

A modern interior space featuring glass display cases, a dining table with chairs, and a potted plant. The scene is brightly lit, with a clean and minimalist aesthetic. The text is overlaid on the left side of the image.

Indexlivingmall

SUSTAINABILITY EXCELLENCE

SUSTAINABILITY AWARDS

SUSTAINABLE LIVING FOR FUTURE LIFESTYLE

Presentation for Sustainability Awards 2025 by SET

Sustainability Commitment



Index Living Mall PCL. is dedicated to sustainable development by integrating environmental stewardship, social responsibility, and economic innovation under the principles of good governance. We welcome all stakeholders to join us on this journey toward a sustainable future that delivers shared growth and long-term success.

We are firmly committed to achieving carbon neutrality by 2050 and reaching net-zero greenhouse gas (GHG) emissions by 2065.

Sustainability Key Topics



01

**Economic Slowdown
& Geopolitics**

03

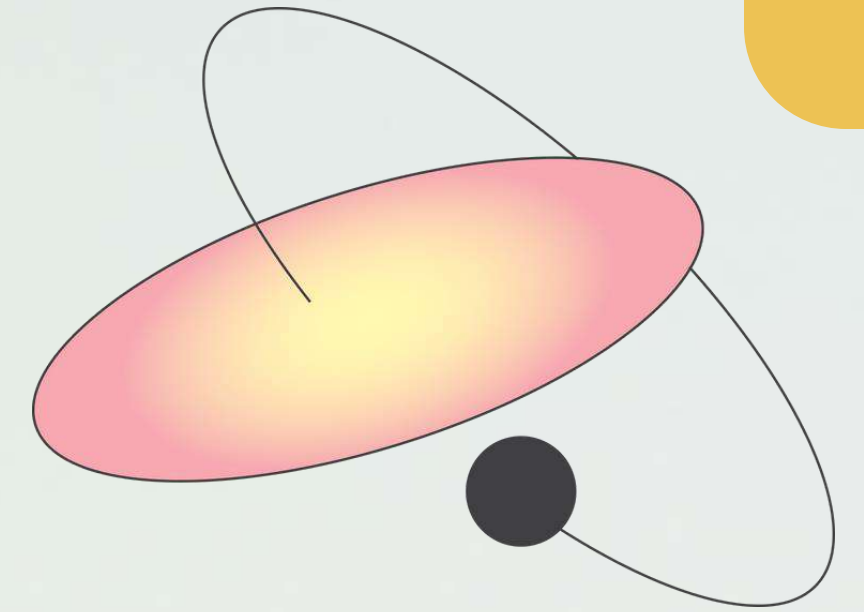
AI Competitive Strategy

02

Climate Strategy Response

04

**Key Materiality Issue
Customer Experience**



01 | Economics Slowdown & Geopolitics

Overview



Economic Slowdown

1. Consumer Spending

- Challenge: High household debt, cautious spending.
- Advantage: Growth of cost-conscious segment



Geopolitics

3. China Competition

- Challenge: Low-cost imports and e-commerce
- Advantage: ILM benefits from trusted brand, localized service, customization, and sustainability compliance, which imported low-cost players struggle to match

2. Property Market

- Challenge: Sluggish housing launches, weak real estate demand
- Advantage: Rising demand for renovation & customized solutions instead of new home

4. Trade & Compliance

- Challenge: Stricter ESG regulations and reciprocal tariffs impacting global flows
- Advantage: ILM readiness via traceable supply chain, eco-certified materials, and strong governance

01 | Economics Slowdown & Geopolitics

Challenges and Opportunities



Challenges



Weak Spending Power



Rising Production & Operating Cost



Import & E-Commerce Price Pressure



Property Market Slowdown



Stricter ESG Rules



Opportunities



Selling Products Value-for-Money



Increasing Customers experience turning to sales increase



Expand Online Sales channel Growth



Expand B2B sectors, customization and Premium Brand



Eco-Friendly & ESG Advantages



Technology & AI Adoption

01 | Economics Slowdown & Geopolitics

ILM 6 – Pillar Strategy



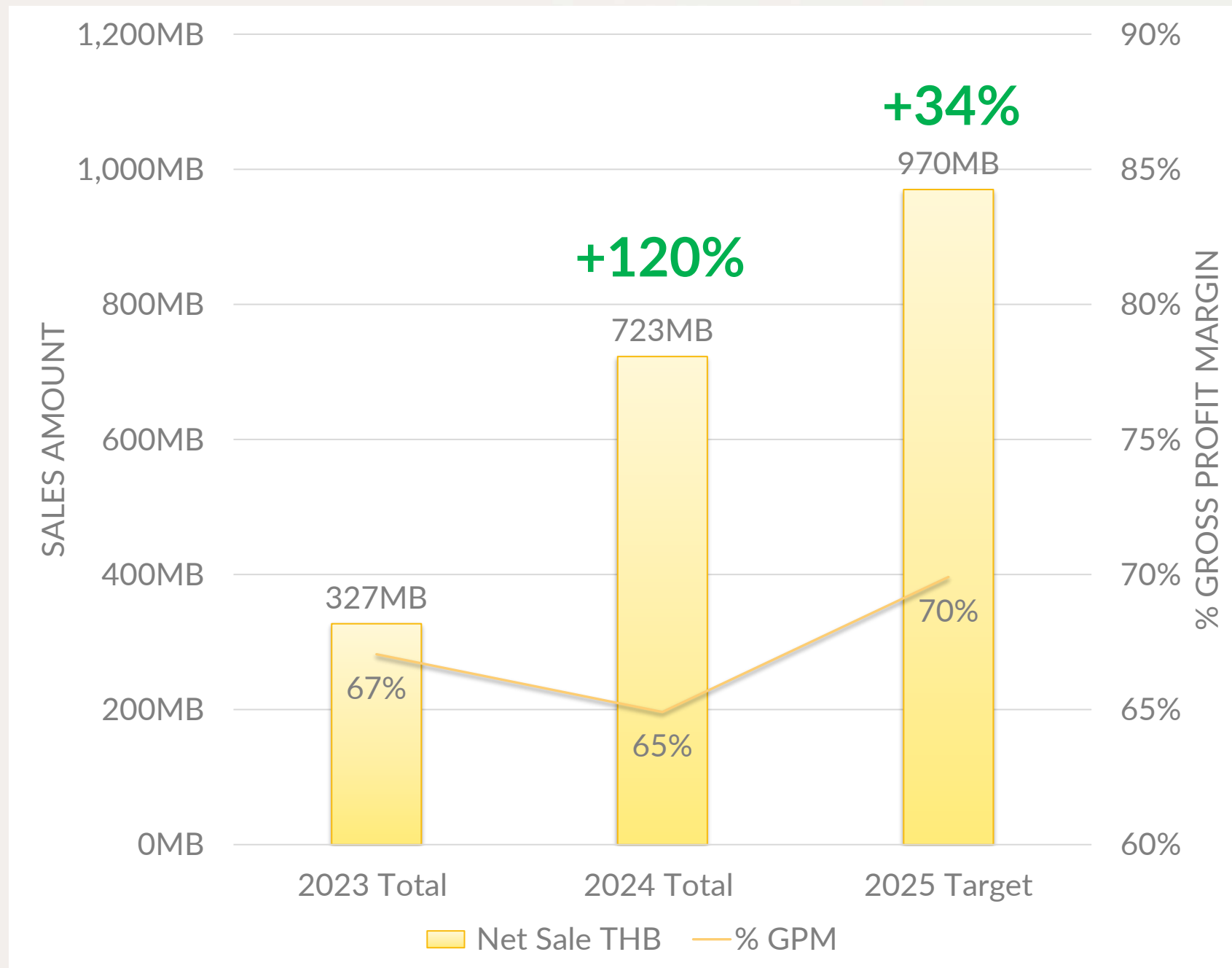
01 | Economics Slowdown & Geopolitics

Challenge–Strategy–Opportunity Linkage

Challenge	Strategy (Strategic Pillar)	Opportunity	Outcomes
- Weak purchasing power amid economic slowdown - Rising Production & Operating Cost - and ESG Regulations	SP1 Enhance in-store experience (mix-use, universal design, thematic) SP3 Cost-Conscious (FIB x OK) SP5 New-Gen (data-driven comms, influencers, AR/VR, community)	- Consumers trade down to value-for-money; - Resilient home-improvement spend - capture new generations Increasing Customers journey experience turning to sales and revenue	- Store visit Traffic +1% YTD Customer Engagement Score 95.5% in Y24 and 97% in Y25 FIB sales significant growth 135% in Y24 and 30% in Y25 - Y23 328 MB - Y24 722 MB - Y25 970 MB Target
Price pressure from low-cost imports & e-commerce	SP2 Accelerate online (marketplaces, ILM.com, live commerce, acquisitions)	Online Sales channel Growth	Online sales significant growth 21% in Y24 and estimated 10% in Y25 - Y23 1,055 MB - Y24 1,278 MB - Y25 1,400 MB Target
- Property Market Slowdown - Soft real-estate cycle	SP4 Customization (3CAD Next, Pro Kitchen, Custom Wall Deco; specialist designers)	Expand B2B sectors Premium Brand Customization Furniture	Customization products (YN) sales - Y25 8mth 274 MB (-9%) - FY24 368MB vs Est. Y25 444MB expected growth +20%
ESG Regulations	SP6 (Environment) energy/water/waste efficiency - Eco Products Initiative	Build sustainable brand Process innovation, localization, circular economy, ESG Edge,	In 2024, 14.55% of new products used eco-friendly materials (already exceeding target). The Company's ESG Rating also advanced from "BBB" to "AA" within one year (2023–2024).

