



3. Business Sustainability Development



3.1 Sustainability Management Strategy and Overview

The MR. D.I.Y. Way: Strategy and Annual Highlights Overview

Sustainability is fundamentally integrated into the core operations of MR.D.I.Y. rather than being treated as a secondary objective. It serves as the primary foundation for the corporate mission: delivering quality products at exceptional value to the Thai public.

In a landscape of evolving economic and environmental challenges, the conviction remains that 'Value' and 'Responsibility' must advance in tandem. The **'Always Low Prices'** philosophy transforms operational efficiency into environmental and social dividends, ensuring that cost-effectiveness leads directly to a reduced ecological footprint. The commitment is to cultivate a retail ecosystem that generates long-term shared value for all stakeholders, structured around the following strategic pillars and annual milestones.

1. Sustainability Strategy: "D.I.Y. for a Sustainable Future"

The "D.I.Y. for a Sustainable Future" strategy is the roadmap for embedding ESG into the brand's DNA, ensuring that MR. D.I.Y. delivers low prices while creating high impact for the planet and its people. This strategy moves beyond branding to drive long-term value for customers, communities, and the environment through three core strategic pillars:

1.1 Drive Responsible Growth

This pillar reflects our commitment to Governance, ensuring that our expansion is built on a foundation of integrity and accountability.

- **Sustainable Supply Chain:** We integrate ethical sourcing and supply chain responsibility into our operations to manage risks and ensure product safety.
- **Affordable Sustainability:** By leveraging strategic sourcing, we democratize sustainable living, allowing consumers to make mindful, responsible purchasing decisions without a price premium.

1.2 Innovate for Environmental Efficiency

This pillar represents our Environmental efforts, focusing on optimizing how we use resources to reduce our carbon footprint.

- **Energy Management and Climate Strategy:** We implement energy-efficient store formats and innovative operational practices to mitigate our impact on the climate.
- **Circularity:** Our commitment to efficiency involves maximizing resource use and integrating circularity into our business model to minimize waste and environmental impact.

1.3 Yield Positive Impact for Communities

This pillar embodies the social value we create, ensuring that our growth is inclusive and beneficial to society.

- **Community and Social Contribution:** We utilize our extensive store network to provide measurable contributions to local communities through targeted CSR initiatives and inclusion.
- **Inclusive Economic Growth:** By providing stable employment and vocational advancement across Thailand

2025 Highlights: Strategic Successes and Milestones

Corporate Governance & Market Leadership

- Achieved IPO filing on 5 November 2025 to strengthen corporate governance and transparency.
- Reached 100% coverage across all 77 provinces to ensure product accessibility for every Thai household.
- Contributed over THB 3.4 billion to the local economy through nationwide expansion and domestic procurement.

- Achieved a 97% Customer Satisfaction Score.
- Enforced a Vendor Code of Conduct covering 80% of local trade partners to ensure ethical business standards.

Environmental Stewardship

- Increased the revenue contribution from ECO-friendly products to 4.9% of total sales.
- Achieved a 4.8% reduction in electricity intensity, measured by kilowatt-hours (kWh) consumed per THB million of revenue.
- Generated 2,258 MWh of solar energy via rooftop installations at major distribution centers and standalone stores

Social Value Creation

- Provided over 9,000 jobs nationwide (Local hiring)
- Delivered more than 270,000 professional training hours through the MR.D.I.Y. Academy to upskill the Thai workforce
- Invested THB 6 million through the 'MR. D.I.Y. Cares' program to support education and community development nationwide.
- Ensured 100% fair labor practices across the organization while maintaining a diverse workforce representing 58% female leadership
- Achieved an 80% employee engagement score, reflecting a 5% increase from the previous year
- Achieved a Zero Fatality rate and maintained a 28% reduction in Lost Time Injury Frequency Rate (LTIFR)

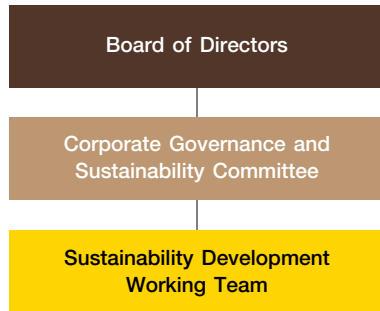




3.2 Stakeholder Engagement and Value Chain

Tone from the Top

Sustainability Management Governance Structure



Roles and Responsibilities

The Board of Directors

The Board of Directors holds ultimate accountability for the Company's strategic direction, ensuring that sustainability is integrated as a core pillar of long-term business resilience. The Board of Directors also oversees the management of material sustainability matters and the Company's approach to climate change management. Through proactive stewardship, the Board of Directors balances commercial growth with ethical responsibility, safeguarding the interests of all stakeholders while driving the Company's long-term sustainable development.

Corporate Governance and Sustainability Committee

As a sub-board committee reporting directly to the Board of Directors, the Corporate Governance and Sustainability Committee acts as the primary bridge between strategy and execution. The Corporate Governance and Sustainability Committee is responsible for prioritizing material sustainability matters embedded within the Company's governance framework. It provides rigorous oversight of the Sustainability Working Team, reviewing their progress on environmental and social programmes before elevating key insights to the Board of Directors for final deliberation. By monitoring compliance with ethical standards and sustainability policies, the Corporate Governance and Sustainability Committee ensures that the Company's journey remains transparent and aligned with its core values.

Sustainability Development Working Team

The Sustainability Development Working Team, comprising key executives from across MR. D.I.Y.'s core business functions, serves as the primary governance bridge between board-level strategy and organisational alignment. The team's mandate is to translate high-level sustainability commitments into systemic operational standards, ensuring that environmental and social considerations are embedded within the corporate decision-making framework.

Within the scope of Environmental Stewardship, the Sustainability Development Working Team provides the oversight necessary to align the company's nationwide footprint with its long-term sustainability objectives.

In addition, the Sustainability Development Working Team ensures that sustainability is an integral component of the business model, fostering long-term value creation and safeguarding the organisation's resilience in an evolving market landscape.

Business Value Chain

The Company places the highest importance on treating all stakeholders within the Group fairly. The Company focuses on integrating stakeholder interests throughout the entire business value chain, from upstream activities such as product sourcing, to downstream operations including warehousing, distribution, marketing, sales, after-sales service, and market analysis. All business activities are carried out in accordance with principles of good corporate governance and in strict compliance with applicable legal requirements. The Company conducts its business with integrity, transparency, and accountability, and remains committed to collectively delivering services of the highest quality and efficiency at every stage.





Stakeholder Engagement



The Company identifies its key stakeholders by evaluating the extent to which a group can significantly affect, or be affected by, our business operations and value chain—from upstream sourcing to downstream retail service. Our definition of a key stakeholder is rooted in the principle of mutual impact and influence, ensuring that we account for those who have a legitimate claim on our attention and resources. By categorising these groups into internal and external stakeholders, we ensure that our engagement remains systematic and purposeful.

Stakeholder Group	Engagement Channels	Frequency	Expectations & Interests	Our Response & Actions
 Shareholders	<ul style="list-style-type: none"> Shareholders' meetings Listed Company Investor Meeting (Opportunity Day) Site visits Communication through online channels and email Whistleblowing and grievance channels Annual Registration Statements/ Annual Report (Form 56-1 One Report) 	Quarterly / Annually	<ul style="list-style-type: none"> Equitable transparent and fair treatment of shareholders. Executive of the Company in compliance with applicable laws the Company's objectives articles of association and resolutions of the shareholders' meetings including adherence to good corporate governance principles. Creation of appropriate returns for shareholders and regular dividend payments. Avoidance of actions that may cause damage to the Company or give rise to conflicts of interest. Provision of sufficient equitable accurate and timely disclosure of material information relating to the Company. Respect for shareholders' rights. 	<ul style="list-style-type: none"> Upholding a robust Shareholder Rights Policy that ensures all investors, including minority shareholders, are treated with equal dignity and fairness. Facilitating easy access to voting and participation in general meetings through digital and physical platforms. Adhering to the Principles of Good Corporate Governance as outlined by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). Driving sustainable financial growth through operational excellence and disciplined capital allocation. Adhering to a transparent Dividend Policy. Implementing a strict Conflict of Interest Policy and the Code of Business Ethics that requires directors and executives to disclose potential conflicts and abstain from related decision-making. Empowering the Audit and Risk Committee to oversee related-party transactions for full transparency. Ensuring that all material information is disclosed simultaneously to all investors through the SET portal and the MR. D.I.Y. Investor Relations website. Maintaining a proactive communication calendar including quarterly "Opportunity Day" sessions and press releases to prevent information asymmetry. Protecting the fundamental rights of shareholders, including the right to propose agenda items, nominate directors, and receive full information prior to the Annual General Meeting of Shareholders. Establishing a dedicated Investor Relations (IR) Unit to serve as the primary channel for meaningful dialogue between the Board, Executive, and the investment community.



