579,738	8,214,882	-	-	8,579,738	8,214,882
Over time	-	-	484,587	469,124	484,587	469,124
<b>Total revenue</b>	<b><u>8,579,738</u></b>	<b><u>8,214,882</u></b>	<b><u>484,587</u></b>	<b><u>469,124</u></b>	<b><u>9,064,325</u></b>	<b><u>8,684,006</u></b>

## 16 Expenses by nature

### *Accounting policy*

The Group recognises expenses as disclosed in note 5 - 7, 9 - 11, 13.

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Changes in inventories of finished goods and work in progress	529,291	(92,461)	150,630	(59,051)
Purchase finished goods and raw materials	4,153,454	4,281,257	4,993,610	5,067,063
Employee benefit expenses	1,425,900	1,561,883	1,248,757	1,159,269
Depreciations and amortization expenses	818,567	830,609	748,917	760,617
Utilities expenses	299,114	320,012	264,050	228,997
Wage and other service expenses	237,784	180,363	211,567	180,279
Transportation expense	197,663	197,568	196,479	175,165
Promotion expenses	197,051	176,020	194,319	174,844
Bank fee	67,224	77,283	66,810	76,830
Vehicle expenses	68,486	72,710	62,129	66,911
Lease-related expenses	45,259	45,073	119,864	111,212
Others	298,049	363,312	308,162	308,603
<b>Total cost of sales of goods, costs of rental and rendering of services, selling and distribution expenses and administrative expenses</b>	<b>8,337,842</b>	<b>8,013,629</b>	<b>8,565,294</b>	<b>8,250,739</b>

## 17 Income tax

### *Accounting policy*

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

<i>Income tax recognised in profit or loss</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Current tax expense</b>				
Current year	153,083	70,090	84,865	11,267
Under provided in prior years	642	341	-	-
	<b>153,725</b>	<b>70,431</b>	<b>84,865</b>	<b>11,267</b>
<b>Deferred tax expense</b>				
Movements in temporary differences	(13,940)	51,932	(11,770)	50,459
Income tax reduction - deferred	-	(412)	-	(412)
<b>Total income tax expense</b>	<b>139,785</b>	<b>121,951</b>	<b>73,095</b>	<b>61,314</b>
<b><i>Reconciliation of effective tax rate</i></b>	<b>Consolidated financial statements</b>			
	2023		2022	
	<i>Rate</i>		<i>Rate</i>	
	<i>(%)</i>	<i>(in thousand Baht)</i>	<i>(%)</i>	<i>(in thousand Baht)</i>
Profit before income tax expense		862,432		781,017
Income tax using the Thai corporation tax rate	20.00	172,486	20.00	156,203
Income not subject to tax		(24,206)		(24,209)
Current year losses for which no deferred tax asset was recognised		1,360		-
Expenses not deductible for tax purposes		1,092		2,573
Expenses with additional deduction		(11,297)		(9,994)
Under provided in prior years		642		341
Others		(292)		(2,963)
<b>Total</b>	<b>16.21</b>	<b>139,785</b>	<b>15.61</b>	<b>121,951</b>

**Reconciliation of effective tax rate**

	Rate (%)	Separate financial statements	
		2023 (in thousand Baht)	2022 (in thousand Baht)
Profit before income tax expense		836,228	592,481
Income tax using the Thai corporation tax rate	20.00	167,246	118,496
Income not subject to tax		(86,400)	(51,840)
Expenses not deductible for tax purposes		651	1,765
Expenses with additional deduction		(8,402)	(7,107)
<b>Total</b>	<b>8.74</b>	<b>73,095</b>	<b>61,314</b>

**18 Basic earnings per share****Accounting policy**

Basic earnings per share (EPS) is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period.

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht / in thousand shares)			
<b>Profit for the year attributable to ordinary shareholders of the Company</b>	<b>725,977</b>	<b>659,064</b>	<b>763,133</b>	<b>531,167</b>
<b>Number of ordinary shares outstanding (basic) at 31 December</b>	<b>505,000</b>	<b>505,000</b>	<b>505,000</b>	<b>505,000</b>
<b>Basic earnings per share (Baht)</b>	<b>1.44</b>	<b>1.31</b>	<b>1.51</b>	<b>1.05</b>

**19 Dividends**

The dividends paid by the Group to the shareholders are as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
<b>2023</b>				
2022 Annual dividend	26 April 2023	May 2023	0.60	303.00
2023 Interim dividend	9 August 2023	September 2023	0.25	126.25
<b>Total</b>			<b>0.85</b>	<b>429.25</b>



	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
2022				
2021 Annual dividend	22 April 2022	May 2022	0.40	202.00
2022 Interim dividend	8 August 2022	September 2022	0.20	101.00
<b>Total</b>			<b>0.60</b>	<b>303.00</b>

## 20 Financial instruments

### *Accounting policy*

#### *(1) Classification and measurement*

Debt securities issued by the Group are initially recognised when they are originated. Other financial assets and financial liabilities (except trade accounts receivables (see note 5)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

#### *(2) Derecognition and offset*

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

#### *(3) Derivatives*

Derivatives are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

**(4) Interest**

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to

- the gross carrying amount of the asset or
- the amortised cost of the liability.

However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

**(5) Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

Measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

**(a) Carrying amounts and fair values**

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

Consolidated financial statement					
At 31 December	Carrying amount	Fair value			Total
	Financial instruments measured at FVTPL	Level 1	Level 2	Level 3	
		(in thousand Baht)			
<b>2023</b>					
<b>Financial assets</b>					
Other financial assets:					
Investment in equity instruments	19,872	-	-	19,872	19,872
<b>Total financial assets</b>	<b>19,872</b>				
<b>2022</b>					
<b>Financial assets</b>					
Other financial assets:					
Investment in equity instruments	17,450	-	-	17,450	17,450
<b>Total financial assets</b>	<b>17,450</b>				
<b>Financial liability</b>					
Other derivatives liabilities	4,835	-	4,835	-	4,835
<b>Total financial liability</b>	<b>4,835</b>				
Separate financial statement					
At 31 December	Carrying amount	Fair value			Total
	Financial instruments measured at FVTPL	Level 1	Level 2	Level 3	
		(in thousand Baht)			
<b>2022</b>					
<b>Financial liability</b>					
Other derivatives liabilities	4,835	-	4,835	-	4,835
<b>Total financial liability</b>	<b>4,835</b>				

The following tables present valuation technique of financial instruments measured at fair value in the statement of financial position:

Type	Valuation technique
Equity instruments	The net asset value as of the reporting date
Forward exchange contracts	<i>Forward pricing:</i> The fair value is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currencies.

**(b) Financial risk management policies**

***Risk management framework***

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

***(b.1) Credit risk***

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

***(b.1.1) Trade accounts receivables***

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 15.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, if they are available, financial statements, credit agency information and industry information. Sale limits are established for each customer and reviewed quarterly. Any sales exceeding those limits require approval from the risk management committee.

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 3 months. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables/groupings of various customer segments with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivables and contract assets are disclosed in note 5 and 15, respectively.

(b.1.2) Cash and cash equivalent and derivatives

The Group's exposure to credit risk arising from cash and cash equivalents and derivative is limited because the counterparties are banks and financial institutions which has reliable credit rating assigned by rating agency, for which the Group considers to have low credit risk.