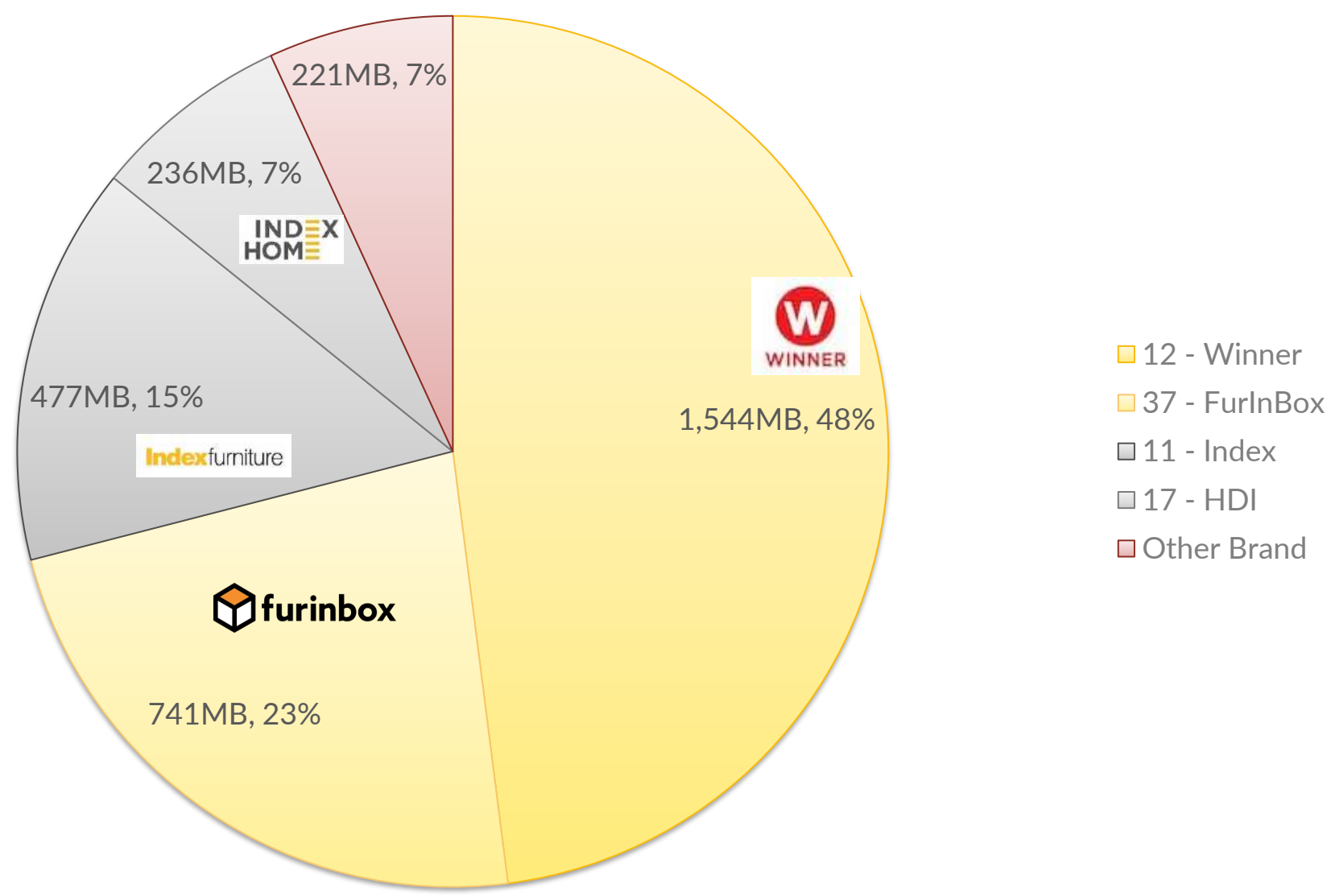
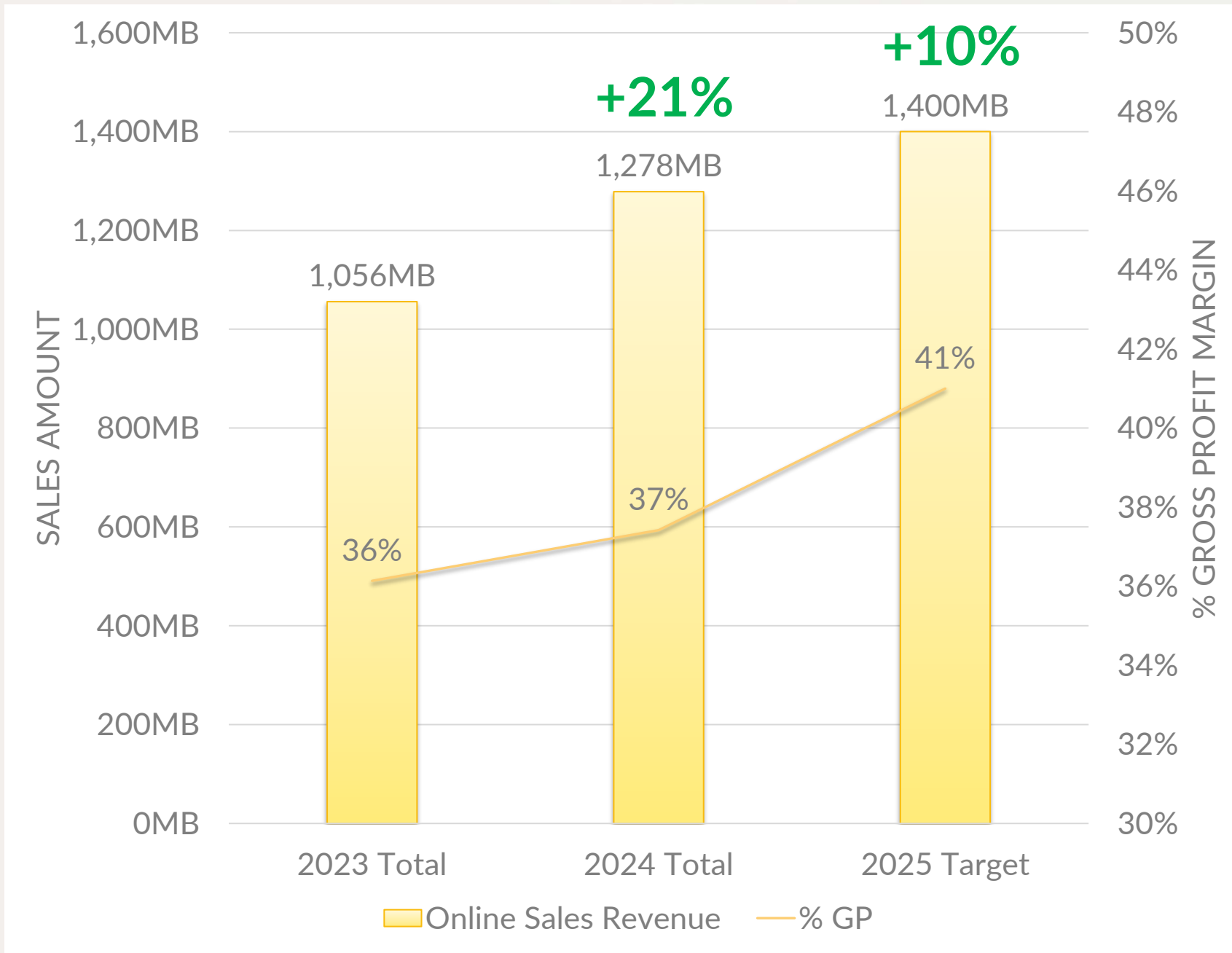
01 | Economics Slowdown & Geopolitics

furinbox Cost Conscious Segment Sales Revenue



01 | Economics Slowdown & Geopolitics

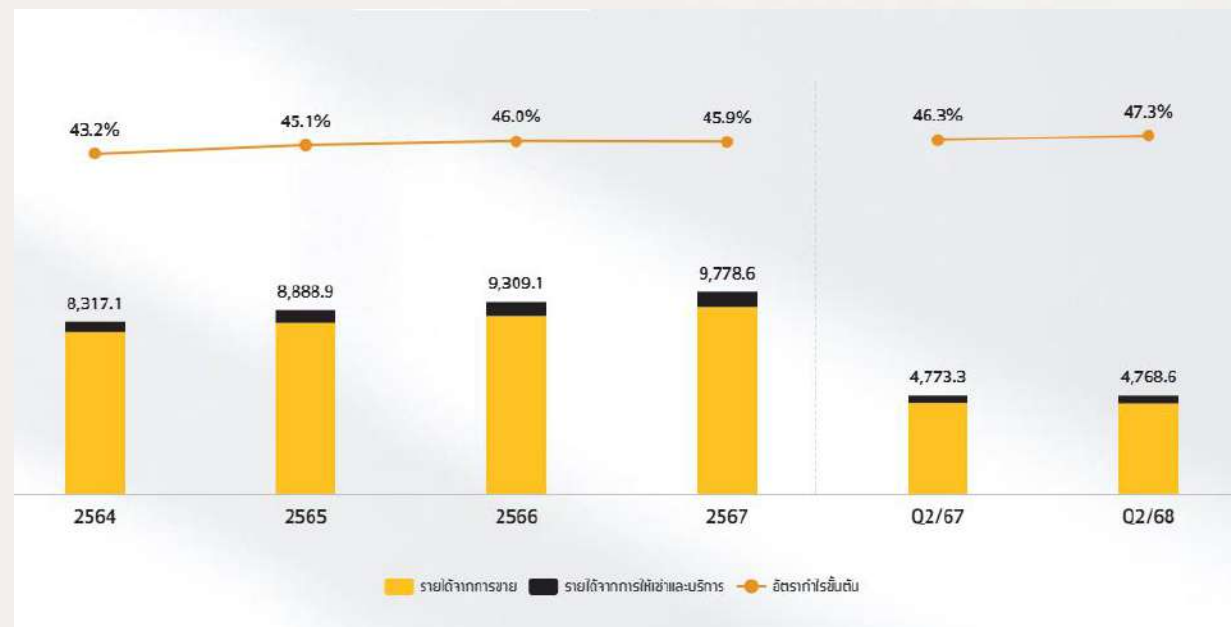
Online Sales channel revenue and Growth



01 | Economics Slowdown & Geopolitics

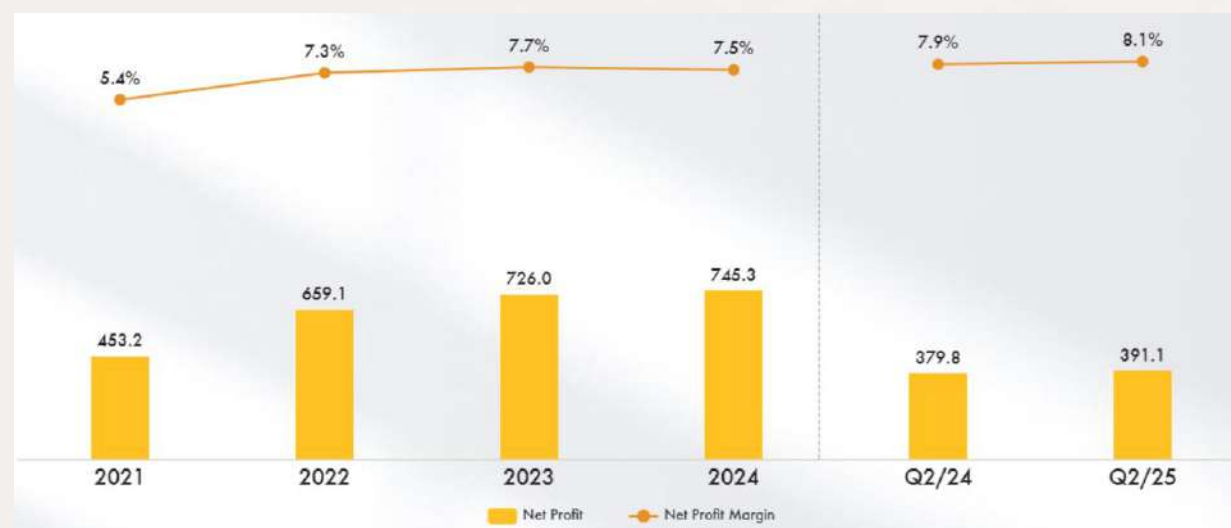
Comparative Results & Key Challenges

Operating Revenue



Revenue growth momentum slowed in 2025 (flat vs last year), but margin expansion indicates effective cost control and product mix improvement.

Net Profit



*Profitability is resilient
net profit margin improved steadily (5.4% → 8.1%).*

Indicates efficiency in expense control, higher GPM, and better channel mix (e.g., online profitability >6%).

Challenges to Highlight

Revenue Growth Plateau – Q2/2025 flat vs Q2/2024, suggesting softer demand or market saturation.

1. Reliance on Margin Expansion – Profitability gains are driven by GPM efficiency rather than strong top-line growth.

2. External Risks – Competition from imports (esp. China), consumer spending slowdown, and property sector weakness could pressure future revenue.

Opportunities

1. Stronger Margins – GPM and Net Margin improving → room to sustain profitability even in slow economy.

2. Channel & Segment Growth – Online sales, cost-conscious segment (FIB/OK), and ESG-driven products could help re-ignite revenue.

3. Operational Efficiency – AI-driven planning, supply chain optimization, and waste-to-value initiatives support sustainable margin gains.

01 | Economics Slowdown & Geopolitics

Comparative Results & Key Challenges

ESG Ratings shift from “BBB” to “AA” in 2024



ILM Wins ‘Highly Commended Supply Chain Management Award’ in 2024



02 | Climate Strategy Response

Overview



“In today’s world, faced with **climate change and global warming**, we must *recognize our role and responsibility in preserving our planet.*”

— CEO, Index Living Mall

Our Strategy Commitment

“Sustainability is not only an ethical duty but a strategic business necessity. Through innovation and responsible resource management, we strive to build a sustainable future.”

02 | Climate Strategy Response

ILM 3G Sustainability Strategy



กลยุทธ์ 3G ด้านความยั่งยืน



GREAT EXPERIENCE

สร้างประสบการณ์ที่ดีจากสินค้าและบริการของบริษัท

สร้างประสบการณ์ที่ดีจากสินค้าและบริการของบริษัท โดยมุ่งเน้นการพัฒนานวัตกรรมผลิตภัณฑ์และการบริการ การนำเทคโนโลยีใหม่ๆ รวมถึงให้ความสำคัญต่อความปลอดภัยของข้อมูล ภายใต้ยุคดิจิทัล

SUSTAINABLE LIVING FOR FUTURE LIFESTYLE



GROW TOGETHER

สร้างความสุขและคุณภาพชีวิต เติบโตไปด้วยกัน

สร้างความสุขและคุณภาพชีวิตที่ดี ร่วมกันด้วยความรับผิดชอบ ใส่ใจต่อผู้มีส่วนได้ส่วนเสียทุกฝ่ายและมุ่งเน้นความร่วมมือที่ดีและสามารถเติบโตไปด้วยกันอย่างยั่งยืน