Stakeholder Group	Engagement Channels	Frequency	Expectations & Interests	Our Response & Actions
 Employees	<ul style="list-style-type: none"> • Communication between the Human Resources function and employees • The Company's website • Communication through online channels • Email • Whistleblowing and grievance channels 	Ongoing / Annually	<ul style="list-style-type: none"> • Appropriate fair and competitive remuneration benefits and entitlements. • A positive and safe working environment. • Fair practices in appointment transfer reward and disciplinary actions • Continuous development of employees' knowledge capabilities and internal potential in line with their career paths. • Attentive listening to employees' concerns and understanding their circumstances with full support and assistance. • Job security and career progression opportunities. • Access to information and updates regarding the Company. 	<ul style="list-style-type: none"> • Provision of appropriate and fair remuneration and benefits for employees in line with applicable laws and internal policies. • Maintenance of a safe and healthy working environment to protect employees' lives and property. • Equal opportunities in recruitment, appointment and transfer based on fair performance evaluations reflecting competence, commitment and work performance. • Establishment of annual internal and external training plans tailored to each function covering basic skills management capabilities and specialized professional knowledge. • Provision of channels for employee feedback and for reporting misconduct or unlawful practices in a confidential and protected manner. • Avoidance of unfair practices that may affect job security including harassment, intimidation or undue pressure on employees' mental well-being. • Communication of relevant and beneficial information to employees through the Company's internal communication channels including corporate email.





Stakeholder Group	Engagement Channels	Frequency	Expectations & Interests	Our Response & Actions
 Customers	<ul style="list-style-type: none"> The Company's website Telephone Email: customercare.th@mrdiy.com Chatbot Communication through online platforms such as Line Official and Facebook Complaint and grievance channels 	Continuous (24/7)	<ul style="list-style-type: none"> Provision of quality products that meet applicable standards and delivery of good service. Products that meet customer needs with fair and accessible pricing. Prompt listening and response when customers encounter issues or concerns. Maintenance of good relationships and fair treatment of customers Equitable treatment and non-discriminatory practices. Protection of customer data and confidentiality. 	<ul style="list-style-type: none"> Sale of products that are of good quality and comply with applicable safety and quality standards. Maintaining professional integrity in all marketing and corporate communications, ensuring all claims are fact-based and verified. Provision of customer service channels and dedicated customer service functions to support customer enquiries and concerns. Establishment of a complaint-handling system to receive customer feedback and suggestions, implement corrective actions, and communicate resolution outcomes to customers. Implementation of measures to protect customer data and maintain confidentiality in accordance with applicable laws and internal policies. Fair equitable and non-discriminatory treatment of customers without taking advantage of consumers.
 Suppliers / Business Partners	<ul style="list-style-type: none"> The Company's website Email The Company's complaint and grievance channels 	Periodic	<ul style="list-style-type: none"> Fair transparent and verifiable practices without taking unfair advantage. Strict compliance with agreed terms and conditions. Provision of accurate complete and factual information. Sharing of knowledge and collaborative development of new innovations for mutual benefit. 	<ul style="list-style-type: none"> Conduct of business in accordance with ethical business conduct and integrity principles. Establishment of systematic operating procedures and transparent, fair, and accountable procurement processes. Implementation and enforcement of a Vendor Code of Conduct to communicate expectations on ethical conduct legal compliance labour practices environmental responsibility and anti-corruption. Zero tolerance for solicitation acceptance or offering of improper benefits bribes or advantages that are inconsistent with normal business practices. Commercial negotiations with business partners conducted in a transparent fair and non-exploitative manner. Strict compliance with agreed contractual terms and conditions. Provision of accurate complete and factual information to business partners. Protection and security of business partners' personal data in accordance with applicable laws and internal policies.



Stakeholder Group	Engagement Channels	Frequency	Expectations & Interests	Our Response & Actions
 Communities	<ul style="list-style-type: none"> The Company's website Telephone Email Communication through online platforms such as Line Official and Facebook Complaint and grievance channels 	Ongoing	<ul style="list-style-type: none"> Creation of employment opportunities for surrounding communities. Participation in community development to enhance the quality of life of people in society. Listening to and engaging with feedback from community members. Conduct of the Company's business operations in a manner that does not adversely affect society communities or the environment. 	<ul style="list-style-type: none"> Local hiring within the communities where the Company's branches are located Conduct of business operations in a responsible, prudent and cautious manner to prevent adverse impacts on society communities and the environment. Listening to the opinions needs and suggestions of community members. Collaboration in addressing issues and supporting projects that provide benefits to local communities.
 Government agencies	<ul style="list-style-type: none"> The Company's executive The Company's website Email Preparation of reports or disclosures in accordance with applicable requirements 	As required / Annually	<ul style="list-style-type: none"> Conduct of business in compliance with applicable laws regulations and requirements of government agencies. Cooperation and collaboration with government agencies. 	<ul style="list-style-type: none"> Strict compliance with all applicable laws regulations and requirements relating to the conduct of business. Active listening to feedback and suggestions from government agencies. Cooperation with government agencies responsible for the supervision and regulation of the Company's business operations. Establishment and implementation of the Anti-Corruption Policy which sets out principles and guidelines for engagement with public officials such as criteria for hiring government personnel, as specified on the Company's website, to ensure compliance with applicable laws and regulations.



Stakeholder Group	Engagement Channels	Frequency	Expectations & Interests	Our Response & Actions
 <p>Creditors and financial institutions</p>	<ul style="list-style-type: none"> The Company's management The Company's website Email Meetings with creditors 	As required / Annually / Quarterly	<ul style="list-style-type: none"> Strict compliance with agreed terms and conditions. Provision of accurate, complete and factual information. 	<ul style="list-style-type: none"> Strict compliance with agreed terms and conditions. In the event that the Company is unable to comply due to any difficulties creditors will be informed promptly and solutions will be sought jointly. Maintenance of financial ratios within the limits or conditions stipulated by financial institutions. Provision of accurate and factual information about the Company to creditors.
 <p>Competitors</p>	<ul style="list-style-type: none"> The Company's management The Company's website 	Ongoing	<ul style="list-style-type: none"> Conduct of business within the framework of applicable laws and fair competition principles. Conduct of business with integrity, honesty and transparency. Refraining from actions that may damage the reputation of competitors. 	<ul style="list-style-type: none"> Strictly adhering to the Trade Competition Act and relevant anti-trust regulations Promoting a culture of "Fair Play" where market leadership is achieved through operational excellence rather than anti-competitive practices. Avoid acquiring, using, or accessing competitors' confidential information through dishonest or inappropriate means, and refrain from making unfounded or malicious claims against competitors.

Materiality Assessment

The Company conducts an annual review and analysis of material sustainability issues relevant to its business and stakeholders in order to assess both the impacts of the Company on external parties and the impacts of external factors on the Company. This process is carried out in accordance with GRI 3: Material Topics (2021) under the Global Reporting Initiative (GRI) Standards.

Preliminary material issues are reviewed by senior executive who are members of the Sustainable Working Team and the Corporate Governance and Sustainability Committee prior to submission for approval by the Board of Directors.

Materiality Assessment Process

The Company's materiality assessment is conducted through a systematic and structured process to identify prioritize and validate sustainability issues that are material to the business and stakeholders. The process comprises the following key steps:

1. Identification of Sustainability Issues

The Company identifies a long list of potential sustainability issues by considering internal and external sources including business strategy risk assessments, regulatory requirements, industry standards, peer benchmarking and stakeholder expectations. Reference is made to the GRI Standards 2021 as well as relevant sustainability frameworks and emerging trends.



2. Stakeholder Identification and Engagement

Key stakeholder groups are identified based on their relationship with the Company and the significance of potential impacts. The Company gathers stakeholder views through appropriate engagement channels such as meetings surveys feedback mechanisms and internal consultations.