(b.1.3) Guarantees

The Group's policy is to provide financial guarantees only for subsidiaries' liabilities. At 31 December 2023, the Group has issued a guarantee to certain banks in respect of credit facilities granted to one subsidiary (see note 3).

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table shows the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements

Consolidated financial statements						
Contractual cash flows						
<i>At 31 December</i>	Carrying amount	1 year or less	More than 1 year but less than 2 years (in thousand Baht)	More than 2 years but less than 5 years	More than 5 years	Total
<b>2023</b>						
<b>Non-derivative financial liabilities</b>						
Short-term borrowings from financial institutions	400,000	400,000	-	-	-	400,000
Trade payables	750,504	750,504	-	-	-	750,504
Deposit for purchase of inventory	390,998	390,998	-	-	-	390,998
Accrued expenses	264,330	264,330	-	-	-	264,330
Other current payables	260,524	260,524	-	-	-	260,524
Short-term borrowings from related parties	470,000	470,000	-	-	-	470,000
Lease liabilities	3,036,506	228,692	225,465	662,420	5,182,483	6,299,060
	<b>5,572,862</b>	<b>2,765,048</b>	<b>225,465</b>	<b>662,420</b>	<b>5,182,483</b>	<b>8,835,416</b>



### Consolidated financial statements

#### Contractual cash flows

<i>At 31 December</i>	Carrying amount	1 year or less	More than 1 year but less than 2 years (in thousand Baht)	More than 2 years but less than 5 years	More than 5 years	Total
<b>2022</b>						
<b>Non-derivative financial liabilities</b>						
Short-term borrowings from financial institutions	793,000	793,000	-	-	-	793,000
Trade payables	691,260	691,260	-	-	-	691,260
Deposit for purchase of inventory	409,567	409,567	-	-	-	409,567
Accrued expenses	235,336	235,336	-	-	-	235,336
Other current payables	254,292	254,292	-	-	-	254,292
Long-term borrowings from financial institutions	343,467	244,387	88,395	10,685	-	343,467
Lease liabilities	2,964,503	213,602	214,325	624,383	5,280,259	6,332,569
	<b>5,691,425</b>	<b>2,841,444</b>	<b>302,720</b>	<b>635,068</b>	<b>5,280,259</b>	<b>9,059,491</b>

### Separate financial statements

#### Contractual cash flows

<i>At 31 December</i>	Carrying amount	1 year or less	More than 1 year but less than 2 years (in thousand Baht)	More than 2 years but less than 5 years	More than 5 years	Total
<b>2023</b>						
<b>Non-derivative financial liabilities</b>						
Short-term borrowings from financial institutions	380,000	380,000	-	-	-	380,000
Trade payables	991,405	991,405	-	-	-	991,405
Deposit for purchase of inventory	390,998	390,998	-	-	-	390,998
Accrued expenses	254,228	254,228	-	-	-	254,228
Other current payables	185,897	185,897	-	-	-	185,897
Short-term borrowings from related parties	940,000	940,000	-	-	-	940,000
Lease liabilities	3,349,516	302,055	293,588	860,464	4,999,834	6,455,941
	<b>6,492,044</b>	<b>3,444,583</b>	<b>293,588</b>	<b>860,464</b>	<b>4,999,834</b>	<b>9,598,469</b>

		Separate financial statements				
		Contractual cash flows				
<i>At 31 December</i>	Carrying amount	1 year or less	More than 1 year but less than 2 years (in thousand Baht)	More than 2 years but less than 5 years	More than 5 years	Total
<b>2022</b>						
<b>Non-derivative financial liabilities</b>						
Short-term						
borrowings from financial institutions	663,000	663,000	-	-	-	663,000
Trade payables	938,929	938,929	-	-	-	938,929
Deposit for purchase of inventory	409,567	409,567	-	-	-	409,567
Accrued expenses	224,645	224,645	-	-	-	224,645
Other current payables	195,973	195,973	-	-	-	195,973
Long-term						
borrowings from financial institutions	343,467	244,387	88,395	10,685	-	343,467
Short-term						
borrowings from related parties	710,000	710,000	-	-	-	710,000
Lease liabilities	3,339,889	287,707	287,830	825,722	5,162,868	6,564,127
	<b>6,825,470</b>	<b>3,674,208</b>	<b>376,225</b>	<b>836,407</b>	<b>5,162,868</b>	<b>10,049,708</b>

*(b.3) Market risk*

The Group is exposed to normal business risks from changes in market interest rates and currency exchange rates and from non-performance of contractual obligations by counterparties. The Group does not hold or issue derivatives for speculative or trading purposes.

*(b.3.1) Foreign currency risk*

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilizes forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

Consolidated financial statements						
2023			2022			
<i>Exposure to foreign currency at 31 December</i>	USD	EUR	Total (in thousand Baht)	USD	EUR	Total
Trade accounts receivables	7,045	-	7,045	12,124	-	12,124
Trade payables	(46,560)	(1,966)	(48,526)	(8,800)	(14,135)	(22,935)
<b>Net statement of financial position exposure</b>	<b>(39,515)</b>	<b>(1,966)</b>	<b>(41,481)</b>	<b>3,324</b>	<b>(14,135)</b>	<b>(10,811)</b>
Forward exchange purchase contracts	-	-	-	4,707	-	4,707
Forward exchange selling contracts	-	-	-	(61,150)	-	(61,150)
<b>Net exposure</b>	<b>(39,515)</b>	<b>(1,966)</b>	<b>(41,481)</b>	<b>(53,119)</b>	<b>(14,135)</b>	<b>(67,254)</b>

Separate financial statements						
2023			2022			
<i>Exposure to foreign currency at 31 December</i>	USD	EUR	Total (in thousand Baht)	USD	EUR	Total
Trade accounts receivables	4,338	-	4,338	10,939	-	10,939
Trade payables	(34,871)	-	(34,871)	(20,778)	-	(20,778)
<b>Net statement of financial position exposure</b>	<b>(30,533)</b>	<b>-</b>	<b>(30,533)</b>	<b>(9,839)</b>	<b>-</b>	<b>(9,839)</b>
Forward exchange purchase contracts	-	-	-	4,707	-	4,707
Forward exchange selling contracts	-	-	-	(61,150)	-	(61,150)
<b>Net exposure</b>	<b>(30,533)</b>	<b>-</b>	<b>(30,533)</b>	<b>(66,282)</b>	<b>-</b>	<b>(66,282)</b>

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows because loan interest rates are mainly fixed. The Group is primarily exposed to interest rate risk from its borrowings (see note 12) are mainly fixed. So the Group has low interest rate risk. The sensitivity impact to the increase or decrease in interest expenses from borrowings, as a result of changes in interest rates is immaterial on financial statements of the Group.