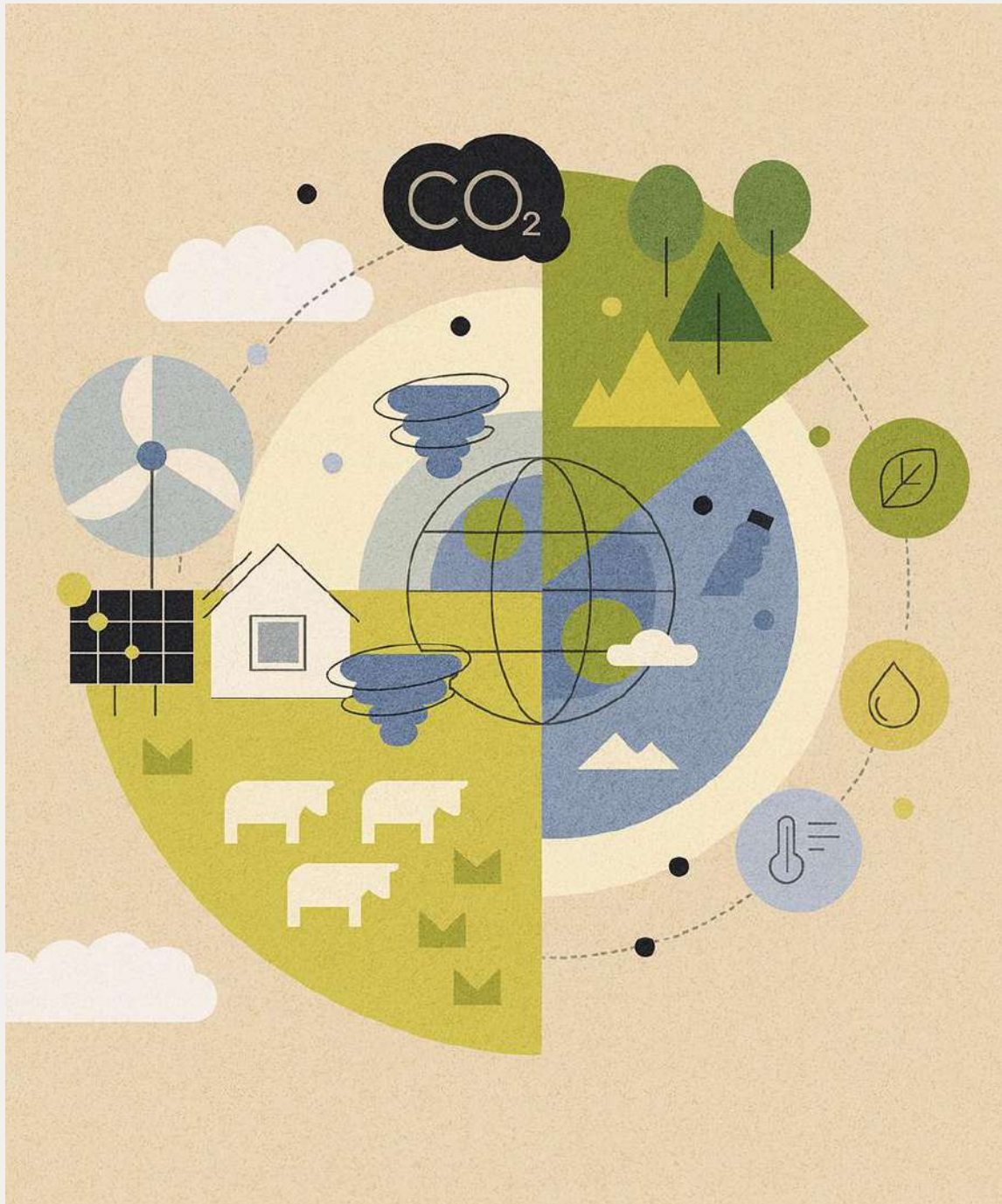
GREEN PLANET

ใส่ใจและรับผิดชอบต่อสิ่งแวดล้อม อย่างยั่งยืน

ใส่ใจและรับผิดชอบต่อสิ่งแวดล้อมสู่สังคมอย่างยั่งยืน มุ่งเน้นการใช้พลังงานอย่างมีประสิทธิภาพ เพื่อการอนุรักษ์พลังงาน และการจัดการของเสีย เพื่อให้สามารถส่งต่อโลกที่สมบูรณ์ต่อชนรุ่นหลัง

02 | Climate Strategy Response

Challenges and Opportunities



⚠ Challenges

- 📄 Environmental Regulations
(EUDR, CBAM, Climate Act.)
- ☁ Rising Energy cost + Carbon Costs
(Tax, ETS, CCS)
- ☀ Physical Impacts
(Floods, Droughts, Storms)
- 🌍 Changing Consumer Behavior

🌱 Opportunities

- 📄 Environment Standard Upgrade
- ☀ Solar energy investment -
Long term Cost Saving
- 🤖 Building Supply Chain resilient
- 🌱 Eco-Friendly Furniture Growth

02 | Climate Strategy Response

Challenge–Strategy–Opportunity Linkage

Challenge	Strategy (Strategic Pillar)	Opportunity	Outcomes
1. New Environmental Regulations (EUDR, CBAM, Carbon Labeling) and Corporate Image	- Implement comprehensive GHG measurement & disclosure (Scope 1–3). - Strengthen responsible sourcing with FSC-certified and traceable materials. Align reporting with FTSE Russell, ISSB, and global ESG standards. - Monitor and comply with EUDR, CBAM, and carbon labeling requirements.	Elevate brand reputation by meeting global compliance and ESG standards. Position products as green and traceable to capture export and premium markets - Strengthen investor and stakeholder confidence through transparent disclosure. - Differentiate ILM as an industry leader in sustainable supply chain and responsible sourcing.	Carbon Footprint Organization Scope 1 + Scope2 - Carbon Footprint Organization Scope 3 is on studying process Upgraded ESG disclosure to meet requirement FTSE Russell and ISSB Standard report CFP/TGO certification by 2030; ILM targets product-level carbon footprint certification to build transparency, consumer trust, and global climate alignment.

02 | Climate Strategy Response

Challenge–Strategy–Opportunity Linkage

Challenge	Strategy (Strategic Pillar)	Opportunity	Outcomes
2. Rising Energy Costs and Carbon Costs (Carbon Tax, ETS, CCS)	- Invest in renewable energy (Solar, EV fleet, Battery storage) - Energy efficiency projects (LED, Chillers, AHU optimization) - Roll out new Store Concept – Zero Energy Building (ZEB) - Reduce landfill disposal of garbage and non-hazardous waste - Increase greenhouse gas reduction under LESS project - Responsible material and packaging management	- Achieve long-term energy savings through renewable energy (Solar Rooftop, EV fleet, battery storage). - Enhance cost efficiency via energy optimization (LED, chillers, AHU). - Position ILM as a green retail leader with Zero Energy Building (ZEB) - LESS and T-VER certified operations. - Build stakeholder engagement in energy transition and climate action.	- Solar Rooftop across 28 sites: 15,684 MWh in each Y24&Y25, avoided GHG Emission 7,617.73 tCO₂e , generate saving 65.3 MB in Y24 and plan to achieve electricity saving 66 MB in Y25 - Accumulate Electricity saving by using Solar Cell from Y18 –Y25 is approx. 392.25 MB - GHG reduction under LESS: 16,035 tCO₂e in 2024 (+29.8% vs. 2022 baseline) 46,122 tCO₂e accumulative from 2020 - 2025 - GHG reduction under T-Ver: 4,619 tCO₂e accumulative from 2022 - 2025 - All 28 buildings with Solar roof top are registered T-Ver

02 | Climate Strategy Response

Challenge–Strategy–Opportunity Linkage

Challenge	Strategy (Strategic Pillar)	Opportunity	Outcomes
3. Physical Impacts from Climate Change - Natural Disasters (Floods, storms) - Raw Material Shortage (wood, cotton, particle board delays from extreme weather)	• Diversify sourcing and secure local/alternative suppliers to reduce disruption risk. • Build inventory buffers for critical raw materials (wood, cotton, particle board).Conduct regular BCP & disaster drills to safeguard operations. • Promote sustainable materials (recycled boards, certified wood) to ensure long-term supply resilience.	• Strengthen supply chain resilience through diversified sourcing and local suppliers. • Enhance business continuity via proactive risk management and BCP drills. • Position ILM as a sustainable operator capable of withstanding climate disruptions. • Build trust with stakeholders by ensuring stable supply of eco-friendly materials	• Climate risks integrated into Enterprise Risk Management (ERM) covering Physical & Transition Risks • Build organizational resilience; ensure continuity • Expand domestic sourcing- Increase sustainable sourcing share

02 | Climate Strategy Response

Challenge–Strategy–Opportunity Linkage

Challenge	Strategy (Strategic Pillar)	Opportunity	Outcomes								
4. Changing Consumer Behavior (Eco-conscious, reject non-ESG products)	• Expand eco-friendly and certified product lines (low-carbon, recyclable, FSC).	• Capture growth in the green furniture market with eco-friendly products.	<table><tr><th colspan="2">Percentage of New Eco Product Development in 2024</th></tr><tr><td>Percentage of Eco Products (Compared with the total number of new products in 2024)</td><td>14.56%</td></tr><tr><td>Sales Percentage (eco-product sales compared to total new product sales)</td><td>19%</td></tr><tr><td>Packaging Percentage of biodegradable house brand products</td><td>70%</td></tr></table>	Percentage of New Eco Product Development in 2024		Percentage of Eco Products (Compared with the total number of new products in 2024)	14.56%	Sales Percentage (eco-product sales compared to total new product sales)	19%	Packaging Percentage of biodegradable house brand products	70%
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Packaging Percentage of biodegradable house brand products	70%										
• Plan to Develop circular solutions (ECO Store, furniture take-back, recycling).	• Expand customized solutions (e.g., Yunique) to meet diverse consumer needs.										
• Enhance transparent ESG labeling to build consumer trust.	• Strengthen ILM’s brand differentiation as a leader in sustainable lifestyle retail.										
• Position ILM as a sustainable lifestyle brand through marketing and innovation.											