3. Impact Assessment and Topic Prioritization

Identified sustainability issues are assessed based on the significance of the Company's actual or potential impacts on the economy, society, and the environment

The assessment incorporates stakeholder engagement, peer benchmarking, and expert input to prioritize material topics based on their relevance to both stakeholders and the business. This process is conducted in accordance with GRI 3: Material Topics (2021).

4. Prioritization of Material Issues

Sustainability issues are prioritized based on the results of the impact assessment and stakeholder feedback. Issues with high significance to both stakeholders and the Company are identified as material.

5. Review and Validation

The preliminary list of material sustainability issues is reviewed by senior management as part of the Sustainable Business Development Working Group and the Corporate Governance and Sustainability Committee to ensure completeness, relevance and alignment with business strategy.

6. Approval by the Board of Directors

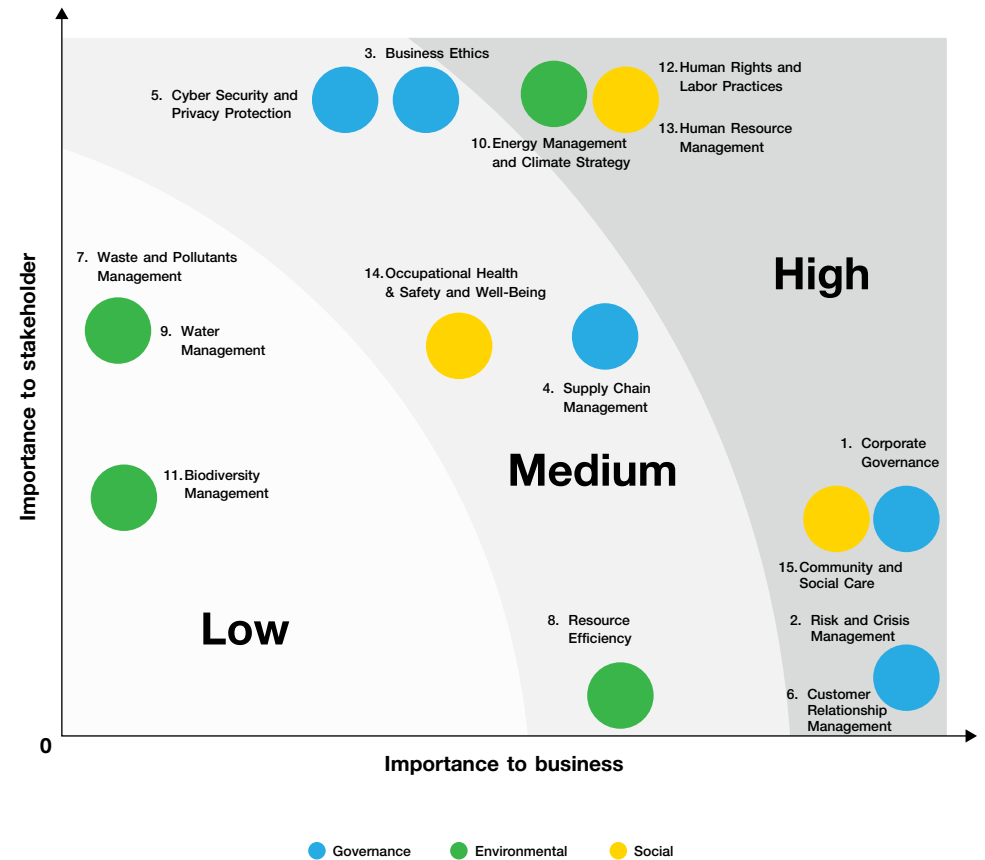
The final list of material sustainability issues is submitted to the Corporate Governance and Sustainability Committee before being presented to the Board of Directors for approval. Once approved, these material issues are used to guide the Company's sustainability strategy, risk management, performance targets, and disclosures.

7. Integration and Disclosure

Material sustainability issues are integrated into the Company's business planning risk management and performance monitoring processes and disclosed through the Company's dedicated channels, such as its website and the Annual Registration Statements/Annual Report (Form 56-1 One Report), in accordance with applicable standards.

Materiality Issues

The importance levels are categorized into three levels: High, Medium, and Low, as follows:





Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
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High-Level

Corporate Governance (G)

A robust corporate governance structure and system reflects internal control mechanisms that promote fairness and transparency, as well as the role of the Board of Directors as leaders guiding the organisation toward success, while considering the interests of shareholders and the Company's responsibilities to stakeholders.






- Strengthening board effectiveness through a diverse and skilled leadership structure.
- Reducing legal and regulatory risks through proactive compliance monitoring.
- Attracting institutional investment via high transparency and disclosure standards.
- Strengthening financial credibility and creditworthiness with banking institutions.
- Securing long-term partnerships with ethical global suppliers and investors.
- Reducing corruption and bribery risks through high accountability and transparency.
- Enhancing long-term value through the integration of ESG into business strategy
- Protecting the corporate reputation against scandals and loss of public trust.

- Sanctions and fines from regulatory bodies due to non-compliance with listing rules.
- Conflicts of interest resulting from inadequate oversight or weak internal controls.
- Erosion of shareholder trust and market valuation following governance failures.
- Breaches of fiduciary duty leading to legal repercussions and loss of listing status.
- Ineffectiveness in strategic leadership due to a lack of board independence or diversity.





- Establishment of a clear board structure, charter and terms of reference for sub-committees.
- Implementation of a robust Related Party Transaction (RPT) policy and approval process.
- Execution of annual board self-assessments.
- Enforcement of the Anti-Corruption and Bribery Policy.
- Implementation of a secure Whistleblowing system with identity protection.
- Execution of ethics training for all staff and executives.
- Adherence to the SEC's Corporate Governance Code for Listed Companies.
- Maintenance of a comprehensive Internal Audit function reporting to the Audit and Risk Committee.










Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
Human Rights and Labor Practice (S)	The comprehensive protection of fundamental rights and the promotion of fair treatment across the entire value chain, ensuring a safe workplace free from discrimination, forced labour, and child labour in alignment with the international frameworks such as the United Nations Guiding Principles (UNGPs).	<ul style="list-style-type: none"> Strengthening brand integrity by upholding international human rights standards. Building sustainable partnerships with ethical suppliers through shared values. Ensuring a harmonious workplace that respects diversity and inclusivity. 	<ul style="list-style-type: none"> Violations of labour laws resulting in legal action and operating license risks. Damage to corporate reputation due to unethical practices within the supply chain. Disruption of operations caused by labour disputes or industrial action. 	<ul style="list-style-type: none"> Enforcement of a comprehensive Human Rights Policy for all employees. Integration of human rights criteria into the Vendor Code of Conduct. Provision of accessible grievance mechanisms for reporting rights violations. 	  
Human Resource Management (S)	The strategic investment in human capital as a core business driver, focusing on merit-based recruitment, performance excellence, and engagement to support MR. D.I.Y.'s rapid nationwide expansion while fostering an "ownership" mindset that aligns with the company's cost-efficiency values.	<ul style="list-style-type: none"> Elevating the customer experience through well-trained and engaged frontline staff. Increasing operational productivity through a highly motivated workforce. Optimising talent acquisition costs by building a strong employer brand. Fostering an innovative culture through effective performance-based rewards. 	<ul style="list-style-type: none"> Deterioration of the customer experience due to inadequate staff training or low morale. Turnover of high-potential employees resulting in loss of institutional knowledge. Gaps in leadership continuity that hinder long-term succession readiness. Stagnation in store performance and operational efficiency caused by disengagement. 	<ul style="list-style-type: none"> Implementation of a transparent performance appraisal and reward system. Refinement of the recruitment process to attract diverse and skilled talent. Development of leadership programmes to ensure long-term succession readiness. Implementation of a robust Performance Management System (PMS). Provision of ongoing training programmes for both technical and soft-skill development to enhance staff competencies across the organisation. Assessment of employee engagement levels through annual satisfaction surveys. 	 






Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
Risk and Crisis Management (G)	The systematic process of identifying, evaluating, and mitigating internal and external uncertainties including economic shifts, natural disasters, and climate related events to ensure business continuity.	<ul style="list-style-type: none"> Improving business resilience and agility in response to market volatility. Increasing investor confidence through transparent risk disclosures. Safeguarding the “Always Low Prices” value proposition through supply chain stability. 	<ul style="list-style-type: none"> Disruption of operations stemming from extreme weather or logistics failures. Losses of financial value from unmanaged interest rate or currency fluctuations. Diminishment of stakeholder trust following an inadequately managed crisis. 	<ul style="list-style-type: none"> Oversight by the Audit and Risk Management Committee. Implementation of a Business Continuity Plan (BCP) across all operations. 	 
Customer Relationship Management (G)	The strategic management of interactions with customers to enhance satisfaction, maintain the “Always Low Prices” promise, and protect personal data throughout the retail experience.	<ul style="list-style-type: none"> Growing brand loyalty and repeat footfall across the nationwide network. Strengthening market positioning through the delivery of certified, safe products. Elevating consumer trust via transparent product labelling and clear information. 	<ul style="list-style-type: none"> Loss of customer confidence following data privacy breaches or leaks. Declining brand equity due to inconsistent service quality or unresolved complaints. Competitive disadvantage if pricing and product variety fail to meet local demand. Liability and legal risks arising from inadequate product disclosures. 	<ul style="list-style-type: none"> Administration of a robust Personal Data Protection Act (PDPA) compliance framework. Implementation of product quality management processes ensuring full compliance with all applicable laws and relevant standards. Provision of transparent product information and usage guidelines via packaging and digital channels. Operation of multi-channel support including a 24/7 Customer Care Hotline for rapid grievance resolution. Execution of regular staff training to ensure the communication of accurate product details and safety standards, while fostering optimal customer experience. 	 






Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
Energy Management and Climate Strategy (E)	The management of energy efficiency across a vast network of standalone stores and shopping mall outlets to support Thailand's Net Zero 2050 goals while reducing the operational cost-base to maintain the "Always Low Prices" promise.	<ul style="list-style-type: none"> Lowering store operating costs through large-scale energy efficiency initiatives. Enhancing resilience against volatile electricity tariffs in Thailand (Ft rates). Enhancing corporate resilience against future carbon taxes (future risk) and energy price volatility. Strengthening brand reputation as an environmentally responsible retailer. 	<ul style="list-style-type: none"> Escalation of overheads due to high-intensity lighting and cooling requirements. Erosion of investor confidence following failure to meet emission reduction targets. Regulatory penalties or sanctions for non-compliance with carbon taxes laws (future risk). 	<ul style="list-style-type: none"> Development of a Corporate Energy and Climate Management Policy, including GHG emission reduction targets, a decarbonisation roadmap, and overall climate strateg Installation of Solar PV rooftops on large-format stores and the Distribution Center (DC). Retrofitting of existing stores with high-efficiency LED lighting. Monitoring of energy intensity (kWh per THB million of revenue) to benchmark store efficiency nationwide. 	 
Community and Social Care (S)	The active engagement with and investment in local communities, leveraging MR.D.I.Y.'s nationwide footprint to create shared value through local economic support, community resilience and social well-being initiatives.	<ul style="list-style-type: none"> Securing a strong social licence to operate in diverse local provinces. Boosting local economic development through the prioritization of local recruitment. Improving community resilience through disaster relief (e.g., flood assistance). Boosting brand loyalty by being perceived as a helpful "neighbourhood" store. 	<ul style="list-style-type: none"> Antagonism from local residents due to operational disturbances or logistics-related congestion. Instability in the workforce resulting from a failure to attract and retain talent from within the local vicinity. Damage to brand reputation if community concerns or grievances are ignored. 	<ul style="list-style-type: none"> Execution of the "MR. D.I.Y. Cares" initiative to provide targeted disaster and community resilience. Operation of local-centric recruitment drives to ensure store staff are hired from within the vicinity. Engagement with local community leaders to identify and resolve operational or social concerns. Collaboration with local communities, educational institutions, and government agencies to foster social engagement and enhance the quality of the local environment. 	  




Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
Medium-Level					
Supply Chain Management (G)	The oversight of the entire lifecycle of products, from ethical sourcing and procurement to logistics and distribution, ensuring adherence to relevant laws, regulations, and ESG compliance standards.	<ul style="list-style-type: none"> Optimising operational efficiency and cost-savings via logistics management. Mitigating ESG risks through the enforcement of ethical labour standards. Fortifying supply chain resilience against global and local market shocks. 	<ul style="list-style-type: none"> Interruption of store inventory due to supplier non-compliance or failure. Damage to brand reputation resulting from unethical labour practices within the chain. Escalation of costs driven by inefficient or carbon-intensive transport. 	<ul style="list-style-type: none"> Implementation of the Vendor Code of Conduct. Green Logistics initiatives, including the use of EV truck fleets. Execution of regular supplier audits covering legal, ethical, and ESG risk. Maintenance of high-volume warehousing capacity to secure nationwide product availability and stock resilience. 	 
Business Ethics (G)	Adherence to the highest standards of integrity, transparency, and accountability in all business dealings, encompassing anti-corruption, fair competition, and ethical conduct.	<ul style="list-style-type: none"> Enhancing brand reputation and customer loyalty within the Thai market. Reducing legal and regulatory compliance costs. Retaining high-calibre talent through an ethical workplace culture. 	<ul style="list-style-type: none"> Severe legal penalties and fines for non-compliance or corruption incidents. Reputational damage resulting from unethical trade practices or bribery. Potential exclusion from government or institutional partnerships. 	<ul style="list-style-type: none"> Enforcement of a Zero-tolerance Anti-Corruption Policy. Provision of anonymous Whistleblowing channels with non-retaliation protection. Strict application of the Code of Business Ethics and Conflict of Interest disclosures. Integration of ethical standards into mandatory onboarding. 	




Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
Occupational Health and Safety and Well-Being (S)	The commitment to providing a safe and healthy environment for all personnel involved in logistics and store construction, ensuring high safety standards across the nationwide network.	<ul style="list-style-type: none"> Ensuring operational continuity by reducing workplace accidents and staff absenteeism. Minimising financial liabilities related to medical claims and insurance premiums. Strengthening organisational resilience through a robust and healthy workforce. 	<ul style="list-style-type: none"> Prosecution and legal penalties resulting from violations of the Occupational Safety and Health Act. Disruption of logistics and store operations caused by serious workplace injuries. Damage to brand reputation if community concerns or grievances regarding safety are ignored. 	<ul style="list-style-type: none"> Execution of mandatory safety training and emergency response drills for all personnel. Provision of comprehensive welfare and rigorous occupational health and safety standards to cultivate a high-satisfaction workplace and safeguard the holistic well-being of the workforce. Integration of safety requirements into service-level agreements (SLAs) with external contractors. Monitoring of safety performance through Total Recordable Injury Frequency Rate (TRIFR) tracking. 	 
Resource Efficiency (E)	The strategic optimization of material usage across the distribution network and retail operations, focusing on packaging reduction, water conservation, and waste diversion to support a circular economy and lower operational costs.	<ul style="list-style-type: none"> Generating significant cost savings through the reduction of secondary and tertiary packaging. Optimising resource utilisation by streamlining material handling, which reduces packaging waste and operational energy consumption within the distribution center. Strengthening brand value by addressing consumer concerns regarding plastic and packaging waste. 	<ul style="list-style-type: none"> Inflation of operating costs due to excessive material consumption and resource inefficiencies. Escalation of waste disposal expenses resulting from poor store-level segregation and recycling. Regulatory exposure to future “Extended Producer Responsibility” (EPR) and plastic tax legislation in Thailand. Damage to brand reputation if community concerns or grievances regarding local waste management are ignored. 	<ul style="list-style-type: none"> Promotion of the “Lean Resources” culture through employee awareness campaigns to reduce operational waste and material consumption. 	





Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
Cyber Security and Privacy Protection (G)	The protection of corporate data and customer information from cyber threats, ensuring full compliance with the Personal Data Protection Act (PDPA) to maintain trust in digital and retail transactions.	<ul style="list-style-type: none"> Securing customer trust by ensuring the integrity and confidentiality of personal data. Protecting the business from financial loss and operational downtime caused by cyber attacks. Ensuring compliance with the Personal Data Protection Act (PDPA) requirements. 	<ul style="list-style-type: none"> Litigation and heavy fines resulting from data breaches or non-compliance with the PDPA. Interruption of retail and e-commerce services due to system vulnerabilities or hacking events. Damage to brand reputation and loss of customer loyalty following a data leak or privacy breach. 	<ul style="list-style-type: none"> Establishment of a comprehensive Cybersecurity and Data Privacy Policy, including a data governance framework. Execution of PDPA and data security awareness training for all employees. 	