**Exposure to interest rate risk  
At 31 December**

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Financial instruments with variable interest rates</b>				
Financial liabilities				
- Short-term borrowings from financial institutions	(400,000)	(793,000)	(380,000)	(663,000)
- Long-term borrowings from financial institutions	-	(343,467)	-	(343,467)
	<u>(400,000)</u>	<u>(1,136,467)</u>	<u>(380,000)</u>	<u>(1,006,467)</u>

## 21 Capital Management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board monitors the return on capital, which the Group defines as result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

## 22 Commitments with non-related parties

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<b>Capital commitments</b>				
Building and improvement	1,036	8,071	1,036	7,731
Furniture, fixtures and office equipment	1,792	2,867	1,717	2,867
Utility system	9,099	16,068	8,191	16,068
Computer program	4,113	1,581	4,113	1,581
<b>Total</b>	<u>16,040</u>	<u>28,587</u>	<u>15,057</u>	<u>28,247</u>
<b>Other commitments</b>				
Short-term lease commitments	741	741	-	-
Letters of credit for goods	4,948	6,253	4,948	6,253
Bank guarantees	318,610	312,557	298,599	293,141
Security services agreement	27,339	38,714	12,159	26,286
Cleaning services agreement	16,603	29,577	8,703	18,033
Maintenance service agreement	9,545	3,469	5,357	2,504
<b>Total</b>	<u>377,786</u>	<u>391,311</u>	<u>329,766</u>	<u>346,217</u>

As at 31 December 2023, the Group has issued cheque amounting to Baht 5.4 million (2022: Baht 5.4 million) as collateral for project contract.

## 23 Events after the reporting period

### *Dividend payment*

At the board of directors' meeting of the Company held on 28 February 2024, the Board approved to propose the appropriation of dividend of Baht 1 per share, in amounting to Baht 505 million. In this regards, during the interim period ended 31 December 2023, the Company has already paid interim dividends of Baht 0.25 per share, amounting to Baht 126 million. The remaining dividends are Baht 0.75 per share, amounting to Baht 379 million. The Board of Directors will propose this matter to the shareholders' meeting for further approval.



# Attachment







# Attachment 1

## Details about the Directors, Executives, Controlling Persons, The Highest Responsible Person in Accounting and Finance, The Controller and the Company Secretary

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
1. Mrs. Pennapha Dhanasarnsilp	69	<ul style="list-style-type: none"> <li>Bachelor of Economics- Chulalongkorn University</li> <li>Master of Business Administration – Thammasat University</li> <li>Doctorate of Business Administration – Nova University, Southeastern USA</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 3/2003</li> <li>Director Certification Program (DCP) Batch 68/2005</li> </ul>	-	-	2022 - present	Independent Director Chairman of the Board Chairman of Nomination, Remuneration, CG, and SD Committee (This SD committee had been appointed by the resolution of the Board of Directors' Meeting on 8 August 2022)	Index Living Mall PLC/Furniture Retailer
Remuneration, Corporate Governance & Sustainable Development Committee					2020 - present	Chairman of Nomination, Remuneration & CG Committee	Index Living Mall PLC/Furniture Retailer
Date of Appointment:- May 30, 2018					2018 - 2022	Member of the Audit Committee/ Independent Director	Index Living Mall PLC/Furniture Retailer
<b>Other Companies</b>							
					2015 - present	Independent Director/Member of the Audit Committee/ Chairman of the Nomination and Remuneration Committee Chief Executive Officer	Pioneer Motor PLC/ Manufacturer of fan motors, and all kinds of parts and accessories  Penn Marketing and Distribution Company Limited/Distributor of Consumer Products
					2011 - present		

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
<b>2. Mr. Jirayut Rungsrithong</b> Independent Director/ Chairman of the Audit Committee and Nomination & Remuneration, Corporate Governance & Sustainable Development Committee Date of Appointment: May 30, 2018	57	<ul style="list-style-type: none"> <li>Bachelor of Computer Engineering - King Mongkut's Institute of Technology, Ladkrabang</li> <li>Master of Operations Research - George Washington University, USA</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 36/2005</li> <li>Director Certification Program (DCP) Batch 60/2005</li> <li>Financial Institutions Governance Program (FGP) Batch 4/2012</li> </ul>	0.029	-	2020 - present	Independent Director / Nomination, Remuneration, CG, & SD Committee (This SD committee had been appointed by the resolution of the Board of Directors' Meeting on 8 August 2022)	Index Living Mall PLC/Furniture Retailer
					2018 - present	Chairman of the Audit Committee/ Independent Director	Index Living Mall PLC/Furniture Retailer
					<b>Other</b>		
					<b>Companies</b>		
					2017 - present	Director	Universal Utilities PLC/Clean Water Production Contracts
					2016 - 2022	Director/President	Eastern Water Resources Development and Management PLC/Utilities

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
3. Mr. Adisak Ruckariyaphong Independent Director / Member of the Audit Committee and Nomination & Remuneration, Corporate Governance & Sustainable Development Committee / Chairman of Risk Management Committee and Chairman of Investment Committee Date of Appointment: May 30, 2018	50	<ul style="list-style-type: none"> <li>Bachelor of Business Administration - Assumption University</li> <li>Master of Business Management - Nagoya University, Japan</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 103/2013</li> <li>Advance Audit Committee Program (AACCP) Batch 29/2020</li> </ul>	-	-	2022 - present	Chairman of Investment Committee	Index Living Mall PLC/Furniture Retailer
					2020 - present	Nomination, Remuneration, CG & SD Committee (This SD committee had been appointed by the resolution of the Board of Directors' Meeting on 8 August 2022)	Index Living Mall PLC/Furniture Retailer
					2018 - present	Independent Director Chairman of Risk Management Committee/ Member of the Audit Committee/ Independent Director	Index Living Mall PLC/Furniture Retailer
					<b>Other Companies</b>		
					2018 - present	Director	Meat Store Company Limited/Meat Sales
					2017 - present	Director	Coco Art Company Limited / Manufacturer and Distributor of Coconuts and Coconut Products
					2017 - present	Director	Toyox Asia (Thailand) Company Limited/ Manufacturer that distributes plastic pipes and joints for use in industry



Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
4. Mr. Thakorn Piyapan Independent Director / Member of the Audit Committee and Invest- ment Committee Date of Appointment: April 22, 2022	52	<ul style="list-style-type: none"> <li>• Master of Finance, University of Colorado Denver, USA</li> <li>• Bachelor of Economics, Thammasart University</li> <li>• Executive Program of Capital Market Academy Class 17, 2013</li> <li>• Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>• Director Certification Program (DCP) 2014</li> </ul>	-	-	2022 - present	Independent Director/ Member of Audit Committee/ Investment Committee	Index Living Mall PLC/Furniture Retailer
					<b>Other companies</b> 2022 - present      President 2021 - 2022      Chief Executive Officer 2017 - 2020      Head of Krungsri Consumer Group/ Head of Digital Banking & Innovation Division TMB Thanachart Bank PLC / Commercial Bank Thai Group Holding PLC/ Holding Company Bank of Ayudhya PCL / Universal Bank		

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
5. <b>Mr. Ariya Banomyong</b> Independent Director Date of Appointment: May 30, 2018	50	<ul style="list-style-type: none"> <li>Bachelor of Mathematics &amp; IT, University De Marne-La-Vallee, France</li> <li>Master of Mathematics &amp; IT, University De Marne-La-Vallee, France</li> <li>Master of Management, London School of Economics, United Kingdom</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 149/2018</li> </ul>	-	-	2018 - present	Independent Director	Index Living Mall PLC/Furniture Retailer
					<b>Other</b>		
					<b>Companies</b>		
					2020 - present	CEO & Founder	Transformational Co., Ltd./ Consulting of technology & digital
					2019 - present	Director/President	BEC World PLC/Broadcasting and Advertising Media and Television Business
					2016 - 2019	Director/Managing Director	Line Company (Thailand) Company Limited/ Information and Communication
					2011 - 2015	Thailand Manager	Google (Thailand) Company Limited/ Information Finding Website