02 | Climate Strategy Response

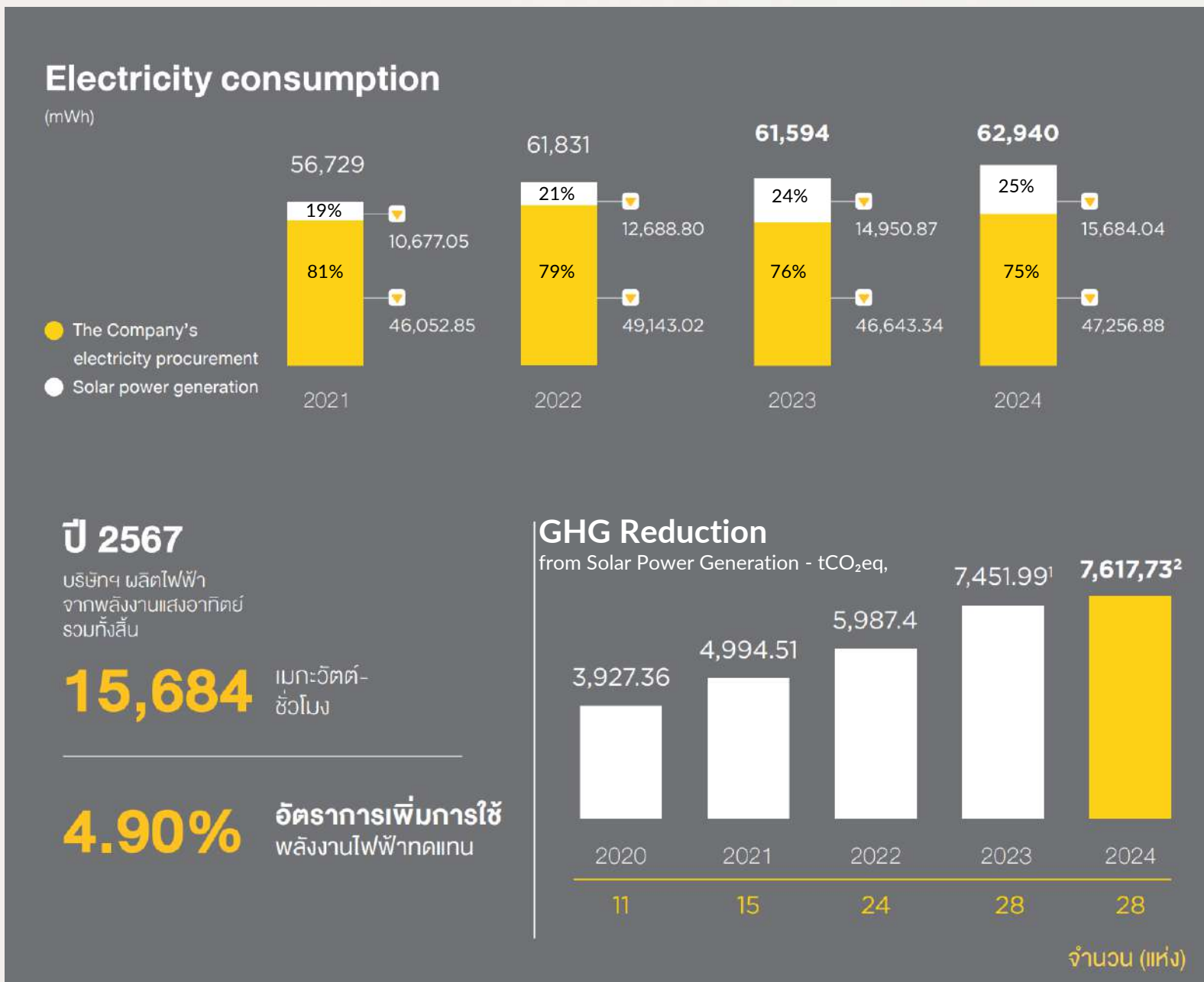
Comparative Results & Key Challenges

Sustainability Topic	Target	Performance 2024	Alignment with SDGs
Environment Dimension			
การจัดการพลังงาน (Energy conservation)	Reduce electricity consumption intensity by 10% by 2030 compared to 2023 baseline (unit: kWh per million Baht revenue)	Electricity intensity decreased by 2.29%, from 6,543 kWh/MB in 2023 to 6,393 kWh/MB in 2024	
การจัดการน้ำ (Water Management)	- Reduce freshwater consumption intensity by 10% by 2030 compared to 2023 baseline (unit: m³ per million Baht revenue). - Increase proportion of reused/recycled water by 10% by 2030 (unit: m³).	- Freshwater consumption intensity reduced by 9.03%, from 10.3 m³/MB in 2023 to 9.4 m³/MB in 2024. - Total water reuse in 2024 reached 15,471.20 m³, equivalent to 4.70% of total consumption (baseline 2023).	 
การจัดการของเสีย (Waste management)	Reduce hazardous and non-hazardous waste disposed by landfill/incineration by 10% by 2030 compared to 2023 baseline	Waste disposed by landfill/incineration reduced by 86,174 kg. Waste intensity per revenue improved by 0.196 kg/MB, a reduction of 12.15% compared to 2023.	 
การลดก๊าซเรือนกระจก (Greenhouse gas Mitigation)	- Reduce GHG emissions via Low Emission Support Scheme (LESS) by 20% by 2030 compared to 2022 baseline. - Achieve Net Zero by 2065.	GHG emissions reduction through LESS increased by 29.81% compared to 2022.	   
การพัฒนาสินค้าและบริการรักษ์ที่เป็นมิตรต่อสิ่งแวดล้อม (Eco Product and Service Development)	- Increase proportion of new products using eco-friendly or natural materials to at least 6% of portfolio by 2030. - Increase revenue share of Younique customized furniture (resource-efficient design) to 10% by 2028.	- In 2024, 14.55% of new products used eco-friendly materials (already exceeding target). - Younique contributed 5.62% of revenue from customized furniture (progressing toward 10% target by 2028).	
การจัดการด้านสิ่งแวดล้อม (Environmental Management)	Achieve zero environmental complaints.	Number of environmental complaints in 2024 = 0.	 

02 | Climate Strategy Response

Comparative Results & Key Challenges

Electricity Consumption



Trend and Results

- Solar power increased 47% (2021–2024), reaching 25% of total use
Rising from **10,677 mWh in 2021** to **15,684 mWh in 2024**
 - Achieved 7,617 tCO₂e reduction in 2024, nearly double 2020 levels
 - Demonstrates ILM’s commitment to green leadership and climate goals
- “In 2024, ILM generated 15,684 MWh of solar power, and improved electricity intensity by 2.75%, keeping us firmly on track toward our 10% reduction target by 2030.”
- The company also enhanced energy data transparency, **aligning with SET disclosure standards**, by tracking renewable energy generation and separately accounting for tenant electricity usage

02 | Climate Strategy Response

Comparative Results & Key Challenges

ILM Green Store Saraburi

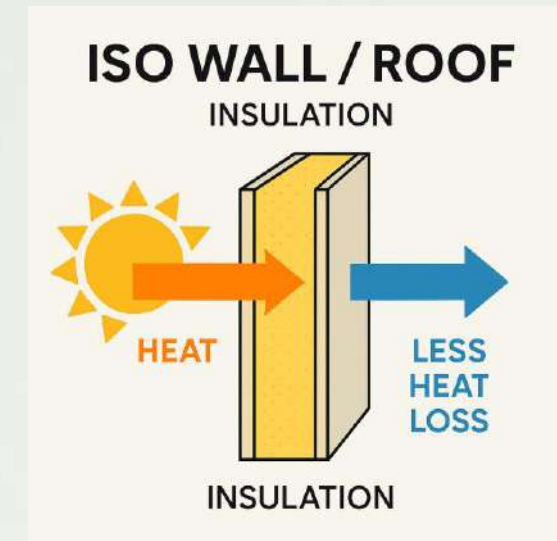


Index Living Mall invested THB 170 million to launch the “GREEN RETAIL STORE” in Saraburi — the first Zero Energy Building in Thailand’s retail sector and Southeast Asia.

Key Material to build Zero Energy Building (ZEB) Store

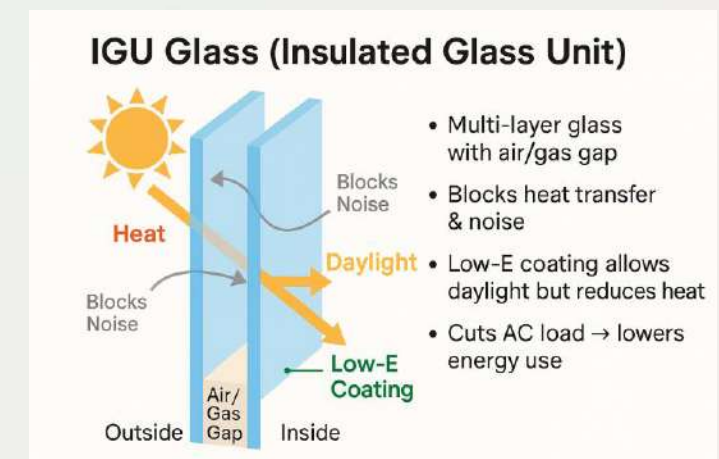
ISO Wall / Roof (Insulated Sandwich Panel)

- Metal sheets with insulated core (PU/PIR/EPS)
- High thermal resistance, stable indoor temp
- Minimizes heat gain through walls/roof
- Reduces cooling demand & energy cost



IGU Glass (Insulated Glass Unit)

- Multi-layer glass with air/gas gap
- Blocks heat transfer & noise
- Cuts AC load → lowers energy use



02 | Climate Strategy Response

Comparative Results & Key Challenges

The latest *ILM Zero Energy Building (ZEB)* Store in Chiang Rai. Opening on 27th August 2025



Detail	Conventional Store	ZEB Attempt 1	ZEB Attempt 2
	Chanthaburi Store	Saraburi Store	Chiang Rai Store
Building Envelope	Concrete Wall Metal Sheet Roof Laminated Glass	ISO Wall ISO Roof IGU Glass	ISO Wall ISO Roof Low-E Glass
HVAC System	Chiller 210 Tons (2 sets)	VRF 42,000 BTU or 3.5 Tons (24 units)	Chiller 150 Tons (2 sets)
Electricity Consumption (kWh/month)	48,000	44,000	48,500
Area (sq.m.)	5,338	5,338	7,492
Electricity Consumption (kWh/sq.m./month)	9.0	8.2	6.9
% Saving		-8%	-28%
ROI (Years)		10.8	4.0

02 | Climate Strategy Response

Comparative Results & Key Challenges

Low Emission Support Scheme: LESS



The Company has joined the Low Emission Support Scheme (LESS) in collaboration with the Greenhouse Gas Management Organization (Public Organization), Ministry of Natural Resources and Environment.

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

Greenhouse Gas Reduction Project	Amount of Greenhouse Gas Reduction (tCO ₂ eq)			
	2021	2022	2023	2024 ¹
Solar Rooftop Installation Project	4,994.509	5,987.405	7,451.990	7,617.738
Waste segregation for recycling project	3,341.782	6,363.304	6,916.871	8,151.832
Food waste to animal feed project	3.207	2.234	6.332	4.201
Replacement of Existing Chiller with High-Efficiency Chiller Project	-	-	-	261.648
Total	8,339.498	12,352.943	14,375.193	16,035.419

Remarks: ¹The greenhouse gas reduction amount for 2024 is in the application process for certification from the TGO.

02 | Climate Strategy Response

Comparative Results & Key Challenges

ILM Waste Separation policy - a part of LESS (Low Emission Support Scheme)



3Rs Waste & By-Product Management

ILM applies strict measures to manage waste in compliance with laws, minimizing environmental and community impact. Waste is categorized into 4 streams:

- **Recyclables** – e.g., wood, paper → sold to partners for reuse.
- **Organic** – e.g., food waste → collected daily, reused as animal feed.
- **General Waste** – disposed via municipal sanitary systems.
- **Hazardous & Infectious** – e.g., fluorescent tubes, paint wastewater, ATKs → treated by licensed operators (fuel substitution, secure landfill, chemical/physical treatment, incineration).

02 | Climate Strategy Response

Comparative Results & Key Challenges

ILM ECO Products



Recycled
กลุ่มสินค้าที่ทำมาจากวัสดุรีไซเคิล หรือนำของเก่ามาประยุกต์ใช้ใหม่ เช่น เส้นใยรีไซเคิล ไม้สักเก่า เป็นต้น



Energy saving
กลุ่มสินค้าที่ประหยัดการใช้พลังงานทั้งไฟฟ้าและน้ำ อย่างเช่น หมอน ผ้าห่ม (Cooling Pillow & Blanket) กลุ่มม่าน ทั้งผ้าม่านกันแสงและความร้อน ช่วยลดการใช้ไฟฟ้าและแอร์ และผ้าม่านไม่อมฝุ่น ทำให้ลดการทำความสะอาดประหยัดน้ำ เป็นต้น



Biodegradable
กลุ่มสินค้าที่ย่อยสลายได้ตามธรรมชาติ อาทิ วัสดุจากพลาสติกพีพี ฟางข้าว สาเล่ และไม้



Eco Friendly product
กลุ่มสินค้าที่ผลิตด้วยวัสดุธรรมชาติ (Natural Material) เป็นมิตรกับสิ่งแวดล้อม ได้แก่ งานไม้กลุ่มสินค้า Home Solution เช่น ตะกร้าไม้แขวนเสื้อ กล่องเก็บของ ถังขยะ ชั้นวางของ

Percentage of New Eco Product Development in 2024

Percentage of Eco Products (Compared with the total number of new products in 2024)	14.56%
Sales Percentage (eco-product sales compared to total new product sales)	19%
Packaging Percentage of biodegradable house brand products	70%

Bedding Products
The company develops eco-friendly products that enhance consumers' quality of life. A key innovation is the Cooling Bedding line—pillows and blankets designed to lower surface temperature by 2–5°C, providing comfort while reducing reliance on air conditioning, cutting energy use, and lowering CO₂ emissions.