Low-Level

Waste and Pollutants Management (E)	The systematic management of operational waste, specifically carton box, and hazardous waste (e.g. batteries/bulbs), ensuring safe disposal and maximum material recovery.	<ul style="list-style-type: none"> Generating revenue through the sale of high-quality recyclable materials (carton box and LDPE plastic). Reducing operational overheads by minimising landfill disposal fees and logistics waste. Enhancing brand integrity by leading industry efforts in retail waste reduction. 	<ul style="list-style-type: none"> Escalation of operational costs due to inefficient waste handling and disposal practices. Fines and legal penalties resulting from the improper disposal of hazardous retail products. Damage to brand reputation if community grievances regarding local waste pollution are ignored. 	<ul style="list-style-type: none"> Implementation of hazardous waste protocols at the Central Distribution Center for the safe disposal of damaged retail items (e.g. batteries). Monitoring of waste diversion rates to track progress towards circularity and landfill reduction goals. 	
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Material Topics	Description	Positive business impacts / opportunities	Negative business impacts / risks	Management approaches	Alignment with the SDGs
Water Management (E)	The responsible withdrawal and discharge of water within standalone stores and distribution centers, focusing on conservation and ensuring zero contamination of local water sources.	<ul style="list-style-type: none"> Ensuring business continuity during seasonal water shortages or droughts in various Thai provinces. Lowering utility expenses through the adoption of water-efficient technologies and fixtures. Mitigating local community conflict by reducing the company's water footprint in high-stress areas. 	<ul style="list-style-type: none"> Interruption of store operations in water-stressed regions due to inadequate supply or rationing. Liability risks arising from the discharge of untreated greywater from standalone store facilities. Inflation of utility costs caused by undetected leaks or inefficient water use within large warehouses. 	<ul style="list-style-type: none"> Assessment of water-stress levels. Promotion of water conservation awareness through internal campaigns to foster a culture of responsible water use. 	
Biodiversity Management (E)	The commitment to minimising the environmental impact on local ecosystems.	<ul style="list-style-type: none"> Securing faster permits and approvals by demonstrating high environmental compliance standards. 	<ul style="list-style-type: none"> Degradation of local ecosystems if store construction occurs in environmentally sensitive or protected areas. Non-compliance with the Enhancement and Conservation of National Environmental Quality Act. Damage to brand reputation if expansion is perceived as harmful to local flora and fauna. 	<ul style="list-style-type: none"> Integrating biodiversity considerations into business operations, with a focus on recognizing the interlinkages between biodiversity and ecosystems, and embedding these aspects into long-term operational practices. Promoting plastic reduction and enhancing material efficiency, to minimize environmental impacts arising from logistics and retail operations. 	



3.3 Environmental Dimensions

Environmental Stewardship

Energy Management and Climate Strategy

The Company recognizes that energy use and climate change present material risks and opportunities that may affect operating costs, supply chain resilience, asset reliability, and long-term business continuity. As a nationwide retailer with an extensive store network, distribution centers, and logistics operations, the Company considers effective energy and climate management essential to sustaining operational efficiency, managing regulatory and physical climate risks, and supporting long-term value creation for stakeholders.

In response, the Company recognizes the importance of transitioning towards Net Zero GHG emissions and is exploring pathways aligned with the 2050 timeframe in alignment with Thailand's national climate objectives. This commitment begins with internal operational readiness, underpinning the Company's approach to integrating energy efficiency and emissions reduction across our own facilities and corporate practices.

The Company's management approach focuses on identifying and managing climate-related risks and opportunities, and continuous performance monitoring.

Performance is monitored through relevant indicators, including energy efficiency outcomes, emissions trends, and external benchmarks such as ESG ratings. This approach provides a foundation for the Company's policies, strategies, and action plans on energy management and climate change, ensuring alignment with recognized sustainability frameworks and supporting transparent disclosure to stakeholders.

To ensure robust climate governance and transparency, the Company's management approach acknowledges the relevance of climate related risks and opportunities in alignment with international disclosure frameworks. We are currently exploring how such factors may be integrated within our operational planning and efficiency initiatives. This evaluative approach aims to enhance our understanding of energy price volatility and support corporate resilience, thereby contributing to long term cost competitiveness and strategic readiness.

1. The Environmental and Climate Policy

The Company recognizes that energy use and climate change have significant operational and financial implications across its nationwide retail and logistics operations. Its Environmental, Social, and Governance (ESG) Policy reflects a strategic commitment to sustainability by integrating energy efficiency, and renewable energy adoption. The policy also guides decision-making, risk management, and performance measurement to ensure ethical, transparent, and sustainable growth.

At present, the Company is strengthening its approach to climate change through the development of a climate strategy, with the objective of enhancing the effectiveness of identifying and assessing climate-related risks and opportunities. This process supports the Company's goals of improving operational efficiency and strengthening organisational resilience, in line with the future transition toward a low-carbon economy. Key initiatives include.

- **Energy Efficiency and Renewable Energy:** Upgrading stores and distribution centers with LED lighting, and on-site solar PV installations to reduce energy intensity and mitigate exposure to energy price volatility.
- **Fleet Electrification and Decarbonisation:** The Company has commenced the adoption of electric and low-emission vehicles within its logistics fleet, currently comprising eight vehicles. Fuel consumption and emissions performance are monitored to establish baseline data, which supports ongoing assessment of operational efficiency and emissions intensity. Measuring energy consumption, emissions intensity, and renewable energy share, and reporting in line with recognized frameworks to enhance transparency and investor confidence.

This approach aligns with the Company's ESG Policy, supports Thailand's national climate goals, and provides a foundation to progressively strengthen the Company's approach to managing climate-related risks and opportunities over time, while creating long-term value for stakeholders.



2. Governance of Energy and Climate Change Management

The Company's climate strategy is overseen by the Board of Directors and the Corporate Governance and Sustainability Committee. The Corporate Governance and Sustainability Committee is responsible for defining strategies, setting targets, and reviewing performance twice a year. Management, led by the Chief Executive Officer, is tasked with executing these strategies and managing climate-related risks and opportunities. To support these efforts, a Sustainability Development Working Team, comprising key executives from various business units, ensures operational efficiency and emission reduction across the Company. Please refer to Part 2 No.7 Corporate Governance Structure and Significant Information related to the Board of Directors, Subcommittees, Executives, Employees and Others for more information.

3. Decarbonisation Roadmap: Strategic Energy Management and Climate Action

The Company acknowledges that climate change is a systemic challenge with far reaching impacts on the economy and society. While retail is not a primary manufacturing industry, the Company's value chain, specifically logistics, distribution, and branch operations, contributes to greenhouse gas (GHG) emissions through energy consumption. Consequently, the Group is in progress of developing strategy to reduce fossil fuel dependency, increase renewable energy uptake, and utilize nature based solutions to mitigate its environmental footprint.

In 2025, the Company achieved a significant milestone in climate transparency by completing a systematic assessment of its Carbon Footprint for Organisation (CFO). To ensure investor-grade data, the Group engaged Green Style Co., Ltd. as a technical consultant and obtained third-party verification from LRQA (Thailand) Co., Ltd. This process adheres to the requirements of the Thailand Greenhouse Gas Management Organisation (TGO), providing a verified baseline to support the Group's future low-carbon transition planning.

3.1 Greenhouse Gas (GHG) Emissions Inventory

The Company monitors its emissions to identify high-impact areas for decarbonisation. Currently, the reporting scope includes the Head Office of the Company at WHA tower 12th, 12Ath floor, the Head Office of STG at Bhiraj Tower at BITEC 14th floor, the three-storey office building (MDTT/MDKK), the Central Distribution Center, the Regional Distribution Centers; and the KM.21 Distribution Center, with plans to expand this scope to include all retail branches in the future.

3.2 Energy Consumption and Renewable Transition

The Company views energy efficiency as a core driver of its 'Always Low Prices' promise. While total electricity consumption increased to 94.5 million kWh in 2025 due to store expansions, the Company is aggressively scaling its renewable energy mix.

- **Solar PV Expansion:** In 2025, the Company generated over 2,250,000 kWh from solar energy. For 2026, the Company plans to further expand its solar installations by adding approximately 7,000,000 kWh of additional capacity through installations at both newly opened branches and existing stores.
- **Cost Efficiency:** At the Central Distribution Center, solar integration has already reduced energy costs by 19%, while standalone branches equipped with solar see an average cost reduction of 35%.