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
<b>6. Mr. Pisith Patamasatayasonthi</b> Director/ Chairman of Executive Committee and Chief Executive Officer  Date of Appointment: May 30, 2018	76	<ul style="list-style-type: none"> <li>Honorary Doctorate of Arts, Marketing – Sripatum University</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 147/2018</li> </ul>	2.654	<ul style="list-style-type: none"> <li>Spouse of the person No. 7</li> <li>Father of the person No. 8-11</li> </ul>	1994 – present	Director/ Chairman of Executive Committee/ Chief Executive Officer	Index Living Mall PLC/Furniture Retailer
					<b>Affiliated Companies</b>		
					2016 – present	Director	Index Living Mall Inter Company Limited/Grants rights to Index Living Mall franchises in foreign countries
					2012 – present	Director	The Walk Company Limited/Shopping Center Rentals
					1991 – present	Director	Bangkok Casa Company Limited/Warehouse Services
					1983 – present	Chairman of the Executive Committee	Index Interfurn Company Limited/Furniture Manufacturer
					<b>Other Companies</b>		
					2019 – present	Director	Patamma Company Limited/Hotel and Resort
					2018 – present	Director	Krobkrua Thammada Panich Company Limited/Holds Company Shares
					2017 – present	Director	Mai Thammada Panich H.Q Company Limited/Real Estate
					2017 – present	Director	Mai Thammada Panich Ekachai Company Limited/ Real Estate
					2017 –present	Director	Mai Thammada Panich K.N. Company Limited/Real Estate

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
7. Mrs. Kunthong Udommahuntisuk Director Date of Appointment: May 30, 2018	70	<ul style="list-style-type: none"> <li>Bachelor of Political Science, Bangkok Thonburi University</li> <li>MINI MBA, Commerce and Accountancy, Thammasat University</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 147/2018</li> </ul>	4.595	<ul style="list-style-type: none"> <li>Spouse of the person No.6</li> <li>Mother of the person No.8-11</li> </ul>	1995 - present	Director	Index Living Mall PLC/Furniture Retailer
					<b>Affiliated Companies</b>		
					2019 - present	Director	Index Living Mall Inter Company Limited/Grants rights to Index Living Mall franchises in foreign countries
					2012 - present	Director	The Walk Company Limited/Shopping Center Rentals
					2002 - present	Director	Bangkok Casa Company Limited/Warehouse Services
					1983 - present	Executive Vice President	Index Interfurn Company Limited/Furniture Manufacturer
					<b>บริษัทอื่น</b>		
					2019 - present	Director	Patamma Company Limited/Hotel and Resort
					2018 - present	Director	Krobkrua Thammada Panich Company Limited/Holds Company Shares
					2017 - present	Director	Mai Thammada Panich H.Q Company Limited/Real Estate
					2017 - present	Director	Mai Thammada Panich Ekachai Company Limited/Real Estate
					2017 - present	Director	

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
8. Miss Kridchanok Patamasatayasonthi Director/ Risk Management Committee/ Investment Committee/ Executive Committee and Managing Director Date of Appointment: May 30, 2018	47	<ul style="list-style-type: none"><li>• Bachelor of Business Administration, Assumption University</li><li>• Master of Business Administration, International Business, San Francisco State University, USA</li><li>• Certificate, Thai Institute of Directors Association (IOD) Program</li><li>• Director Accreditation Program (DAP) Batch 144/2018</li></ul>	6.746	<ul style="list-style-type: none"><li>• Child of the person No.6 &amp; 7</li><li>• Sister of the person No. 9-11</li></ul>	2022 - present	Investment Committee	UIndex Living Mall PLC/Furniture Retailer
					2020 - present	Risk Management Committee	Index Living Mall PLC/Furniture Retailer
					2008 - present	Director/ Executive Committee/	Index Living Mall PLC/Furniture Retailer
						Managing Director	
					Affiliated		
					Companies		
					2016 - present	Director	Index Living Mall Inter Company Limited/Grants rights to Index Living Mall franchises in foreign countries
					2012- present	Director	The Walk Company Limited/Shopping Center Rentals
					2009 - present	Director	Bangkok Casa Company Limited/Warehouse Services
					2008 - presen	Director	Index Interfurn Company Limited/Furniture Manufacturer
Other							
Companies							
					2019 - present	Director	Patamma Company Limited/Hotel and Resort
					2018 - present	Director	Krobkrua Thammada Panich Company Limited/Holds Company Shares
					2017 - present	Director	Mai Thammada Panich H.Q Company Limited/Real Estate
					2017 - present	Director	Mai Thammada Panich Ekachai Company Limited/ Real Estate
					2017 -present	Director	Mai Thammada Panich K.N. Company Limited/Real Estate



Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
9. Miss Pichapim Patamasatayasonthi Director / Executive Committee and Senior Vice President- Furniture Mattress & HDI Trading Line Date of Appointment: May 30, 2018	45	<ul style="list-style-type: none"> <li>Bachelor of Architecture, King Mongkut's Institute of Technology, Ladkrabang</li> <li>Master of Business Administration, International Business, California State University at Long Beach, USA</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 144/2018</li> </ul>	6.808	<ul style="list-style-type: none"> <li>Child of the person No. 6 &amp; 7</li> <li>Sister of the person No. 8-11</li> </ul>	2022 - present	Senior Vice President - Furniture Mattress & HDI	Index Living Mall PLC/Furniture Retailer
					2008 - present	Trading Line	Index Living Mall PLC/Furniture Retailer
					<b>Affiliated</b>		
					<b>Companies</b>		
					2016 - present	Director	Index Living Mall Inter Company Limited/Grants rights to Index Living Mall franchises in foreign countries
					2012 - present	Director	The Walk Company Limited/Shopping Center Rentals
					2009 - present	Director	Bangkok Casa Company Limited/Warehouse Services
					2008 - present	Director	Index Interfur Company Limited/Furniture Manufacturer
					<b>Other</b>		
					<b>Companies</b>		
					2019 - present	Director	Patamma Company Limited/Hotel and Resort
					2018 - present	Director	Krobkrua Thammada Panich Company Limited/Holds Company Shares
					2017 - present	Director	Mai Thammada Panich H.Q Company Limited/Real Estate
					2017 - present	Director	Mai Thammada Panich Ekachai Company Limited/Real Estate
					2017 - present	Director	Mai Thammada Panich K.N. Company Limited/Real Estate