02 | Climate Strategy Response

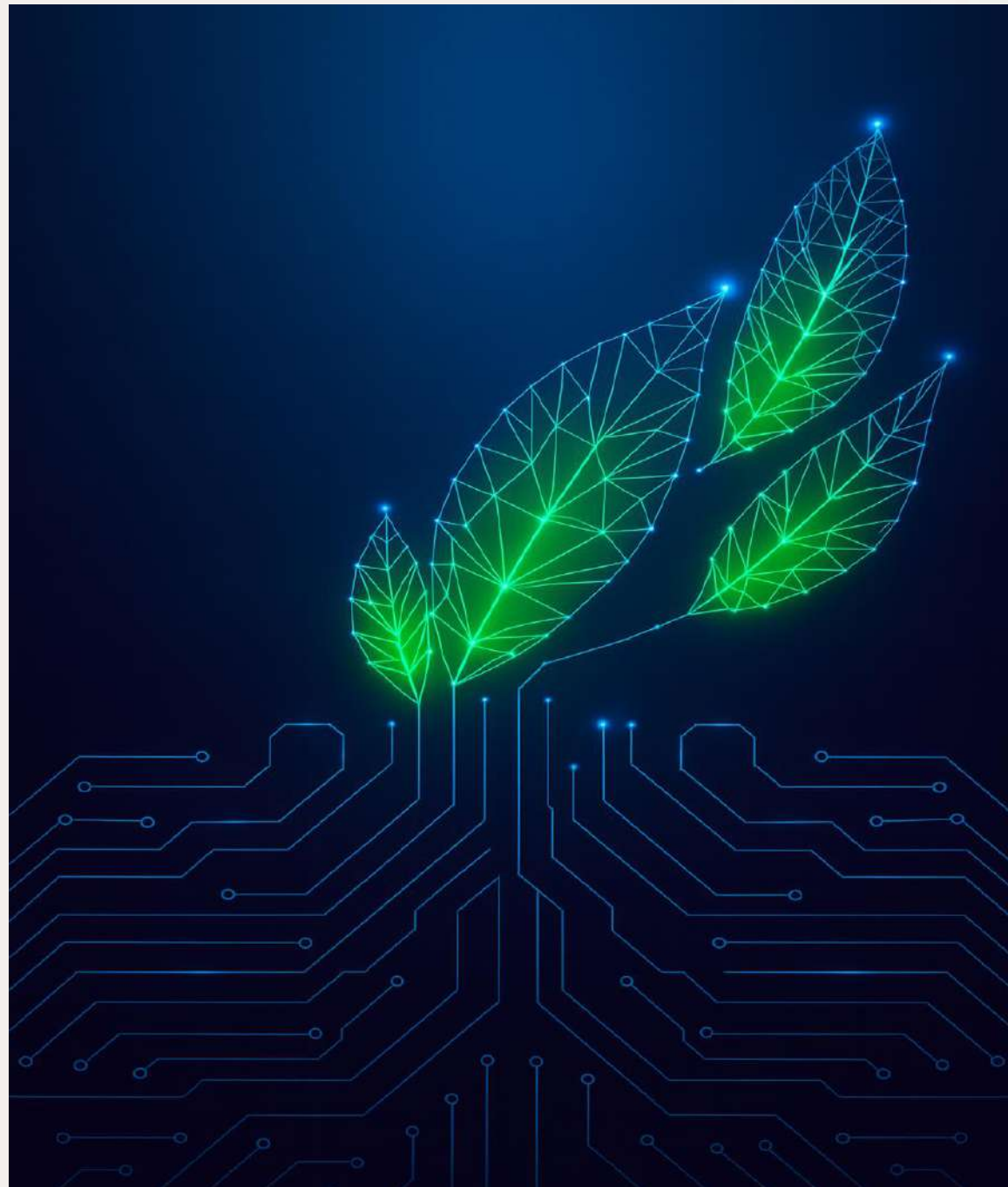
Comparative Results & Key Challenges

Yellow is the new Green – Climate Change communication



03 | AI Competitive Strategy

Overview



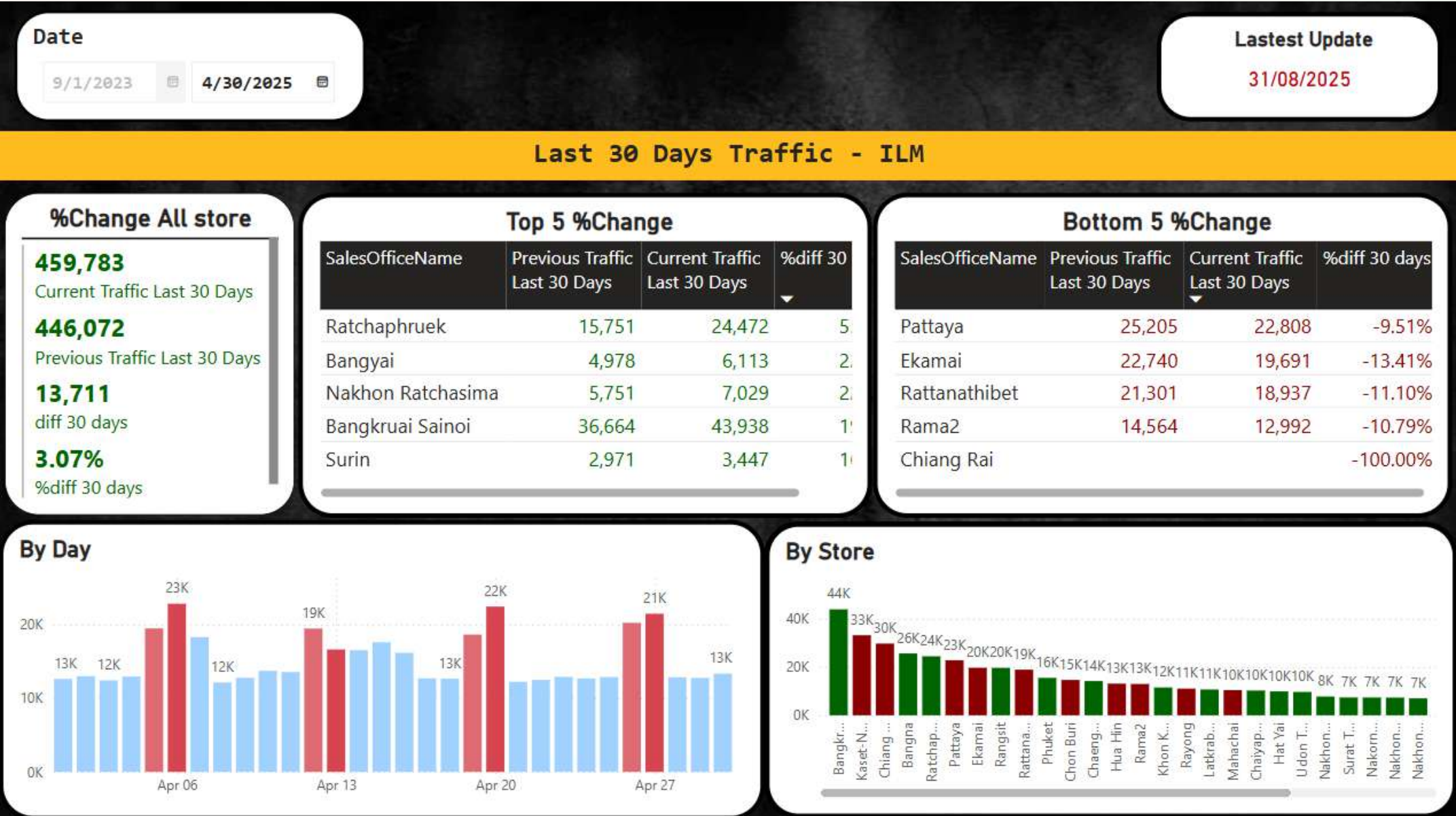
Index Living Mall (ILM) views technology and artificial intelligence (AI) *not just as tools for efficiency, but as core enablers of sustainable competitiveness.* By *embedding AI* into its operations, *ILM accelerates digital transformation* while aligning with its vision of “Sustainable Living for Future Lifestyle”.

Driving Sustainability with Technology & AI

- **Smarter Operations:** AI demand forecasting, traffic analysis & price optimization
- **Customer & Workforce:** IndexGPT, generative AI design, and auto-content brings faster, personalized, resource-efficient service.
- **Sustainable Value Chain:** Cloud & API platforms link sourcing to after-sales → efficient resources

03 | AI Competitive Strategy

AI Implementation



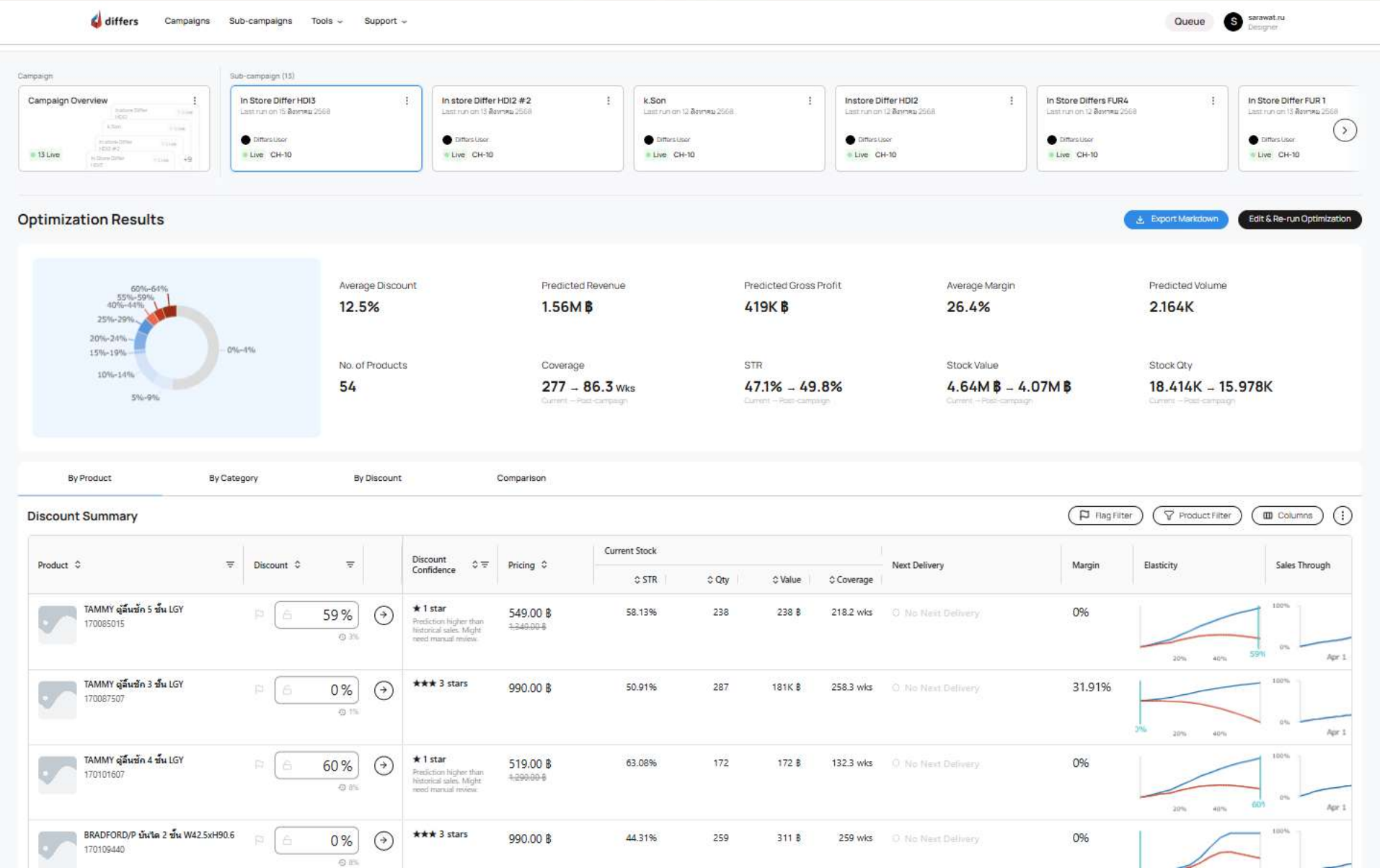
Strategic Decision-Making with AI

ILM uses AI to turn big data into practical insights that help leaders make smarter, faster decisions.

- **AI Store Traffic:** Tracks not just visitor numbers but also customer flow and behavior. Marketing can measure campaign impact, sales can improve conversion rates, and managers can plan staffing more effectively during peak hours.

03 | AI Competitive Strategy

AI Implementation



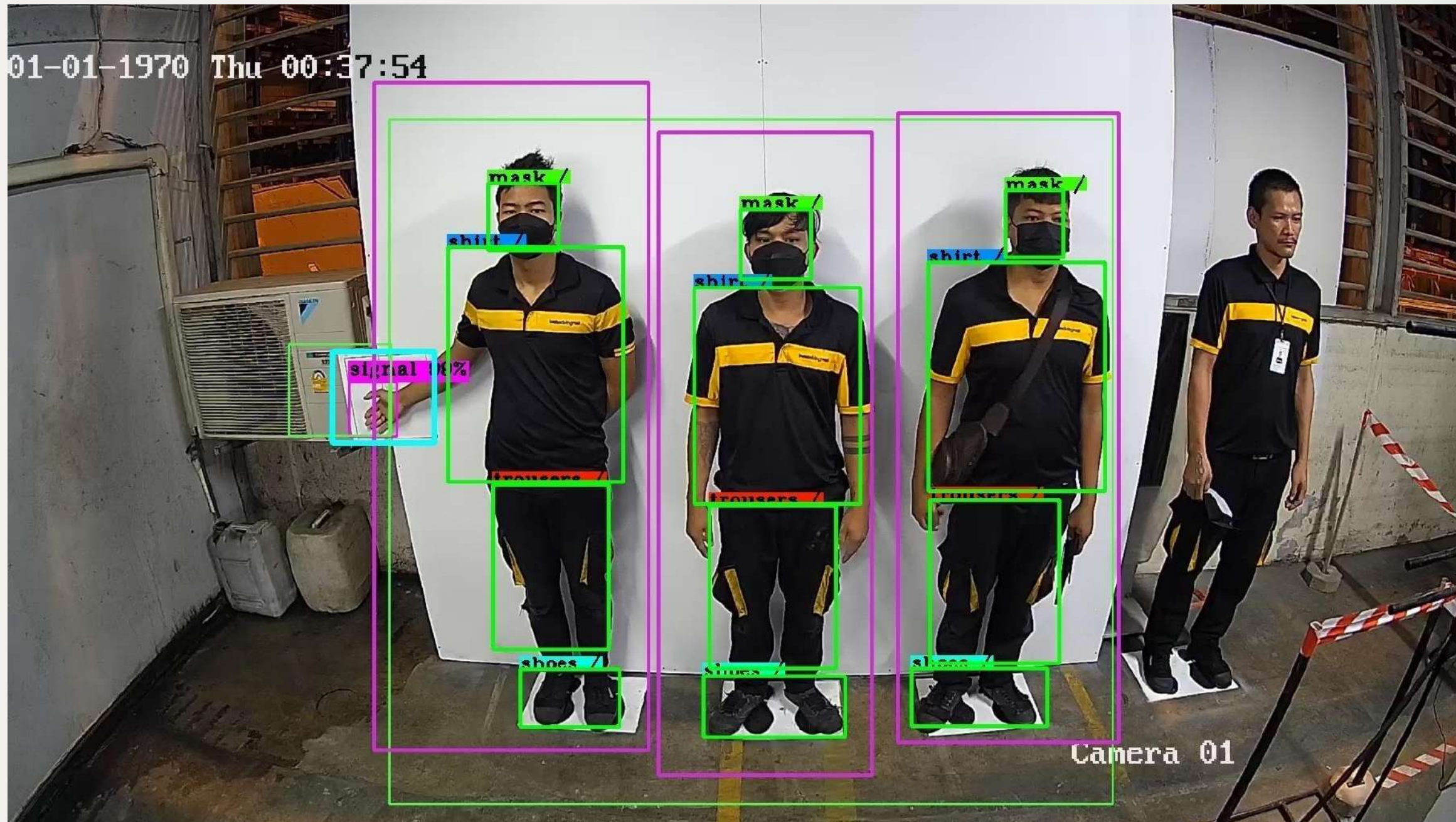
Strategic Decision-Making with AI

ILM uses AI to turn big data into **practical insights** that help leaders make smarter, faster decisions.