3.3 Strategic Mitigation and Adaptation

The Company is currently integrating climate risk assessment into its Enterprise Risk Management (ERM) framework to address both physical risks to logistics and transition risks. Key projects include:

- **EV Transport Pilot:** The Company has introduced eight electric trucks (EV Trucks) to replace internal combustion engines. This initiative has saved approximately 52,000 litres of diesel and reduced emissions by 140 tCO₂e annually.
- **Nature-Based Solutions:** In 2025, the Company partnered with the Royal Forest Department for a 10-year reforestation project in Saraburi Province. This initiative focuses on long-term carbon sequestration and biodiversity conservation.
- **Internal Advocacy:** Through the MR. D.I.Y. Cares programme, the Company promotes energy and resource conservation awareness among employees via infographics and internal campaigns.



3.4 Operational Intensity and Efficiency Metrics

To accurately evaluate the effectiveness of its decarbonisation strategy, the Company monitors intensity ratios that link environmental impact to business scale. This approach ensures that the Group's growth remains decoupled from its carbon and energy intensity.

3.4.1 GHG Emissions Intensity (Scope 1 & 2)

The Company tracks its greenhouse gas emissions relative to total revenue to measure the carbon efficiency of its value chain. This metric allows for a meaningful comparison of performance as the Group expands its retail footprint across Thailand.

- Denominator: Total Revenue (THB million)
- Boundary: Includes Scope 1 (logistics and MHE) and Scope 2 (purchased electricity) for verified sites.

GHG Intensity Metric	Unit	2023	2024	2025
Total Verified GHG Emissions	tCO ₂ e	4,325	5,038	7,213
Total Revenue	Million THB	12,832.2	16,214.4	20,198.7
GHG Emissions Intensity	tCO ₂ e/Million THB	0.34	0.31	0.36

3.4.2 Energy Intensity

Energy intensity is a primary Key Performance Indicator (KPI) for the Group's retail operations. By monitoring electricity consumption per unit of revenue, the Company can validate the impact of its Solar PV rollout and energy-saving technologies (e.g. LED).

- **Retail Efficiency:** Standardized "Green Store" designs are expected to lower the energy intensity.

Energy Intensity Metric	Unit	2023	2024	2025
Total Electricity Consumption	Million kWh	58.5	79.7	94.5
Energy Intensity (Revenue)	kWh/Million THB	4,556.6	4,914.6	4,678.7

4. Strategic Climate Partnerships and Collective Action

The Company recognizes that addressing climate change requires collective action and the sharing of expertise. To ensure its strategies remain aligned to support alignment with global best practice and national priorities, the Company engages with specialized bodies to maintain robust, transparent, and independently verified climate disclosures. It also participates in industry forums to exchange insights on sustainable retail and green logistics, fostering collaboration and continuous improvement.

Organization	Nature of Engagement/ Involvement	Strategic Objective
Thailand Greenhouse Gas Management Organization (TGO)	Certification and Alignment	To achieve verified Carbon Footprint for Organization (CFO) status, covering its primary logistics hubs and Head Office. This involvement ensures that the Company's emissions data is calculated in accordance with the national guidelines.
Royal Forest Department	10-Year Project Partnership	To execute nature-based solutions (NbS) for carbon sequestration in Saraburi.
Bangkok Metropolitan Administration (BMA)	Operational Collaboration	To scale circular economy projects that reduce landfill-related emissions such as the "Magic Hands" plastic upcycling initiative.



Resource Efficiency

The Company's commitment to its 'Always Low Prices' promise is fundamentally linked to resource efficiency. By minimising waste and optimising the use of materials, the Company reduces operational costs while mitigating its environmental impact.

1. Nationwide "Green Store" Standards

The Company manages its environmental footprint through a Standardized Retail Environmental Protocol applied across its nationwide network. This ensures that sustainability is not limited to flagship sites but is a group-wide standard.

The implementation of the Green Store standard primarily focuses on locations where the Company can directly manage energy infrastructure, particularly standalone stores located outside shopping centers. For stores located within shopping malls, energy efficiency measures are implemented in alignment with the infrastructure and operational constraints of the building.

- **Energy-Efficient Infrastructure:** All new outlets are equipped with high-efficiency LED lighting and inverter-based air conditioning units to minimize electricity consumption.
- **Operational Controls:** Under the "MR. D.I.Y. Cares" initiative, energy-saving measures are implemented in non-customer-facing areas, including switching off lights in back-of-house areas during lunch breaks and unplugging non-essential electronics after hours.

Some standalone stores established prior to 2023 are currently undergoing phased upgrades to align with the Green Store standard. Meanwhile, all newly opened standalone stores are designed and operated in accordance with these guidelines from the outset. This approach supports continuous improvement in energy efficiency while reinforcing the Company's commitment to environmentally responsible retail operations.

2. Logistics Excellence and Fleet Modernization

The Company's logistics strategy to optimize resource use.

- **Fleet Electrification:** The Company has operated a 100% electric forklifts across all warehouses since inception. The Company currently operates eight electric vehicles (EV trucks) as part of its logistics fleet supporting an estimated reduction of approximately 140 tCO₂e in Scope 1 emissions annually.

3. Circular Economy and Material Stewardship

The Company adopts a circular approach to manage materials and waste throughout the value chain.

- **Closed-loop Material Recovery:** The Company systematically recovers transit materials, including cardboard, from its distribution network for reuse. In 2025, the Company focused on reducing carton box usage through packaging optimization and reusable crate systems.
- **Plastic Waste Mitigation:** To celebrate reaching 800 stores, the Company donated 1,000 recycled plastic bottles to be converted into reflective safety garments for sanitation workers of the Bangkok Metropolitan Administration (BMA).
- **Water Stewardship:** The Company has initiated the monitoring of water consumption at its headquarters, hubs and distribution centers (DCs) within the same organizational boundary as the CFO's reporting scope. Data collection commenced in 2025 as the first year of systematic water consumption tracking, supporting the Company's efforts to improve resource management and water stewardship. In parallel, the Company has undertaken internal awareness initiatives to educate and engage employees on the importance of responsible water use and conservation practices across its operations.

Performance Indicator	Unit	2023	2024	2025	Target
Total Number of Green Stores	Branches	430	590	782	100% of New Standalone Sites
Electric Forklift Adoption	Percent	100	100	100	Maintain
Eco-Product Revenue Share	Percent	N/A	4.5	4.9	5

Waste and Pollutants Management

The Company recognizes the importance of responsible waste management as part of its environmental stewardship efforts. While waste management practices are being progressively strengthened, the Company continues to enhance its approach to waste segregation, material recovery, and collaboration with relevant stakeholders to reduce environmental impact across its operations.



1. Circular Economy and Plastic Upcycling

The Company views plastic waste as a valuable resource that can be reintegrated into the economy through upcycling initiatives.

- **Closed-loop Upcycling:** Through the “MR. D.I.Y. Cares” program, the Company leads the “Magic Hands” project in collaboration with the Bangkok Metropolitan Administration (BMA). In 2025, the Group collected and donated over 1,000 used plastic bottles to be upcycled into high-visibility safety vests for road sweepers, directly enhancing worker safety while reducing plastic pollution.
- **Material Stewardship:** The Company has expanded its “Green Culture” internally, encouraging employees to participate in waste segregation and reduction campaigns for the second consecutive year to mitigate the Group’s broader environmental footprint.

2. Packaging Waste and Resource Recovery

Managing packaging waste is a critical operational priority to maintain the Group’s efficiency and sustainability targets.

- **Secondary Packaging Reduction:** The Company has introduced the use of reusable transit crates within its distribution network and also promotes the reuse of carton boxes. On average, carton boxes are reused approximately 8 – 10 times, depending on their condition.
- **Sustainable Product Portfolio:** To address downstream waste, the Company has expanded its range of eco-friendly products, which now contributes total revenue. These products include items made from recycled materials, biodegradables, and reusable alternatives.

3. Management of Pollutants and Hazardous Waste

The Company adheres to stringent protocols and national regulations to manage hazardous materials and prevent environmental contamination.

- **Logistics and Fleet Pollutants:** To reduce air pollutants and particulate matter, the Company conducts regular inspections of its -truck logistics fleet. The transition to 8 EV trucks further eliminates tailpipe emissions, saving approximately 52,000 litres of diesel annually

- **Hazardous Waste Compliance:** The Company ensures that hazardous waste is managed according to international standards and legal requirements. All toxic waste is safely handled and outsourced to authorized agencies with thorough documentation to ensure proper disposal.