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
<b>10. Mr. Ekalak Patamasatayasonthi</b> Director/ Executive Committee/ Senior Vice President Business Development, YOUNIQUE & The Walk Line  Date of Appointment: May 30, 2018	42	<ul style="list-style-type: none"> <li>Bachelor of Engineering, Industrial Engineering - Chulalongkorn University</li> <li>Master of International Business, Thunderbird Global School of Management, Arizona, USA</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 144/2018</li> </ul>	6.775	<ul style="list-style-type: none"> <li>Child of the person No.6 &amp; 7</li> <li>Brother of the person No. 8 - 11</li> </ul>	2009 - present	Director/ Senior Vice President- Business Development, YOUNIQUE & The Walk Line	Index Living Mall PLC/Furniture Retailer
					<b>Affiliated Companies</b>		
					2016 - present	Director	Index Living Mall Inter Company Limited/Grants rights to Index Living Mall franchises in foreign countries
					2012 - present	Director	The Walk Company Limited/Shopping Center Rentals
					2009 - present	Director	Bangkok Casa Company Limited/Warehouse Services
					2009 - present	Director	Index Interfurn Company Limited/Furniture Manufacturer
					<b>Other Companies</b>		
					2019 - present	Director	Patamma Company Limited/Hotel and Resort
					2018 - present	Director	Krobkrua Thammada Panich Company Limited/Holds Company Shares
					2017 - present	Director	Mai Thammada Panich H.Q Company Limited/Real Estate
					2017 - present	Director	Mai Thammada Panich Ekachai Company Limited/ Real Estate
					2017 - present	Director	Mai Thammada Panich K.N. Company Limited/Real Estate

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
11. Mr. Ekaridhi Patamasatayasonthi Director / Risk Management Committee and Executive Committee Date of Appointment: May 30, 2018	38	<ul style="list-style-type: none"> <li>Bachelor of Computer Engineering - Thammasat University</li> <li>Masters, Global MBA program, University of Michigan, Ross School of Business, Ann Arbor, USA</li> <li>Certificate, Thai Institute of Directors Association (IOD) Program</li> <li>Director Accreditation Program (DAP) Batch 149/2018</li> </ul>	7.023	<ul style="list-style-type: none"> <li>Child of the person No. 6 &amp; 7</li> <li>Brother of the person No.8 - 10</li> </ul>	2020 - present	Risk Management Committee	Index Living Mall PLC/Furniture Retailer
					2009 - present	Executive Committee/ Director	Index Living Mall PLC/Furniture Retailer
					<b>Affiliated Companies</b>		
					2016 - present	Director	Index Living Mall Inter Company Limited/Grants rights to Index Living Mall franchises in foreign countries
					2014 - present	Director	Index Living Mall Malaysia SDN. BHD./Index Living Mall Shopping Center in Malaysia
					2012 - present	Director	The Walk Company Limited/Shopping Center Rentals
					2009 - present	Director	Bangkok Casa Company Limited/Warehouse Services
					2009 - present	Director	Index Interfurn Company Limited/Furniture Manufacturer
					<b>Other Companies</b>		
					2019 - present	Director	Patamma Company Limited/Hotel and Resort
					2019 - present	Director	Number 8 Company Limited/Restaurant
					2018 - present	Director	Krobkrua Thammada Panich Company Limited/Holds Company Shares
					2017 - present	Director	Mai Thammada Panich H.Q Company Limited/Real Estate
					2017 - present	Director	Mai Thammada Panich Ekachai Company Limited/ Real Estate
					2017 - present	Director	Mai Thammada Panich K.N. Company Limited/Real Estate

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
<b>12. Miss Phairunya Supitax</b> Senior Vice President Finance & Accounting Date of Appointment: February 27, 2023	47	<ul style="list-style-type: none"> <li>Bachelor of Business Administration, Accounting - Assumption University</li> <li>Master of Professional Accounting, Thammasat University</li> <li>Participated in continuous knowledge development in accordance with qualifications of the responsible person in the accounting and finance department of the Stock Exchange of Thailand, TLCA CFO Professional Development Program (TLCA CFO CPD) total 6 hours in Year 2023</li> </ul>	-	-	2010 - present	Senior Vice President of Finance & Accounting / Company Secretary	Index Living Mall PLC/Furniture Retailer
					<b>Other Companies</b> 2005 - present Director Siam B2B Company Limited/Communication Business		
					2001 - 2010	Corporate Finance Director	Minor International PLC/Food & Beverage Business, Hotel Business, and other businesses related to the Hotel Business
<b>13. Mr. Nattinai Yuttapatsak</b> Senior Vice President- Project Sales and Office Furniture Management Date of Appointment: October 1, 1994	62	<ul style="list-style-type: none"> <li>Bachelor of Engineering, King Mongkut's University of Technology, North Bangkok</li> </ul>	0.380	-	1994 - present	Senior Vice President of Project Sales and Office Furniture Management	Index Living Mall PLC/Furniture Retailer

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
<b>14. Mr. Kwanchai Kitkongkajornchai</b> Senior Vice President- Product Strategy and Development and Dealer Line Date of Appointment: August 1, 1994	56	• Bachelor of Arts - Silpakorn University	0.003	-	1994 - present	Senior Vice President of - Product Strategy and Development and Dealer Line	Index Living Mall PLC/Furniture Retailer
<b>Affiliated Companies</b>							
					2014 - present	Director	Index Living Mall Malaysia SDN. BHD./Shopping Center Index Living Mall in Malaysia
<b>15. Ms. Pavaravadee Wichaidit</b> Wichaidit Senior Vice President - Supply Chain Distribution Center and Information Technology Date of Appointment: September 7, 2016	54	• Bachelor of Science, Biotechnology - Mahidol University	0.003	-	2016 - present	Senior Vice President - Supply Chain Distribution Center and Information Technology	Index Living Mall PLC/Furniture Retailer
<b>Affiliated Companies</b>							
					2017 - present	Director	Index Living Mall Malaysia SDN. BHD./Shopping Center Index Living Mall in Malaysia
<b>Other Companies</b>							
					1999 - 2016	Customer Service Director	Unilever Thai Trading /Manufacturer and Distributor of Consumer Products
<b>16. Mr. Gerard Megurk</b> Megurk Senior Vice President - Retail Commercial, International Retail & Field Merchandising Line Date of Appointment: May 3, 2016	56	• Bachelor of Business Studies, Dundee College of Commerce - Scotland	0.001	-	2016 - present	Senior Vice President of Retail Commercial, International Retail & Field Merchandising Line	Index Living Mall PLC/Furniture Retailer



Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
<b>17. Mrs. Kanjanawan Layluxsiri</b> Senior Vice President Marketing Date of Appointment: March 1, 2019	52	<ul style="list-style-type: none"> <li>Bachelor in Political Science - Chulalongkorn University</li> <li>Mini MBA - Chulalongkorn University</li> </ul>	0.0001	-	2019 - present	Senior Vice President of Marketing	Index Living Mall PLC/Furniture Retailer
					2017 - 2018	Vice President of Marketing	Index Living Mall PLC/Furniture Retailer
					<b>Other</b>		
					<b>Companies</b>		
<b>18. Mr. Suchart Sasivimolvit</b> Accounting Director Date of Appointment: February 16, 1998	57	<ul style="list-style-type: none"> <li>Bachelor of Business Administration</li> <li>Master of Business Administration</li> <li>Participated in continuous knowledge development for accounting in accordance with the criteria specified in the announcement of the Department of Business Development for 2023 for a total of 49 hours</li> </ul>	-	-	1998 - present	Accounting Director	Index Living Mall PLC/Furniture Retailer
					<b>Other</b>		
					<b>Companies</b>		
					2015 - present	Director	At Home Audit Company Limited/Auditor
<b>19. Mr. Thosak Kanjananimmont</b> Financial Director Date of Appointment: April 1, 2016	68	<ul style="list-style-type: none"> <li>Bachelor of Business Administration, Accounting - Ramkhamhaeng University</li> </ul>	0.011		2016 - Present	Financial Director	Index Living Mall PLC/Furniture Retailer
					1998 - 2016	Assistant Chief Financial Officer	Index Living Mall PLC/Furniture Retailer

