

3.5 Sustainability Management in Governance and Economic Dimensions

- **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.



0 Personal Data Complaints



92.33%

Customer Satisfaction



0 Corruption Complaints

- **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.



The Company developed a customer experience platform system to assess customer touchpoints, beginning with the selection of products and services at branches, shopping at branches or online channels, up until the delivery and installation of products. 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 2022, 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

In 2022, the Company modified the evaluation criteria and calculation methods in accordance with the new system. This caused this year's score to be different from the previous year. The Company will use this year's customer satisfaction score as a benchmark for future customer experience improvements and set customer satisfaction for the organization at 90% in 2022-2025 and will increase it to 93% in 2026.

Year	2020	2021	2022 ¹
Customer Satisfaction	98.00%	96.70%	92.33%

Remarks ¹The Company has new criteria in customer satisfaction according to new evaluation system.

2. Digitalization and Data Privacy

The Company places great emphasis on personal data 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>.

Personal Data Protection Performance

The Company conducts personal data protection by improving 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. Projects implemented in 2022 were as follows:

- **Firewall Bundle EDR (Endpoint Detection and Respond):** The Company installed a new firewall model with EDR software on all computers of the Company.
- **Backup Solution:** The Company increased the capacity and speed of the main backup system as well as the retention of important data and provided external NAS storage to back up each branch's data. Previously, it was installed within the device but now it is stored externally in order to reduce the risk in the event that the device is damaged.
- **PenTesting & Cyber Resilience Policy:** The Company is in the process of reviewing and updating its security

policy for IT systems and data privacy in all dimensions, as well as developing testing guidelines for its systems to prevent future cyber attacks.

In 2022, the Company did not receive any complaints regarding personal data privacy.

3. Anti-Corruption

Index Living Mall Public Company Limited has consistently demonstrated 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 (More information is available at: <http://investor.indexlivingmall.com/storage/download/cg/anti-corruption-policy-th.pdf>). The Company also declared its intention to be a member of the Private Sector Collective Action Against Corruption (CAC) on February 25, 2022.

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) as follows:



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 declared its intention to join the Private Sector Collective Action Against Corruption (CAC) and become a member of the Thai Private Sector Collective Action Against Corruption (CAC) on September 30, 2022 for the first time



The certification is valid for three years, and the internal audit plan for corruption is scheduled annually. In 2022, the Company did not discover any reports or misconduct related to corruption.