Performance Indicator	Unit	2023	2024	2025
Material Recovery & Upcycling				
Eco-Product Revenue Share	Percent	N/A	4.5	4.9
Pollutant Reduction (Logistics)				
EV Transport Fleet Deployment	Units	0	6	8
Estimated Diesel Consumption Avoided (EV Pilot)	Litres	0	50,040	52,000
Avoided Tailpipe Emissions (Scope 1) ¹	tCO ₂ e	0	135	140
Non-Hazardous Waste Management				
Total Weight of Non-Hazardous Waste (carton boxes)	Tonnes	3,660	4,603	3,812
Hazardous Waste Management				
Total Weight of Hazardous Waste ²	Tonnes	29.5	41.6	43.1
Operational Hazardous Waste Segregated ³	Percent	100	100	100
Legal Compliance for Toxic Disposal	Percent	100	100	100

Remarks:

¹ Avoided Tailpipe Emissions (Scope 1) are estimated based on an emission factor (EF) of 0.1616 per litre.

² The reported “Total Weight of Hazardous Waste” is based on data from the central distribution center.

³ Data cover the central distribution center only.



Water Management

The Company recognizes water as a shared and finite natural resource essential to environmental stability and community well-being. While the Group's retail-focused business model is not water-intensive, the Company adopts a proactive stewardship approach to ensure efficient consumption

1. Water Stewardship and Conservation

The Group integrates water conservation into its operational guidelines to safeguard resources and ensure long-term business continuity.

- **Operational Efficiency:** The Company implements water-saving measures across its core network, with approximately 90% of sanitary fixtures designed to be water-efficient, reflecting the standardization of low-flow fixtures.
- **Internal Awareness:** Through the "MR. D.I.Y. Cares" initiative, the Company promotes responsible water usage among its employees. Internal campaigns and infographics, such as those used at the MR.DIY WHA Tower, encourage staff to "use water wisely" and ensure all taps are fully closed after use to prevent wastage.

2. Environmental Protection and Resilience

The Company's water management strategy extends beyond consumption to include the protection of the surrounding environment from operational impacts.

- **Safeguarding Natural Ecosystems:** As part of its environmental responsibility, the Company's current water and environmental management practices primarily focus on its distribution centers, with the objective of avoiding adverse impacts on local water resources and surrounding environments.
- **Physical Climate Risk Mitigation:** The Company is currently studying the integration of climate risk assessments into its Enterprise Risk Management (ERM) framework. This includes analysing physical risks, such as floods, that could impact logistics and distribution hubs, ensuring that infrastructure is resilient to water-related climate challenges.

Performance Indicator	Unit	2023	2024	2025
Total Water Consumption	m ³	N/A	N/A	32,204
Water Intensity (Revenue)	m ³ /Million THB	N/A	N/A	1.6

Remark: m³ = cubic meter

The reported water consumption covers only the central warehouse, regional distribution centers, WHA KM distribution center, and the WHA Tower office. The Company is currently exploring methods to collect water usage data from branch offices in the future.

Biodiversity Management

The Company acknowledges its responsibility to protect and restore natural ecosystems as an integral part of its commitment to long-term environmental stewardship. While the Group's core retail operations have a relatively low direct impact on biodiversity compared to industrial sectors, the Company proactively invests in nature-based solutions (NbS) and ecological conservation to mitigate climate change and preserve Thailand's local flora and fauna. Through strategic partnerships and multi-year reforestation initiatives, the Company seeks to contribute to the long-term restoration of environmental balance.

1. Strategic Ecosystem Restoration

The Company views biodiversity as a critical pillar of environmental resilience. To support this, the Company has launched long-term reforestation initiatives designed to restore degraded lands and enhance carbon sequestration.

- **Saraburi Reforestation Project:** Since 2025, the Company has partnered with the Royal Forest Department to initiate a 10-year reforestation project at Khao Takra, Saraburi Province. This project utilizes nature-based solutions (NbS) to restore the balance of the local ecosystem through the planting and maintenance of indigenous tree species.
- **Biodiversity Conservation:** Beyond carbon absorption, the initiative focuses on protecting local plants to maintain ecological equilibrium and support the long-term environmental security of the surrounding communities.



3.4 Social Dimension

Human Rights and Labor Practice

Commitment, Challenges, and Opportunities

Our workforce is the backbone of our “Always Low Prices” promise. As one of Thailand’s fastest-growing retailers with over 1,100 stores and 12,000+ employees, the Company recognizes that our scale brings a significant responsibility to protect human rights and support a fair labor practice.

The Company is committed to upholding of human rights and fair labour practices across our extensive network of stores, distribution centers, and offices. Our approach is aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the International Labour Organization (ILO) Core Labour Standards. The Board of Directors holds ultimate responsibility for the Company’s sustainability direction and ensures that social risks, particularly those related to human rights and labour practices, are integrated into the long-term strategic objectives.

The management approach is designed to transform these challenges into a robust framework of protection and empowerment.

1. **Strict Compliance:** Adherence to the Thai Labour Protection Act and all relevant national regulations.
2. **Zero Tolerance:** A firm stance against child labour, forced labour, modern slavery, and all forms of workplace discrimination or harassment.
3. **Continuous Engagement:** Maintaining open communication channels with our 12,000+ employees to ensure their welfare and professional growth.

Targets

1. Maintain zero substantiated complaints related to human rights and labour practices on an annual basis, with all reported cases investigated and addressed in a timely and transparent manner.
2. Ensure that 100 percent of employees acknowledge the Company’s policies related to human rights annually.
3. Provide specialized human rights management training to 100 percent of employees at supervisory level and above on an annual basis

2025 Performance Achieved Against Targets

1. The number of complaints related to human rights and labour practices was zero.
2. 100 percent of employees acknowledged the Company’s policies related to human rights during the year.
3. 100 percent of employees at supervisory level received specialized training on human rights management and upholding

Policy and Commitment

The Company maintains a governance structure to ensure that human rights and labour standards are integrated into every level of our operations. These commitments are embedded within various corporate policies, internal guidelines, and operational practices:

1. **Human Rights and Labour Standards:** The Company upholds the protection of the rights of our employees, customers, local communities, and society at large. The Company strictly prohibit any form of child labour, forced labour, modern slavery, or human trafficking,
2. **Diversity & Inclusion Practices:** The Company foster an inclusive workplace that respects the unique backgrounds of our employees. Our policy ensures that employment decisions are based on merit and capability, prohibiting discrimination based on gender, age, religion, ethnicity, or physical ability.
3. **Whistleblowing Mechanism:** led by the Internal Audit Department, with cross-functional support provided by the Human Resources and Company Secretary and Legal departments. This collaborative structure ensures that the mechanism provides a secure and confidential channel for reporting unethical conduct or human rights violations.

The Company guarantees non-retaliation for all whistleblowers, ensuring that all grievances are investigated independently, transparently, and with the appropriate legal and personnel expertise.



Human Rights Due Diligence (HRDD) Process

The Company is currently establishing a comprehensive Human Rights Due Diligence (HRDD) process, designed as an ongoing and proactive cycle. This framework will enable us to systematically identify, prevent, and mitigate potential adverse human rights impacts across our extensive operations and supply chain.

In developing this approach, the Company is aligning with the four-step framework mandated by the United Nations Guiding Principles on Business and Human Rights (UNGPs). This commitment ensures that as we scale, our growth is matched by a robust mechanism to protect the rights and dignity of all stakeholders involved in our business.

Performance and Actions

The Company actively engages in initiatives that go beyond policy compliance to ensure the well-being and human rights respect of its workforce and uphold the integrity of its supply chain.

1. Internal Labour and Employee Welfare

- **Local Economic Empowerment**, the Company has generated significant social impact by employing over 12,000 personnel. By prioritizing the hiring of more than 9,000 local community members, the Company directly supports regional livelihoods and helps reduce economic inequality in line with SDG 8.
- **Support for Vulnerable Groups**: In accordance with its Human Resources Management Policy, the Company actively employs disadvantaged persons, including the elderly and those with disabilities. Roles are specifically tailored to individual capabilities to ensure a safe, dignified, and supportive working environment.
- **Empowerment through Training**: While all employees are required to acknowledge and adhere to the Code of Business Ethics, the Company has further strengthened this commitment by launching a formal training programme in August 2025, with dedicated modules on human rights, anti-discrimination, and the prevention of workplace harassment.
- **Safety & Health Oversight**: The Company maintains a Corporate OHS Committee that conducts monthly meetings to monitor safety performance. This ensures that preventative measures are consistently applied across all stores and distribution centers to protect the physical well-being of the workforce.

