

3. Driving Business for Sustainability



Due to the commitment to conduct business in accordance with good corporate governance principles and sustainable development under the concept of 'Sustainable Living for Future Lifestyle' which focuses on improving quality of life, society and the environment, the Company is aware of the expectations and impact on its value chain stakeholders and recognizes the significance of sustainable development in all dimensions, which included environmental, social, and governance. Therefore, the Company continues to monitor sustainable development and reviews goals and guidelines to ensure that they cover all dimensions and are in accordance with the established goals. In 2022, the Board of Directors appointed the Sustainable Development Committee as a subcommittee of the Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee as a result of the resolution of the Board of Directors No. 4/2022, dated August 8, 2022. The committee is responsible for evaluating the performance results of corporate governance and sustainability strategies in addition to environmental, energy, water, garbage, and waste management, greenhouse gas management, human rights management, and equitable treatment of labor. A working group was specifically formed to support each project in order to execute the established plan.

In order to accurately disclose ESG information on economic, social, and environmental dimensions, as well as the Company's performance on sustainable development in 2022 to be in accordance with the standards, the Company studied and prepared a report on the topic of Driving Business for Sustainability in

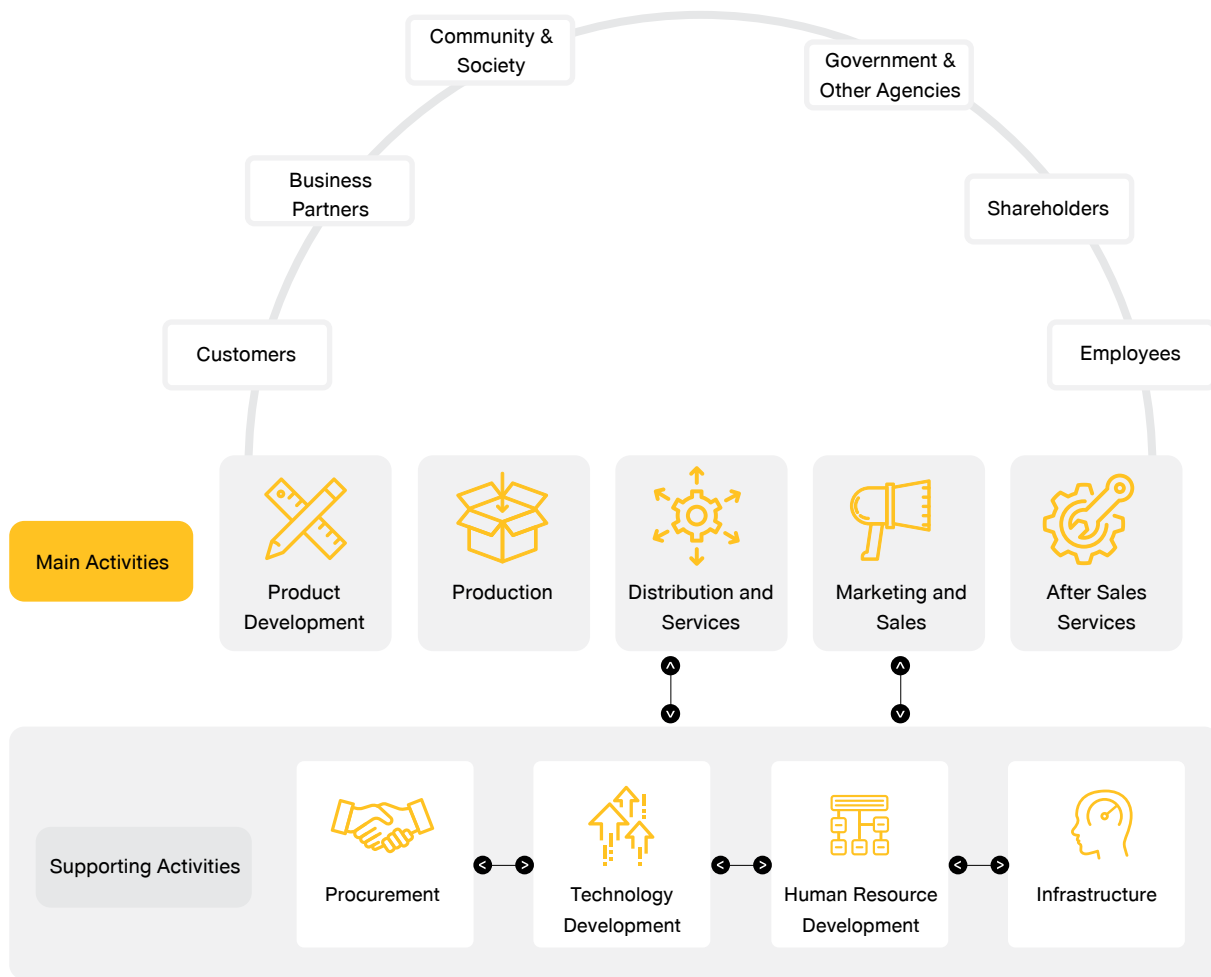
accordance with the Global Reporting Initiative (GRI) standards which were used in the preparation of the Sustainable Development Report (SD Report) and the 56-1 One Report / One Report. The Stock Exchange of Thailand's recommendation on ESG disclosure was used as the reporting structure for the disclosure of information on this topic. 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, 2022 and December 31, 2022. The economic performance presented in this report is based on the same accounting information system used in the One Report for the year 2022.