Name - Last Name/ Position	Age (yrs)	Educational Qualifications / Training History	Proportion of Company Shares Held (percent)	Family Relationship between Directors and Executives	Work Experience		
					Time Period	Position	Company/Type of Business
20. Miss Tharada Kooprasit Company Secretary Date of Appointment: February 27, 2023		<ul style="list-style-type: none"> <li>Bachelor of Political Sciences, Kasetsart University</li> <li>Master of Management, Entrepreneurship Management, International Program, College of Management, Mahidol University</li> <li>Certificate from Thai Institute of Directors Association (IOD)</li> <li>Company Secretary Program (CSP) 82/2017</li> <li>Board Reporting Program (BRP) 18/2015</li> <li>Thai Listed Companies Association (TLCA)</li> <li>Advances for Corporate Secretaries 1/2017</li> <li>GRI Certified Training Course- Reporting with the GRI standards 2021 update - GRI Academy</li> </ul>	-	-	2023 - Present	Company Secretary	Index Living Mall PLC/Furniture Retailer
					2018 - Present	Assistant Director - Company Secretary Department	Index Living Mall PLC/Furniture Retailer
					<b>Other</b> <b>Companies</b> 2016-2018      Company Secretary      Begistic PLC / provide comprehensive logistics services including berths, warehouses, cargo handling. 2015 - 2016      Company Secretary- Expert      Intouch Holding PLC / holding company with investments in the telecom, media and echnology, including digital businesses		

\* Note: Calculated in accordance with the effective rate of shareholding as of January 31, 2024.

## Responsibilities of the Company Secretary

The Board of Directors Meeting No. 1/2023, held on February 27, 2023, resolved to appoint Ms. Tharada Kooprasit as the Company Secretary in order to comply with Section 89/15 of the Securities and Exchange Act. The Company Secretary has the following duties and responsibilities:

1. Give preliminary advice to the directors in regards to complying with the laws, regulations, and the Article of Association of the Company. Monitor to ensure compliance and report any significant changes in legal requirements to the directors and executives.
2. Monitor and oversee the disclosure information and report related information in accordance with the regulations, notifications and requirements of the Stock Exchange of Thailand, the Office of Securities and Exchange Commission, and the Capital Market Supervisory Board.
3. Prepare and keep the following important documents:
  - (A) Director registration
  - (B) Meeting invitation letter for the Board of Directors' Meeting and the minutes of the Committee Meeting
  - (C) Meeting invitation letter for Shareholders' Meeting and the minutes of the Shareholders' Meeting
  - (D) Company's Annual Report
4. Keep the directors and executives' stakeholder's report and send a copy to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days since the date that the Company received the report.
5. Monitor and ensure that the Shareholders' Meeting and the Board Meetings are in accordance with the laws, Article of Association of the Company and related practices and ensure the compliance with the resolutions of the Shareholders' Meeting and the resolutions of the Board of Directors' Meeting.
6. Supervise the activities of the Board of Directors and undertake any other matters in order to be in compliance with the law and/or as specified by the Capital Market Supervisory Board and/or as assigned by the Board of Directors

## Attachment 2

### Details of Directorship in Subsidiaries

Name List	ILM	IDF	TW	ILM Inter
1. Mrs. Pennapha Dhanasarnsilp	//, X			
2. Mr. Jirayut Rungsrihong	//, Ax			
3. Mr. Adisak Ruckariyaphong	//, A			
4. Mr. Thakorn Piyapan	//, A			
5. Mr. Ariya Banomyong	//			
6. Mr. Pisith Patamasatayasonthi	/,0	/	/	/
7. Mrs. Kunthong Udommahuntisuk	/	/	/	/
8. Ms. Kridchanok Patamasatayasonthi	/,0	/	/	/
9. Ms. Pichapim Patamasatayasonthi	/	/	/	/
10. Mr. Ekalak Patamasatayasonthi	/,0	/	/	/
11. Mr. Ekaridhi Patamasatayasonthi	/	/	/	/
12. Ms. Phairunya Supitux	0			
13. Mr. Kwanchai Kitkongkajornchai	0			
14. Mr. Nattinai Yuttapatsak	0			
15. Ms. Pavaravadee Wichaidit	0			
16. Mrs. Kanjanawan Layluxsiri	0			
17. Mr. Gerard Mcgurk	0			
18. Mr. Suchart Sasivimolvit	0			
19. Mr. Thosak Kanjananimnont	0			

#### Remarks:

x = Chairman of the Board    / = Director    Ax = Chairman of Audit Committee  
 // = Independent Director    0 = Executives    A = Audit Committee

## Attachment 3

### Details of Head of Internal Audit

Information about the Head of the Internal Audit of the Company

Name - Surname Position	Age (years)	Educational Qualifications	Work Experience		
			Period	Position	Company
Mr. Phisit Oprapakorn Head of the Internal Audit	37	<ul style="list-style-type: none"> <li>• Master of Business Administration in Finance (MBA – Finance), National Institute of Development Administration (NIDA)</li> <li>• Bachelor of Business Administration in Accounting (BBA – Accounting), Assumption University (ABAC) Gold Medal</li> <li>• Tax Auditor</li> <li>• Training courses related to internal auditing from the Federation of Accounting Professions are as follows: <ul style="list-style-type: none"> <li>• 80 Corruption Issues that Organizations Must be Aware of</li> <li>• Annual Audit Management Planning</li> <li>• Audit Process, How to Plan the Audit Work System</li> <li>• Internal Audit Certification Training Program (IACP)</li> <li>• Risk Management Training courses from the Thai Listed Companies Association:</li> <li>• COSO-ERM 2017 Enterprise Risk Management</li> </ul> </li> </ul>	2020 - Present	Senior Internal Audit Manager (Head of Internal Audit)	Index Living Mall Public Company Limited
			2014 - Present	Internal Audit Manager (Head of Internal Audit)	Index Living Mall Public Company Limited
			2013 - 2014	Senior Officer (Audit Tax Account)	Legal and Tax Consulting Company Limited, PricewaterhouseCoopers
			2010 - 2012	Senior Officer (Risk and Internal Control)	KPMG Phoomchai Company Limited, Business Advisory



## Attachment 4

### Operating Assets & Detail of Assets Assessment

Disclosure on page 34–41

## Attachment 5

### Corporate Governance Policy and Code of Conduct (Full Version)



Publicize at the Company's Website at <http://investor.indexlivingmall.com/en/cg/policy>  
<http://investor.indexlivingmall.com/storage/download/code-of-conduct-en.pdf>

## Attachment 6

Report of the Board of Directors' Responsibilities for Financial Reports Audit Committee

Audit Committee Report

Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee Report

Risk Management Committee Report

Executive Committee Report

## Attachment 6

# Report of the Board of Directors' Responsibilities for Financial Reports

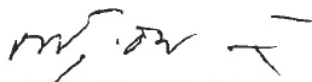
### To shareholders

The Board of Directors is responsible for the consolidated financial statements of Index Living Mall Public Company Limited and its subsidiaries, which was prepared in accordance with financial reporting standards. The accounting policies are appropriately considered and consistently implemented, by using careful discretion and reasonable estimation principles in the preparation of the financial statements. In addition, the important information is sufficiently and transparently disclosed in the notes to financial statements for the benefit of shareholders and general investors.