- **AI Price Recommendation:** AI adjusts pricing strategies depending on goals — profit maximization or sales growth. This approach lifted sales by +11.4% and boosted forecast accuracy 2.5x.

03 | AI Competitive Strategy

AI Implementation



Strategic Decision-Making with AI

ILM uses AI to turn big data into **practical insights** that help leaders make smarter, faster decisions.

- **AI Carrier Management:** AI verifies contractor compliance (attendance, punctuality, uniforms) and generates automatic daily reports. This cuts supervisors' workload and speeds up furniture delivery to customers.

03 | AI Competitive Strategy

AI Implementation



Original



Generated image: Modern style



Original



Generate: Modern style

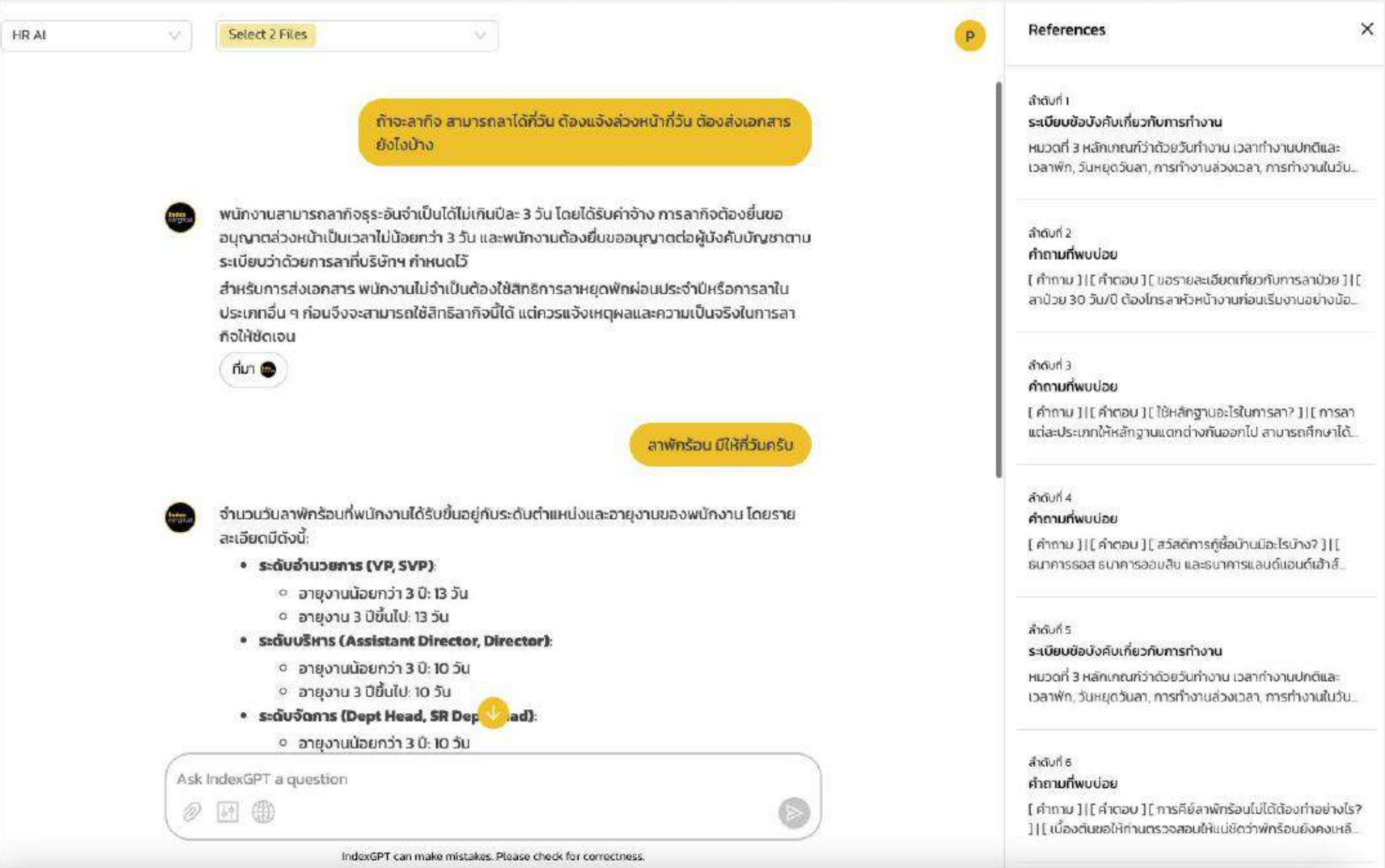
Customer Experience & Workforce Efficiency

AI at ILM enhances customer journeys and supports employees to work more effectively.

- **Generative AI Interior Design:** Instantly creates room layouts and recommends ILM products that match, bridging online inspiration with offline shopping.

03 | AI Competitive Strategy

AI Implementation



Customer Experience & Workforce Efficiency

AI at ILM enhances customer journeys and supports employees to work more effectively.

- **IndexGPT Chat Assistant:** AI trained on ILM's internal knowledge base helps staff answer complex customer questions quickly and accurately — improving service speed and reliability.

03 | AI Competitive Strategy

AI Implementation

Thai(Thailand)	English(United States)
Name (th_TH) โซมฮุก โซฟาผ้าปรับนอน มีที่วางแขน รุ่นจิ้นนี่ - สีเทาเข้ม	Name (en_US) HOMEHUK GINNY Fabric sofa-bed with armrest - Dark Grey
Short Description (th_TH) GINNY โซฟาผ้าปรับนอน มีแขน DGY	Short Description (en_US) GINNY Fabric sofa-bed w/Armrest DGY
Material (th_TH) หุ้มผ้า, ขาพลาสติก	Material (en_US) Upholstered, pastic legs
Description (th_TH) Format	Description (en_US) Normal
Key features (th_TH) Format - โซมฮุก โซฟาผ้าปรับนอน มีที่วางแขน รุ่นจิ้นนี่ - โซฟาผ้าปรับนอน 100% - สีเทาเข้ม - โครงสร้างแข็งแรงทนทาน เพื่ออายุการใช้งานที่ยาวนาน - เบาะนุ่มสบายดี มีความยืดหยุ่นสูง นั่งสบาย - สามารถขยายเป็นเตียงได้อย่างกว้างขวางและง่ายดาย - ประหยัดพื้นที่การใช้งาน - มาพร้อมหมอนเล็ก จำนวน 2 ใบ	Key features (en_US) Normal HOMEHUK GINNY Fabric sofa-bed with armrest - Sofa upholstered with 100% polyester fabric. - Modern style. - Solid wood frame for a durable long life use. - High resilient polyurethane foam for great seating comfort. - This sofa-bed can easily pull out into loungers and fold back to create a sofa bed. It can be used in a bedroom or the living room and will provide an extra bed in your home. - Space saving. - Pillow included
Good to know (th_TH)	Good to know (en_US)

Customer Experience & Workforce Efficiency

AI at ILM enhances customer journeys and supports employees to work more effectively.

- **AI Content Creation: Automatically generates product descriptions** and SEO keywords, making it easier for customers to find products online and driving more digital sales.

03 | AI Competitive Strategy

Preparing for Digital & AI Transformation



People – Human Augmentation, Not Replacement

- ILM sees AI as a tool to **enhance human capability**, not replace it.
- We built dedicated **Data Analytics and Generative AI teams** to lead the change.
- Regular **training & knowledge-sharing programs** (e.g., Generative AI Chat, Prompt Engineering workshops) help employees apply AI directly to their work and unlock full potential.

Infrastructure – Cloud & API-First

- ILM adopts **cloud architecture** with high flexibility and scalability.
- The **API-First approach** allows seamless integration and rapid experimentation with new technologies.
- This ensures we can innovate without structural limitations.

Culture & Governance – Data-Driven and Secure

- We foster a **data-driven culture** that embraces innovation and decision-making based on insights.
- Strong **data security and governance standards** are in place, especially for protecting customer personal data (PII).
- All practices comply with **PDPA**, building trust among customers, partners, and stakeholders.

03 | AI Competitive Strategy

Outcomes from AI implementation



1. Economic Return

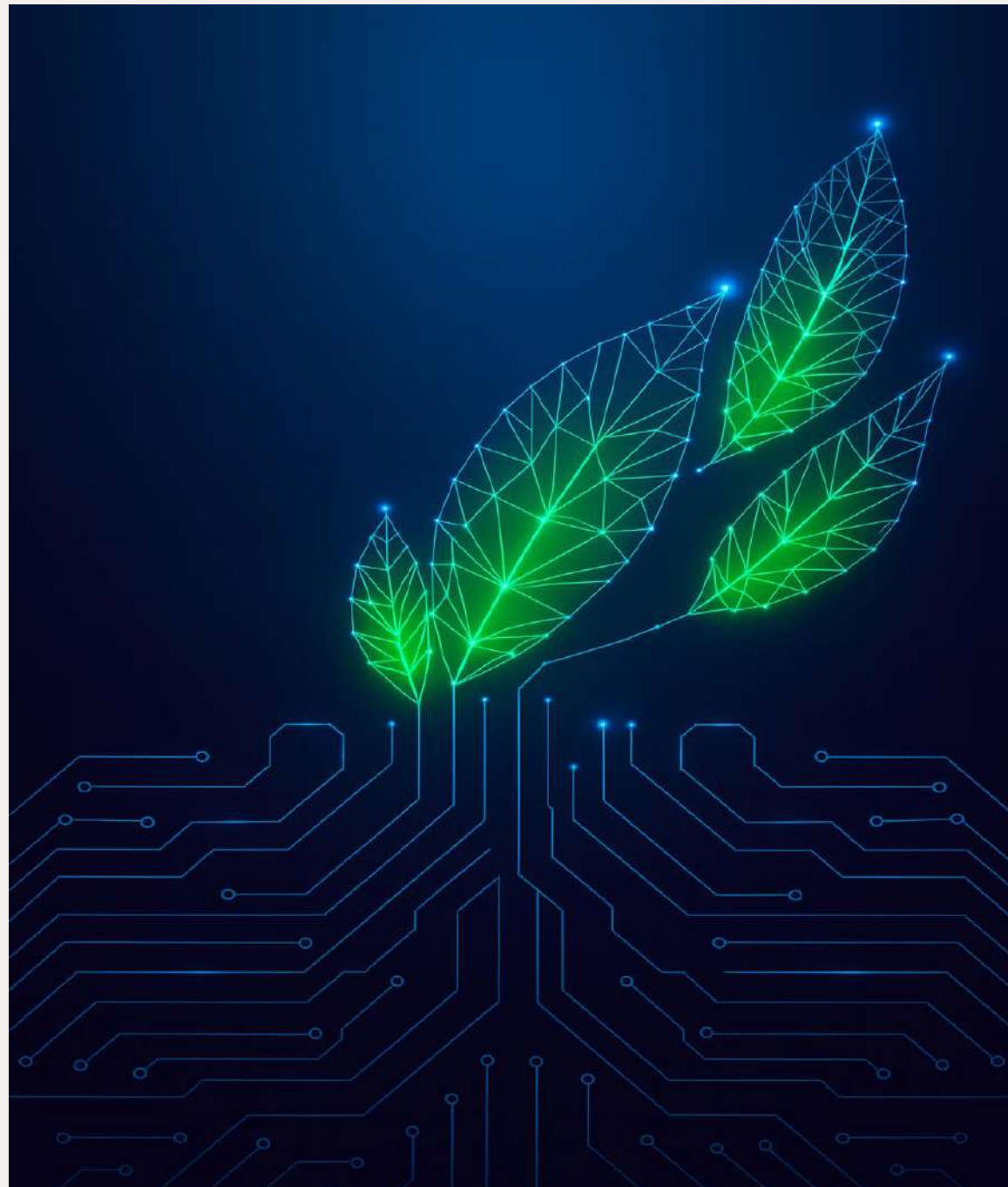
- **+11.4% Sales Growth** from AI-driven price recommendations.
- **2.5x Higher Forecast Accuracy**, enabling smarter inventory planning and reducing opportunity costs.