3.1 Analysis 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, production, distribution, sales, marketing, and after-sales services. 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.

Business Value Chain



● 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 2022, the Company analyzed and reviewed significant issues based on customer survey results. The details are as follows:









Stakeholder Group	Contact Channels	Expectations	Actions
Customers 	<ul style="list-style-type: none"> Online and offline communication channels Product and service safety measures Customer contact center Whistleblowing or feedback channels on the Company's website Customer satisfaction surveys 	<ul style="list-style-type: none"> Quality products and services that meet lifestyles Great shopping experiences Safety services at branches Fair prices Attractive promotions On time Delivery Good after-sales service Personal data privacy 	<ul style="list-style-type: none"> Deliver quality products and services Promote sales and promotions that meet customer needs Safety management from production to services at branches Customer service development On time delivery and installation Use international standards for customer data protection Listen and respond to complaints
Business Partners 	<ul style="list-style-type: none"> Business Code of Conduct Whistleblowing channel on the Company's website Business partner's data protection privacy notice 	<ul style="list-style-type: none"> Fair and transparent business operations Business growth Accurate and on time payments Personal data privacy 	<ul style="list-style-type: none"> Prepare business contracts and procurement processes with transparency and fairness Establish policies and pay promptly and accurately Use international standards for customer data protection
Community and Society 	<ul style="list-style-type: none"> Contact branch manager/head-quarters Customer contact center Whistleblowing channel on the Company's website Participation in community network activities 	<ul style="list-style-type: none"> Activities that are beneficial to the community Operate business with responsibility No environmental problem 	<ul style="list-style-type: none"> Support and promote activities that are beneficial to the community Pay attention to safety and environmental impact Listen and respond to comments and complaints
Government and Other Agencies 	<ul style="list-style-type: none"> Participate in or organize government network activities Human Resource Management Department/ related departments 	<ul style="list-style-type: none"> Legal compliance Promote and Cooperate in numerous projects 	<ul style="list-style-type: none"> Legal and regulatory compliance Cooperate and participate as appropriate in numerous projects
Shareholders 	<ul style="list-style-type: none"> 56-1 One Report Shareholders Meeting Quarterly investor meeting Quarterly analyst meeting Disclosure of information through SET Disclosure of Investor Relations information on the Company's website Investor relations department 	<ul style="list-style-type: none"> Profitable business and sustainability Good corporate governance Transparent management Effective risk management 	<ul style="list-style-type: none"> Conduct business with transparency, verifiable, and in accordance with good corporate governance Effective management Disclosure of transparent information Provide complete and accurate financial information
Employees 	<ul style="list-style-type: none"> Annual Town Hall Meeting Human resource management communication Whistleblowing channel on the Company's website Contact the Welfare Committee in the workplace Contact Safety, Occupational Health and Working Environment Committee 	<ul style="list-style-type: none"> Fair remuneration and welfare Stability and career advancement Knowledge development Workplace safety Organizational Participation by voicing opinions 	<ul style="list-style-type: none"> Allocate fair remuneration and welfare Organize an equal and fair performance evaluation Organize related training courses with job responsibilities Provide safe and healthy working conditions Listen and respond to comments and suggestions for improvement.