The Board of Directors established good corporate governance, maintained risk management and internal control systems in order to ensure that accounting information are recorded correctly and completely and display information that is material, significant, timely and sufficient to maintain the property as well as to prevent fraud or significant unusual operations.

The Board of Directors appointed an audit committee consisting of independent directors to oversee and review the reliability and accuracy of financial reports including evaluating the internal control and internal audit systems to be efficient. The opinion of the Audit Committee regarding this matter appears in the Report of the Audit Committee in this Form 56-1 One Report Y2023.

The Board of Directors is of the opinion that the internal control system and the internal audit of the Company can assurance that the consolidated financial statements of Index Living Mall Public Company Limited and its subsidiaries for the fiscal year ended 31 December 2023, show financial position, operating performance and cash flow in all material respects and in accordance with financial reporting standards. The auditor has examined and commented on the auditor's report which has been shown in this Form 56-1 One Report Y2023.



Mrs. Pennapha Dhanasarnsilp  
Chairman of the Board



Ms. Kridchanok Patamasatayasonthi  
Managing Director

# Audit Committee Report

## To Shareholders,

The Audit Committee of Index Living Mall Public Company Limited consists of 3 independent directors who are capable, qualified, and independent in accordance with the regulations of the Stock Exchange of Thailand. The Audit Committee consists of Mr. Jirayut Rungsrithong, the Chairman of the Audit Committee, Mr. Adisak Ruckariyaphong, and Mr. Thakorn Piyaphan.

In 2023, the Audit Committee performed its duties within the scope of responsibility as specified by the Audit Committee Charter and the responsibilities assigned by the Board of Directors and held 4 meetings. In addition to this, auditors were invited to attend the meetings for relevant agenda items. The meeting attendance details of the Board are as follows:

Name – Surname	Position	Number of Meetings Attended
Mr. Jirayut Rungsrithong	Chairman of the Audit Committee	4/4
Mr. Adisak Ruckariyaphong	Audit Committee Member	4/4
Mr. Thakorn Piyaphan	Audit Committee Member	3/4

The Audit Committee has duties and responsibilities in accordance with the Charter of the Audit Committee and as assigned by the Board of Directors. This includes reviewing the accuracy and adequacy of the Company's financial statements and effective governance processes, compliance with laws and regulations, and tending to related transactions that may have a conflict of interest in accordance with the relevant regulations and providing maximum benefit for the Company. The Audit Committee also has duties in selecting and proposing an opinion regarding the appointment of an auditor. The main performance of the Audit Committee can be summarized as follows:

Audit Committee assessed the overall sufficiency and efficiency of the internal control system of the Company and its subsidiaries, acknowledged the audit results, and monitored the results of the improvements as recommended in order to increase the effectiveness and efficiency of internal control.

## Operational Summary 2023

1. Reviewed the Company's quarterly and annual financial statements prior to being disclosed to the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission. This was done during the Meeting agenda item: to review the financial statements of the Company.
2. Proposed the Company's auditors and determined the remuneration to the Board of Directors for approval at the Shareholders' Meeting.
3. Joint meeting with the Internal Audit Department concerning the operations, the scope of work, and the audit plan to ensure that the internal audit was carried out completely, appropriately, and in accordance with the standards of internal auditing. In 2023, the
4. Reviewed regulatory compliance of the Company in regard to securities and exchange laws, SET regulations, and relevant laws concerning the business operations of the Company.
5. Assigned the Internal Audit Department to audit, review, and disclose connected transactions and conflict of interest transactions, and report to the Audit Committee annually in order to ensure that the Company operates its business with reasonableness under normal business conditions.
6. Assessed the sufficiency and appropriateness of the internal control system regarding the organization, environment, risk management, operational control of the management, information, and communication systems, and monitoring system. Emphasized having a sufficient and effective internal control system. Led the organization to have a good governance system.
7. The Audit Committee reviewed and self-assessed the work performance over the past year by using the good practice guidelines and Audit Committee Charter as a standard. The assessment results revealed that the Audit Committee performed its duties effectively in accordance with the specified Charter.



8. Encouraged the Company to create channels to report anti-corruption and blow the whistle through the website that directly reports to the Audit Committee in order to be consistent with the Good Corporate Governance principles.
9. In regard to the supervision of anti-corruption practice guidelines, the Audit Committee assigned the Internal Audit Department to review the measures and establish guidelines to prevent fraud and inappropriate behavior that may occur in various systems. These guidelines extend to trading partners by preparing supplier evaluation criteria, a Code of Conduct for Suppliers, and framework guidelines to refrain from accepting gifts during various festivals, etc.
10. The Audit Committee Meeting No. 4/2023 was held on November 9, 2023 to review and revise the Audit Committee Charter for the Board of Directors to consider the approval. This update was in accordance with the SEC's circular letter No. SEC Nor. (W) 23/2023 regarding the understanding of the Audit Committee's roles and responsibilities, dated September 12, 2023, in accordance with Section 89/25 of the Securities and Exchange Act B.E. 2535, to help deter inappropriate behavior and promote good corporate governance among listed companies, which will truly protect the benefits of general shareholders.
5. The appointed auditors were knowledgeable, capable, experienced, independent, and credible. They did not have any relationships or conflict of interest transactions with the Company. This ensured that the audit was complete, appropriate, effective, and transparent in accordance with the auditing standards.
6. The Audit Committee reviewed the independence of the annual internal audit plan, and the scope of work of the Internal Audit Department, and considered the evaluation results of the internal audit. This included evaluating the performance of the head of the internal audit department. The Audit Committee is of the opinion that the internal audit of the Company was independent, sufficient, and effective.
7. The Audit Committee performed its duties independently, completely, and accurately in accordance with the Audit Committee Charter and the amendment due to strong support from all stakeholders.

**Mr. Jirayut Rungsritthong**  
Chairman of the Audit Committee

### **Opinion of the Audit Committee regarding the Performance in 2023**

1. The financial statements of the Company were reliable, accurate, complete, and in accordance with the generally accepted accounting principles. The important information was sufficiently disclosed in a timely manner.
2. The Company has a sufficient, efficient, and effective internal control system, operational control system, and monitoring system.
3. The Company did not violate security and exchange law, SET regulations, or any relevant laws related to the Company's business
4. Transactions with associates or conflict of interest transactions were in compliance with the law and SET regulations. Such transactions were reasonable for the maximum benefit of the Company. There were no indications or observations of suspicious activities.

# Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee Report

## To Shareholders,

The Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee performed duties as assigned by the Board of Directors in accordance with the Charter of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee.

In the previous year, this committee established a method and criteria for the nomination of directors and the Chief Executive Officer, determined methods and criteria for remuneration payment and other benefits to the Board of Directors and subcommittees, and considered a budget for salary increases, annual bonuses, welfare, and other employee benefits. This committee evaluated corporate governance and sustainability strategies' performance, which included the management of the environment, energy, water, garbage, and waste, as well as the management of greenhouse gas emissions, human rights, and fair labor practices. This has resulted in the company being selected as one of the sustainable stocks, or SET ESG Ratings, for the year 2023 in the services sector for the first time.