2. Operational Efficiency

- **Onboarding Time Reduced:** New customer service staff trained in 2 weeks instead of 2–4 months.
- **Response Time Cut:** Customer replies improved from 3–5 minutes to only 30 seconds.
- **Service Quality Upgraded:** Significant reduction in errors, higher consistency in customer information.
- **Faster Deliveries:** AI-supported carrier management improved logistics speed and reliability (The truck's departure time from the warehouse has moved from 7:30 AM to 7:00 AM.).

03 | AI Competitive Strategy

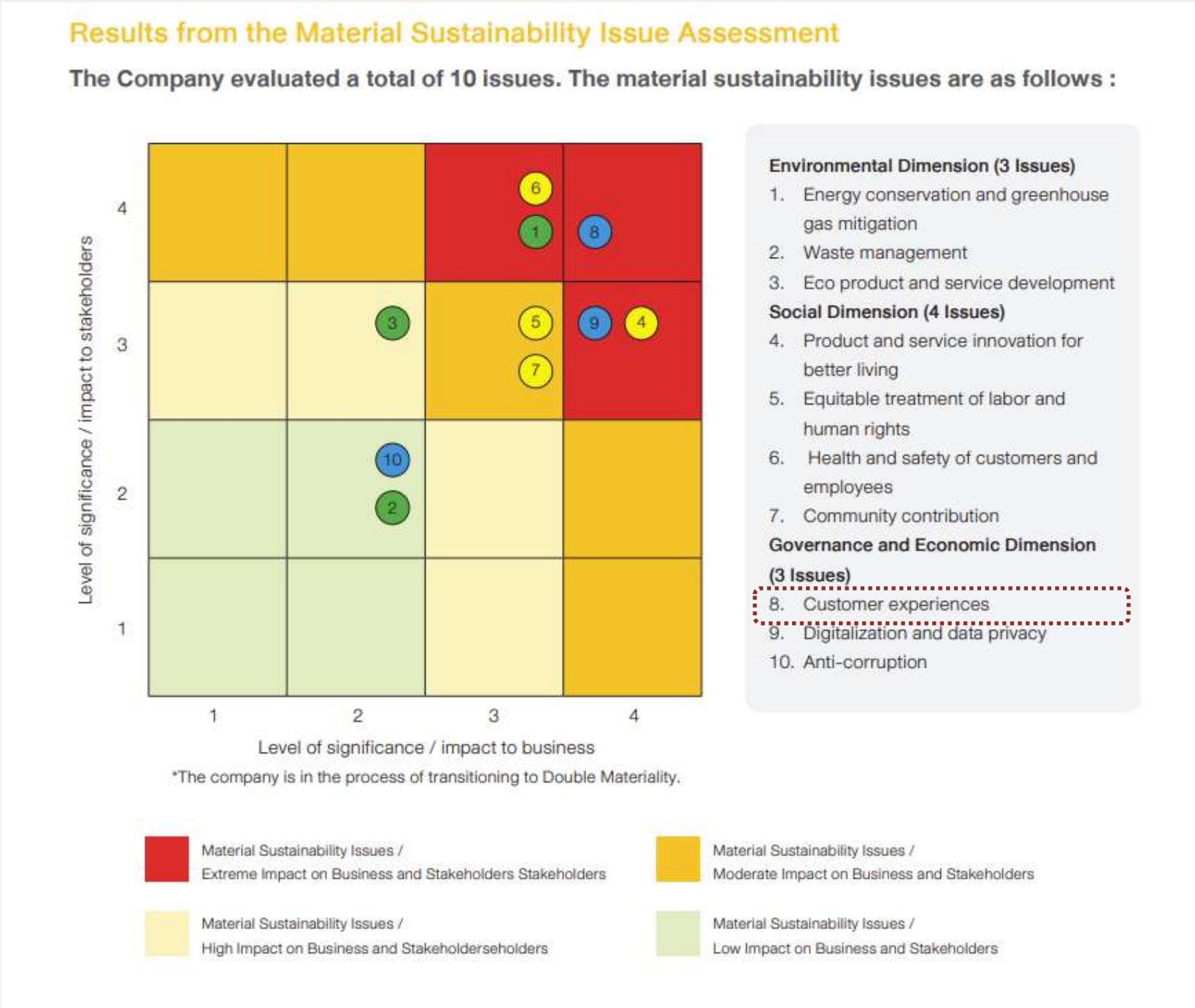
AI Conclusion



ILM believes that strategic adoption of technology and *AI is a key driver of sustainable growth*. These initiatives deliver *not only clear economic returns but also enhanced customer experience, empowered employees, and competitive advantages that are difficult to replicate*. ILM is committed to continuous investment in innovation to remain a leader growing responsibly alongside society and the environment

04 | Key Materiality Issue – Customer Experiences (CX)

Overview



Customer Experiences (CX) as a Materiality Topic

Index Living Mall identifies Customer Experiences (CX) as a core materiality issue that directly impacts competitiveness and long-term sustainability. In modern retail, CX is more than meeting needs – it is about creating lasting impressions, trust, and loyalty across every customer touchpoint.



04 | Key Materiality Issue – Customer Experiences (CX)

Opportunities



- **Market Leadership & Portfolio Strength:** Thailand's No.1 home retail brand with diverse segments from value to luxury (Index, Winner, Younique, BoConcept).
- **Omni-Channel & Digital Innovation:** Seamless customer experience across retail, e-commerce, TikTok Shop, with AI-driven design and data personalization.
- **Community & Customer Engagement:** JOY Members program, lifestyle hubs (The Walk, Little Walk, Index Mall), connecting strongly with Gen Y/Z.
- **Green & Sustainable Leadership:** Saraburi Green Retail Store (first ZEB in Thai retail), eco-friendly products, and transparent carbon practices.
- **Manufacturing & Supply Chain Resilience:** Index Interfurn Co., Ltd factory capacity with eco-efficient technology; strong partner collaboration for sustainable, traceable sourcing.
- **Social Responsibility & Shared Value:** Commitment to employees, customers, and communities through fair labor, well-being, and CSR initiatives.

04 | Key Materiality Issue – Customer Experiences (CX)

Indexlivingmall



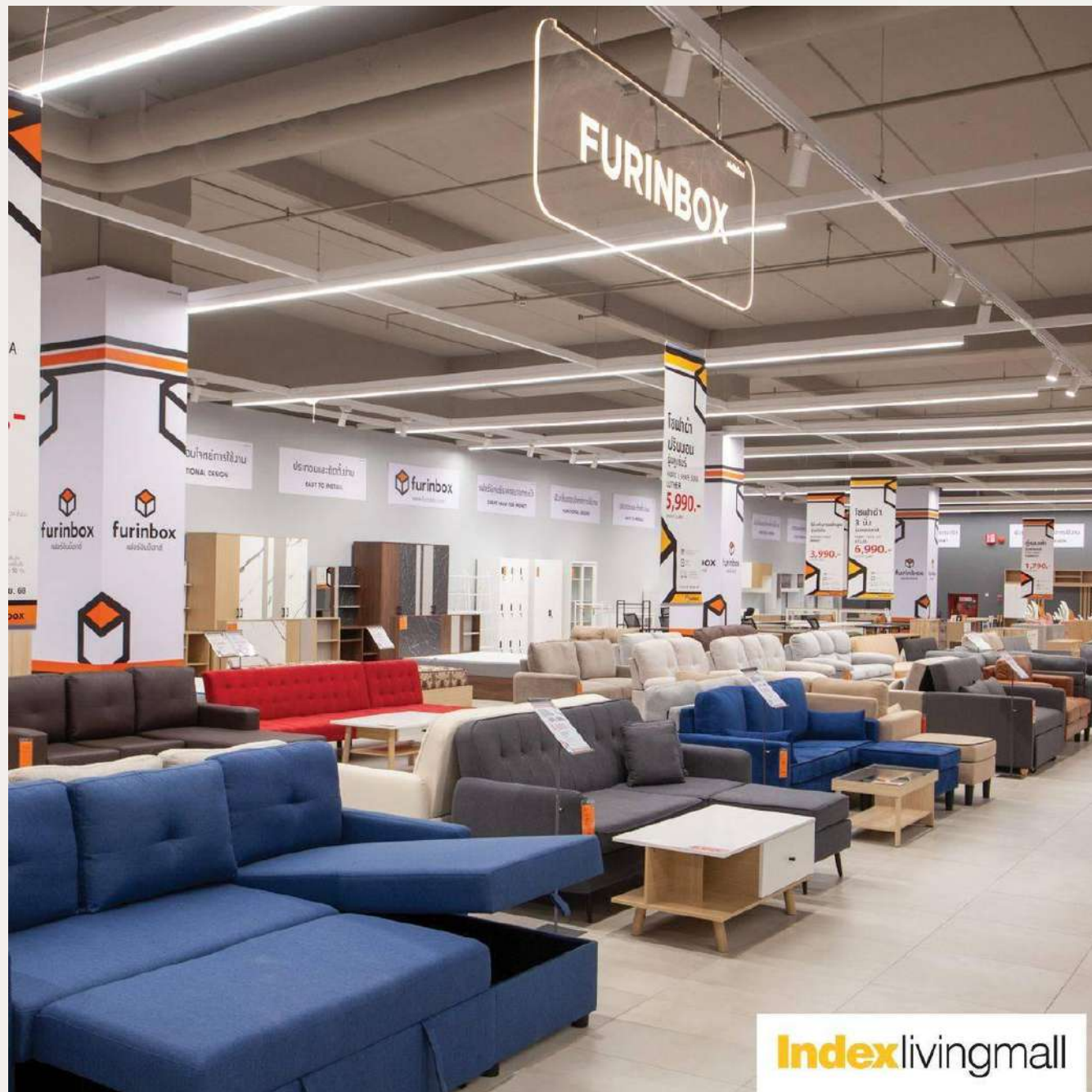
04 | Key Materiality Issue – Customer Experiences (CX)

BoConcept



04 | Key Materiality Issue – Customer Experiences (CX)

furinbox (Cost Conscious Segment)



04 | Key Materiality Issue – Customer Experiences (CX)

flying tiger
copenhagen



ILM Expands with Flying Tiger Copenhagen

ILM secured the franchise of the world-renowned Danish lifestyle brand Flying Tiger Copenhagen, adding creative, affordable products beyond furniture and home décor. With 1,000+ stores in 39 countries, the brand offers toys, homeware, kitchenware, stationery, party items, and fun lifestyle products—broadening ILM's portfolio and customer reach.

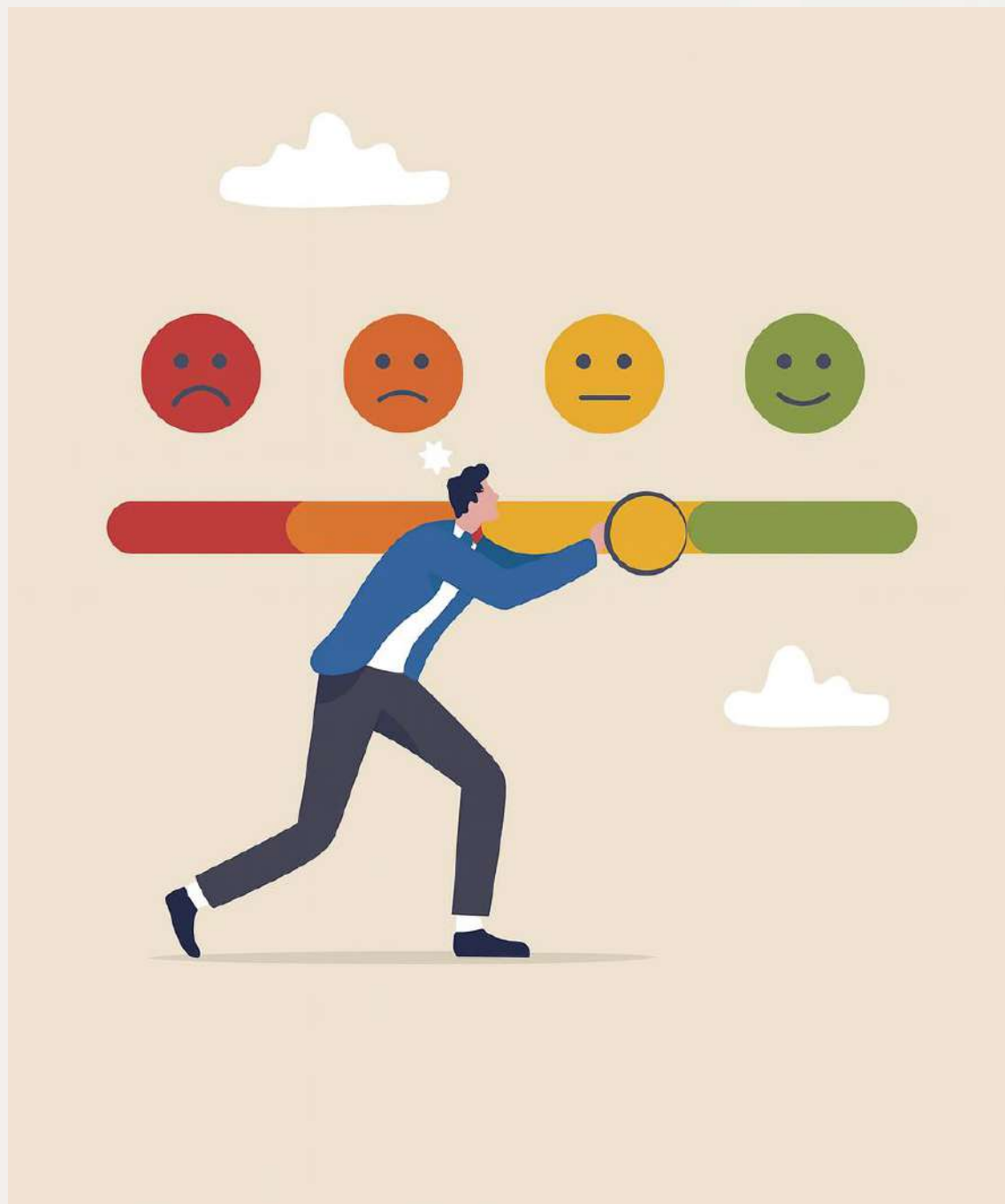
04 | Key Materiality Issue – Customer Experiences (CX) Risks