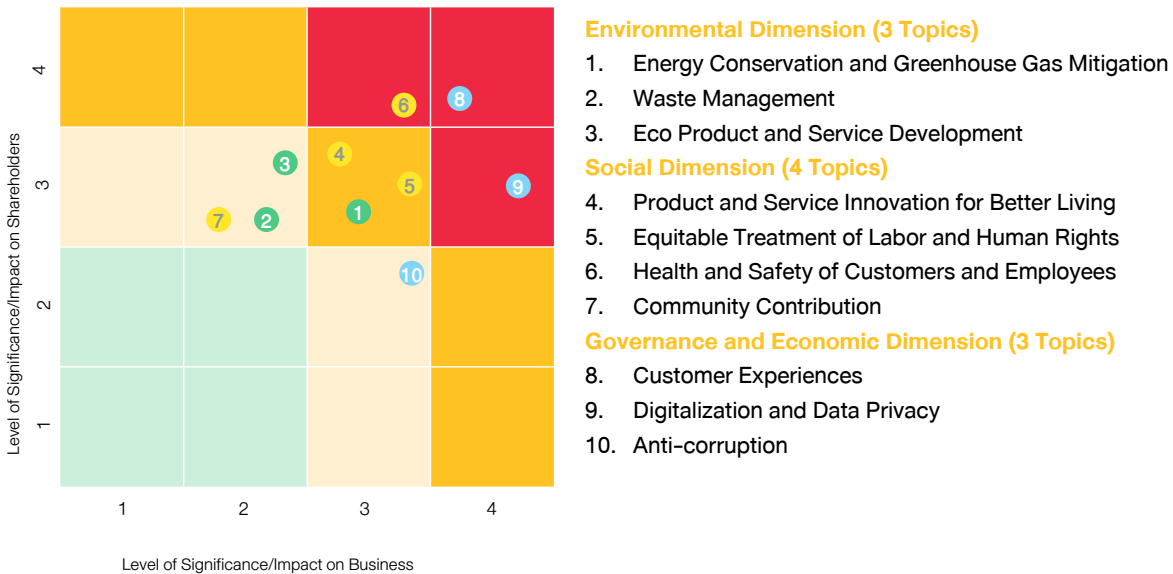
● **Materiality Assessment**

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 sustainability material topic with the following steps:

	Step 1 Materiality Identification	The Company collects and analyzes sustainability material issues for business operations and its stakeholders, international sustainability standards, comparisons with peer competitors in the same industry, and the Sustainable Development Goals (SDGs) of the United Nations. This year, the material topics were clarified and categorized into all dimensions in accordance with the GRI Standards.
	Step 2 Materiality Prioritization	The Company evaluated and prioritized the collected material topics which include the impact on the stakeholders and the Company.
	Step 3 Materiality Validation	The Company validated the accuracy by presenting all material topics, 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.
	Step 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.

Materiality Matrix

The Company determined the materiality in sustainability issues and there are 10 material topics as follows:



- Materiality / Extreme Impact on Business and Stakeholders
- Materiality / High Impact on Business and Stakeholders
- Materiality / Moderate Impact on Business and Stakeholders
- Materiality / Low Impact on Business and Stakeholders