In 2023, the Nomination, Remuneration, and Corporate Governance Committee held a total of 2 meetings. The meeting attendance details of the Board are as follows:

Name – Surname	Position	Number of Meetings Attended
Mrs. Pennapha Dhanasarnsilp	Chairman of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	2/2
Mr. Jirayut Rungsirithong	Member of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	2/2
Mr. Adisak Ruckariyaphong	Member of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	2/2

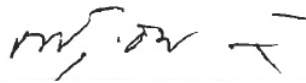
## Summary of significant performance in 2023 are as follows:

1. Considered recruiting and selecting nominees to serve as Company directors, as well as subcommittees to replace directors who have completed their terms. The nomination was based on the recruitment of personnel with complete and appropriate qualifications in accordance with the requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The nominee does not have any characteristics that are prohibited by law, having qualifications, experience, knowledge, and skills that are beneficial to the Company. In addition, the Company provides an opportunity for minority shareholders to nominate a candidate to be a director of the Company between December 1, 2023 and January 14, 2024. These were proposed to the
2. Stipulated methods and criteria for setting remuneration and other benefits for directors and the subcommittees.
3. Evaluated the performance of the Chief Executive Officer based on the target achievement in order to consider appropriate remuneration.
4. Considered salary budget increases, annual rewards, welfare, and other benefits for the Company's employees at a reasonable rate that is in line with the Company's operating results and remuneration in the retail business market.
5. Considered and reviewed the Good Corporate Governance Policy. There were no amendments because the current charter is comprehensive and appropriate.

Board of Directors and the Annual General Meeting of Shareholders in 2024. None of the shareholders nominated a candidate for consideration.

6. Considered reviewing the Charter of Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee. There were no amendments in 2023 because the current charter remains complete and appropriate.
7. In 2023, The Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee considered the sustainability performance in environmental, social, and governance dimensions in order to ensure that they are consistent with the disclosure of information on Driving Business for Sustainability in Form 56-1 One Report and propose to the Board of Directors.

The Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee performed its duties in accordance with good corporate governance principles and took into account the best interests of the Company and all stakeholders.



Mrs. Pennapha Dhanasarnsilp  
Chairman of the Nomination, Remuneration,  
Corporate Governance, and Sustainable Development Committee

# The Risk Management Committee Report

## To Shareholders,

The Risk Management Committee consists of 3 members which include Mr. Adisak Rakariyapong, Chairman of the Risk Management Committee. Ms. Kridchanok Patamasatayasonthi and Mr. Ekaridhi Patamasatayasonthi are members of the Risk Management Committee.

The Board of Directors determined the scope of duties and responsibilities of the Risk Management Committee to be in line with the Risk Management Charter under the Enterprise Risk Management: ERM of the Company which is aligned with the international standard of COSO ERM Framework by increasing the efficiency and the effectiveness of risk management at the operational level. This was achieved by assessing operational risk, information technology system risk, fraud risk, and corruption risk by defining procedures, as well as monitoring and creating tools to support the achievement of the set objectives so that personnel can perform their duties and reduce risks effectively.

In addition, the committee is in charge of considering risks that may affect the achievement of the set goals as well as risks from internal and external environmental shifting conditions. The committee has determined risk appetite and risk tolerance in order to manage risk deviation and avoid jeopardizing the achievement of business operations.

In 2023, the Risk Management Committee held a total of 2 meetings. There were monthly sub-meetings of the Risk Management Working Group. The performance of the Risk Management Committee is summarized as follows:

1. Set and reviewed the enterprise risk management framework to be appropriate and in line with the Company's strategic plans and business operations.
2. Regularly monitored, evaluated, and provided recommendations to the Company in order to ensure that the Company operates the business at an acceptable risk level. There is a concrete mitigation plan that is practical and is able to follow up in order to minimize damages that may occur in a timely manner.

3. Provided an opinion on the issues and scope of the enterprise risk. This included operational risk, information technology system risk, fraud risk, corruption risk (in accordance with the Anti-Corruption Policy), and risk from external factors such as the exchange rate fluctuation risk, financial risk, the risk of impact from competitors, risks related to changes in consumer behavior due to an increased number of consumers purchasing goods and services through online channels, as well as personal data protection risks, etc.
4. Reviewed to ensure that the Company has an appropriate management and risk management system that is efficient and effective. Regularly communicated with the Risk Management Working Group in order to understand any critical risks, whether internal or external risks on a quarterly basis.
5. Gave advice and commented on corporate risk reporting for 2023, so that it is in accordance with the direction of the business operations, strategic plans, and corporate goals.
6. Reported the results of enterprise risk management to the Board of Directors for acknowledgment.

On behalf of the Risk Management Committee,

Mr. Adisak Ruckariyaphong  
Chairman of the Risk Management Committee

# The Executive Committee Report

## To Shareholders,

The Executive Committee is appointed by the Board of Directors to supervise, manage, and control the Company's operations in accordance with the policies and business strategies determined by the Board of Directors. This includes adhering to the Executive Committee Charter, the business code of conduct, and business-related laws.

In 2023, the Executive Committee held a total of 11 meetings and reported the operating results to the Board of Directors for their acknowledgment on a regular basis. The meeting attendance details of the Executive Committee are as follows:

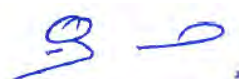
Name-Surname	Position	Number of Meetings Attended
Mr. Pisith Patamasatayasonthi	Chairman of the Executive Committee/ Chief Executive Officer	11/11
Miss Kridchanok Patamasatayasonthi	Executive Committee/ Managing Director	11/11
Miss Pichapim Patamasatayasonthi	Executive Committee	10/11
Mr. Ekalak Patamasatayasonthi	Executive Committee	10/11
Mr. Ekaridhi Patamasatayasonthi	Executive Committee	10/11

## Significant operation details in 2023 can be summarized as follows:

1. Considered and monitored monthly operation performance to meet the set goals, scrutinized the Company's strategic plan and matters that required an initial decision before proposing to the Board of Directors for further consideration.
2. Supervised the business operation in accordance with the policy, goals, action plans, and financial goals and scrutinized the use of the budget approved by the Board of Directors in an effective and efficient way to foster the business growth of the Corporate Group.
3. Considered and scrutinized the feasibility of crucial investment projects as well as provided managerial advice to the Managing Director and executives.
4. Supported and encouraged employees to continually create new innovations and add value to the product.
5. Considered and approved the annual budget and the Company's investments which included transactions and credits that are important to the business prior to proposing them to the Board of Directors for approval.

6. Considered and provided recommendations to management regarding cash flow management to enhance opportunities for higher returns under reasonable risks. The credit limit for each transaction is as specified in the delegation of authority and budget approval by the Board of Directors, as well as the contracts made for each matter.
7. Approved other items that were assigned by the Board of Directors

The Executive Committee is committed to managing the business in order to achieve the organization's vision, mission, goals, and business strategies in accordance with good corporate governance principles to be transparent, verifiable, and fair, as well as conducting business with social and environmental responsibility. This included continuous support to fight against corruption in order for the organization to have growth and stability.



Mr. Pisith Patamasatayasonthi  
Chairman of the Executive Committee





**Internal Control Sufficiency Evaluation Form**

**Index Living Mall Public Company Limited**

This evaluation was prepared by the Board of Directors, which expresses their opinions on the adequacy of the internal control system in accordance with the Board of Directors' resolution on February 28, 2024.

QR CODE