- Inconsistent service quality or lagging behind changing customer expectations may erode trust and loyalty.
- Intense competition from international retailers and online platforms increases customer switching risk if CX falls short of expectations.

04 | Key Materiality Issue – Customer Experiences (CX)

Our Strategy - Target and Results



Short-Term (1–2 Years)

- Standardize service quality across all **touchpoints**
- Use **CX Platform + Feedback tools** (FeedbackEx, Google Review) for continuous improvement
- Define clear **SLA** for in-store, online, and after-sales services

Long-Term (3–5 Years)

- Build **Customer-Centric Ecosystem** connecting omni-channel experiences

Targets / Outcomes

- CSAT $\geq 95\%$ (achieved 95.5% in 2024)
- Complaint Resolution 100% within SLA (24Hrs.)
- We commit “After Sales and Service” within 7 days
- ILM operates in “Customers Contact Center” and “Customers Case Management” system.

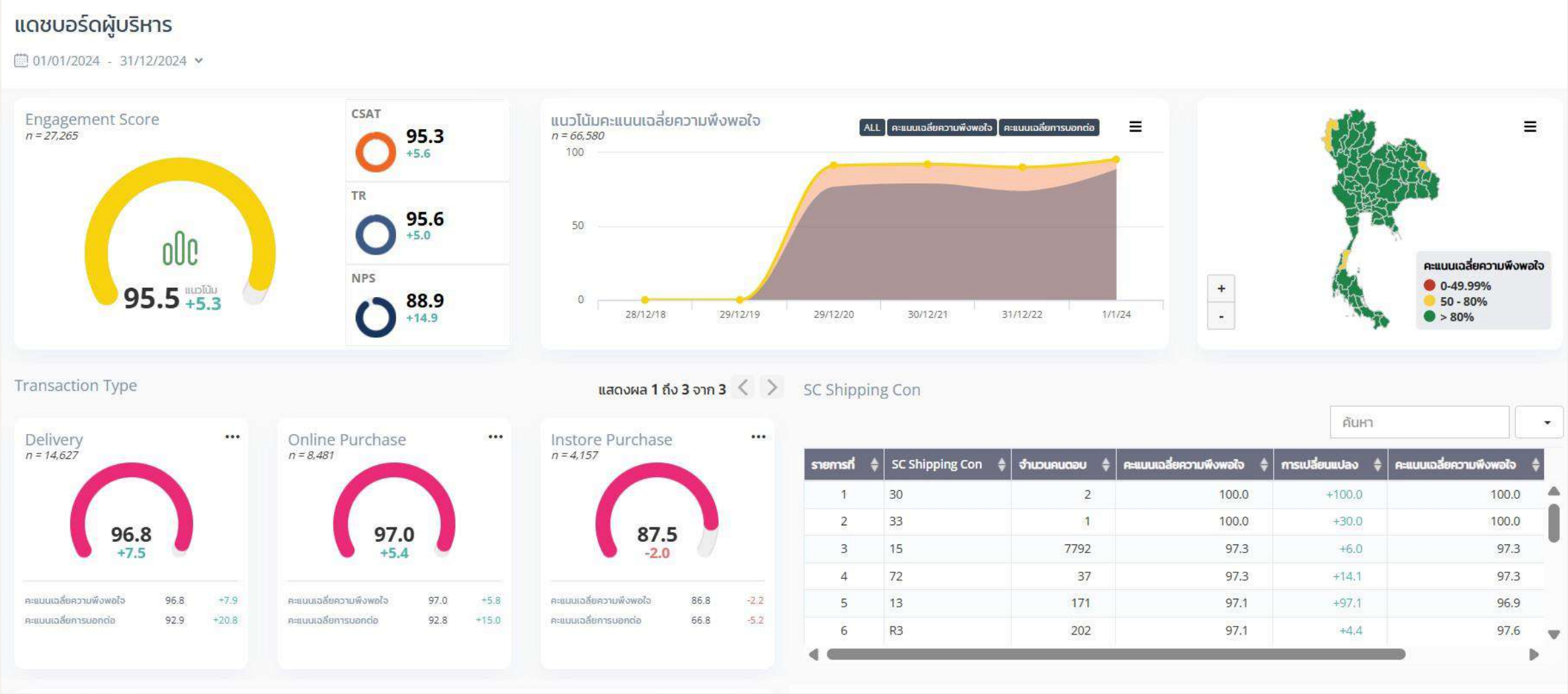
Qualitative Outcomes

- Faster, transparent, and more reliable service
- Enhanced **trust at every customer touchpoint**

Integrate digital & AI solutions: IndexGPT, Generative AI Interior Design, Proof of Delivery (POD), Transportation Management System (TMS) - **Real-time delivery tracking, fewer errors, higher satisfaction**

04 | Key Materiality Issue – Customer Experiences (CX)

Customer Experience Evaluation



ILM places CX at the core of sustainability, building trust and loyalty through data-driven insights. With Engagement 95.5, CSAT 95.3, TR 95.6, and NPS 88.9%, ILM proves its ability to deliver seamless experiences across in-store, online, and delivery touchpoints—strengthening customer trust and long-term business resilience.

04 | Key Materiality Issue – Customer Experiences (CX)

Customer Experience Evaluation 2024 - 2025



AVG Response Rate is approximately 6.3% and growth to be 13.5% in Y2024 and Y2025, respectively.

04 | Key Materiality Issue – Customer Experiences (CX)

Voice of Customers

“

Survey Result for **Delivery & Installation**

Sample Verbatims 01/01/2024 - 31/12/2024

FeedbackE<>

Staff Service Quality	Staff Manners	Installation Quality	Overall Service	Staff Speed
- ประทับใจมากค่ะ ช่างติดตั้งดีมากค่ะขอบคุณค่ะ - บริการดีมาก ประกอบเร็ว ไม่มีพลาด - ส่งของได้ตรงเวลา พนักงานประกอบอุปกรณ์ต่างๆได้รวดเร็ว - ติดตั้งเรียบร้อย อุปกรณ์พร้อมในการแก้ไขหน้างาน - พอใจมากครับ ให้บริการดีมากพูดจาดีมากครับ	- พี่ๆทีมงานน่ารักใจดีสุภาพมากค่ะ รวบรวมประทับใจมากค่ะ - ทำงานดี มีมารยาท พูดจาดี - บริการดีมากดีมากเลยคะช่างใจดี ติดตั้งดีพูดเพราะ - พนักงานมีมารยาท ตรงเวลา ทำงานรวดเร็วและเรียบร้อยมากๆเลยครับ - พนักงานสุภาพ บริการดี ตรงเวลา จะซื้ออีกนะคะ	- ก่อนส่งจะโทร.มาบอกวัน เวลา และติดตั้งเร็วค่ะ พนักงานสุภาพ - พี่ที่มาประกอบตู้ทำงานเรียบร้อย และให้ความช่วยเหลือหลังทำงานเสร็จ - พนักงานมีความสุภาพ บริการรวดเร็วแบบมืออาชีพ ะมัดระวังชิ้นงานเวลาประกอบสินค้า - พนักงานสุภาพ ประกอบเร็ว เสียใจเบาค่ะ - ติดตั้งรวดเร็ว ทำงานเรียบร้อยเยี่ยมดีขอบคุณค่ะ	- ทุกอย่างดีอยู่แล้วครับ การขาย การนัดจัดส่ง ช่างติดตั้งได้ไม่มีปัญหา แต่ถ้าจะให้ดีอาจจะเป็นเรื่องเวลาที่นัดลูกค้าติดตั้ง ถ้าได้ตรงตามที่นัดจะดีมาก - ทำงานเรียบร้อยดีค่ะ พนักงานพูดจาสุภาพ - ประทับใจมากค่ะ ช่างติดตั้งดีมากค่ะขอบคุณค่ะ	- ทีมงานทำงานรวดเร็ว และแนะนำการแก้ปัญหาเบื้องต้นได้อย่างดี - พนักงานทำงานรวดเร็วดีครับรวดเร็วดูแลรักษาของและช่วยขนของขึ้นมาด้วย ขอขอบคุณครับ - ช่างสุภาพเรียบร้อยทำงานเร็ว - ทีมช่างทำงานรวดเร็ว มีคุณภาพ ตรงต่อเวลา - ทีมงานต้องงานเร็วมาก และบริการอย่างดีเยี่ยมค่ะ
Staff Service Quality	Product Quality	Installation Quality	Delivery Times	Delivery Appointment
ไม่มีอะไรให้ประทับใจเลยแม้สักนิดเดียวค่ะ จัดการปัญหาได้แย่มาก นอกจากจะไม่มีคุณภาพประทับใจแล้ว จะไม่มีการบอกต่อ หรือ ไม่แนะนำให้ใครไปซื้อสินค้าที่นั่นอีกต่อไปค่ะ	- เจ้าของบ้านไม่ทราบเลยว่ามีทีมงาน 2 ชุด ทราบทีทีมงานชุดแรกเข้ามาในบ้านไม่โทร.แจ้งให้เจ้าของบ้านทราบ แถมยัง มีของในบ้านหล่น เสียหายด้วยค่ะ - สินค้ามีตำหนิ พนักงานติดตั้งผิดจากแบบ แต่มีการปรับแก้ไขให้เรียบร้อย	- ติดต่อกับงานที่ค้างส่งแล้วช่างที่มาก็เหมือนไม่สะดวกจะมาทำงานให้ ใส่เฟอร์นิเจอร์แล้วไม่เช็คทำความสะอาด ติดหน้าบานไม่เรียบร้อย - ประกอบสินค้าไม่ค่อยเรียบร้อย - การประกอบเฟอร์นิเจอร์ไม่ประณีต ไม่ตรวจเช็คก่อนส่งมอบ ชิ้นลวกๆไม่แน่น	- นัด 9:30 มาจริงเกือบ 10:30 Remack แจ้งแล้วว่า 10:00 มีติดธุระ ยังมาเลท ค่อยช่างไม่โอเคครับ - นัดมาส่งสินค้ามาไม่ตรงเวลาแล้วไม่โทรแจ้งว่าจะมาช้าทำให้ตั้งเสียเวลารอนาน	ช่างเข้ามาติดตั้งลินชักของตู้เสื้อผ้าที่ติดตั้งไปครั้งก่อน แต่น็อตที่มี ไม่สามารถเจาะติดรางเลื่อนลินชักได้ ทำให้ต้องมีการนัดเข้ามาติดตั้งใหม่อีกครั้ง ค่อนข้างทำให้เสียเวลาค่ะ

LEXTECH

04 | Key Materiality Issue – Customer Experiences (CX)

Conclusion



- Customer Experiences (CX) are the foundation of ILM's sustainable business model.
- CX builds satisfaction, trust, and long-term loyalty, ensuring resilience in a highly competitive market.
- ILM creates shared value for both customers and society through balanced growth.
- Clear results in 2024–2025 demonstrate consistent qualitative and quantitative progress.
- Reinforces ILM's commitment to its vision: "Sustainable Living for Future Lifestyle."



THANK YOU

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livingmall