- **Freedom of Association and Open Dialogue**: The Company strictly adheres to a policy of non-restriction regarding the freedom of association and has formally established the Welfare Committee in the Workplace. This committee serves as the primary formal mechanism for social dialogue between management and the workforce, ensuring that employee rights are respected.

As part of the Company's commitment to upholding labour rights, the Welfare Committee has been established to represent the interests of all employees, with the following core responsibilities:

- **Representation**: Serving as an essential intermediary to communicate employee suggestions, needs, and perspectives directly to the Executive Management team.
- **Consultation**: Engaging in formal consultative meetings on at least a quarterly basis to collaboratively develop and enhance welfare benefits, ensuring they remain appropriate, inclusive, and effective.
- **Feedback and Transparency**: Providing a transparent and secure channel for personnel at the operational and store levels to report issues or concerns, ensuring that grassroots feedback reaches the decision-making level.

Apart from the Welfare Committee, our executives regularly conduct site visits to stores and distribution centers to engage with the workforce, ensuring that the corporate culture of "Always Low Prices" is balanced with an "Always Listening" approach to employee feedback.

2. Supply Chain and Community Action (Employee Volunteering Support)

- **Supplier Accountability**: The Company ensures "human rights respect" extends to its business partners by requiring 100 percent of new local suppliers to sign the Vendor Integrity Pledge. This mandates compliance with international labour standards, including elimination of child, forced labour and modern slavery.



- **The “Bangkok Magic Hands” Project:** As a practical example of safety-focused community action, the Company donated 1,000 recycled PET bottles to be upcycled into reflective safety garments for BMA sanitation workers. This initiative highlights the Company’s commitment to the safety of workers within the broader community. Additionally, employees from the Company’s distribution centers and head office were actively involved in the collection and sorting of recycled materials. This project engaged staff in a circular economy initiative to provide safety gear for municipal workers, fostering a sense of shared community safety.



Employee Grievance Mechanism

In accordance with the Whistleblowing Policy, the Company provides a formal, transparent mechanism for all personnel, third parties, and the public to report genuine concerns regarding actual or suspected misconduct. This framework ensures that grievances are addressed with the highest standards of integrity and fairness.

1. Reporting Channels

The Company has established multiple dedicated channels to facilitate the reporting of misconduct, including bribery, corruption, or illegal acts:

- **Whistleblowing Unit (Internal Audit):** Reports can be submitted via a dedicated email address at th.whistleblower@mrdiy.com.

- **Direct Communication with Head of Internal Audit:** Whistleblowers may also report directly to the Head of Internal Audit via th.internalaudit@mrdiy.com
- **Audit and Risk Management Committee:** Chairperson or Other Directors (Independent Directors)

Reports may be submitted by post or email to the following address:

MR.D.I.Y. Holding (Thailand) Public Company Limited
No.777 WHA Tower, 12th Floor, Moo 13, Deberatna Road (Bangna-Trad) KM.7,
Bang Kaeo, Bang Phli, Samut Prakan 10540, Thailand
Email: th.armc@mrdiy.com



Scan the QR Code to access the full Whistleblowing Policy.



2. Resolution and Investigation Process

Upon receiving a disclosure, the Company follows a structured procedure to ensure an independent and thorough resolution:

- **Initial Screening:** The Internal Audit Department is responsible for promptly reviewing the information and facts relating to any complaints or reports concerning corruption or bribery and shall establish a working committee to conduct the investigation.
- **Fact-Finding & Investigation:** An independent investigation team is appointed to gather facts and interview relevant parties. This process is typically completed within 30 to 60 days. For complex cases requiring Board of Directors’ resolutions, the timeline is extended to 60 to 90 days.
- **Domestic Inquiry:** For verified misconduct, a Panel of Domestic Inquiry is convened to review the findings and recommend appropriate actions.
- **Decision and Remediation:** Final disciplinary actions, which may include termination or legal proceedings.



3. Protection and Confidentiality

The Company is committed to the “Access to Remedy” pillar of the UNGPs by providing a safe reporting environment:

- **Anonymity:** Whistleblowers are permitted to report on an anonymous basis, although they are encouraged to provide contact details to facilitate more effective investigations.
- **Confidentiality:** The identity of the whistleblower and the details of the investigation are kept strictly confidential to the extent practicable.
- **Non-Retaliation:** The Company strictly prohibits and does not tolerate retaliation of any kind, such as dismissal, demotion, or harassment, against any individual who makes a report in good faith.

Human Resource Management

Commitment, Challenges, and Opportunities

As a leading retailer with a nationwide network across Thailand, MR. D.I.Y. identifies its workforce as a material factor in the delivery of the “D.I.Y. for a Sustainable Future” strategy. The Company’s employees enable the execution of business objectives and the delivery of social outcomes, particularly under the “Y - Yield Positive Impact for Communities” strategic pillar. Human capital management is therefore considered material, given its direct influence on operational efficiency and the Company’s ability to maintain its “Always Low Prices” value proposition.

The Company maintains policies and practices designed to promote responsible labour standards, including respect for human rights, fair remuneration, appropriate working hours, and employee development. These practices are aligned with International Labour Organization (ILO) principles, as well as applicable local laws and regulations. To ensure comprehensive understanding and compliance across our nationwide operations, these policies are formally communicated to all employees and are translated into relevant local languages, providing a consistent and accessible framework for our diverse workforce.

Strategic Impact and Value Creation

The Company considers workforce development to be a key contributor to business resilience and long-term value creation. Structured talent attraction, skills development, and employee engagement support productivity, service quality, and profitability. These practices enable consistent customer experience, reinforce brand trust, and support the Company’s ability to operate effectively across its nationwide store network.

The Company recognizes the potential for negative impacts where workforce development and engagement are insufficient. Such shortcomings may limit scalability, adversely affect service quality, and increase operational and reputational risks through lower employee morale and weakened stakeholder relationships. To mitigate these risks, the Company implements responsible labour practices, including respect for human rights, fair remuneration, and ongoing employee development. These measures support workforce stability, reduce operational risk exposure, and underpin sustainable long-term growth.

Targets

- Achieve an annual employee engagement score of 80 percent or higher.
- Provide a minimum of 16 training hours per employee per year to enhance vocational capabilities.
- Maintain zero incidents of non-compliance with labour laws and standards annually.

2025 Performance Achieved Against Targets

- Increased the engagement score to 80 percent in 2025, up from 75 percent in 2024.
- Delivered an average of 21.8 training hours per employee.
- Maintained zero reported incidents of non-compliance with labour standards and regulations.

Management Approach

Delivering High Impact through People

At MR. D.I.Y., we transform our strategic commitments into operational excellence through a structured human capital development framework. By integrating rigorous discipline with a supportive workplace culture, we ensure that our nationwide expansion translates into shared prosperity for our employees and consistent value for our customers.

Our approach is built upon a foundation of operational integrity and proactive risk management. We deliver high impact by empowering our workforce through comprehensive standardization and health and safety protocols, ensuring that every team member is equipped to perform their role safely, ethically, and efficiently.



1. Fair Remuneration and Economic Resilience: The Company's approach to human capital is anchored in the MR. D.I.Y. Code of Business Ethics, which provides the formal ethical grounding for all employee-related policies. The Group recognizes that long-term success is dependent on the trust and confidence of its employees; therefore, it mandates fairness and integrity across the entire employment life cycle.

- **Merit-based Employment:** To ensure operational excellence, the Company conducts its employment processes by considering individual ability, position fit, and culture fit. This meritocratic approach ensures that the most capable individuals are selected to deliver the Company's value proposition across its nationwide network.
- **Fair Remuneration Framework:** The Company's compensation framework is built on the principle of "Equal Pay for Equal Work". The Company utilizes standardized pay scales that ensure full compliance with national minimum wage requirements.
- **Economic Resilience and Benefits:** The Company provides fair and consistent employment terms and employee benefits that are aligned with both individual contribution and overall company performance. These benefits are systematically benchmarked against market practices to ensure competitiveness and include comprehensive medical insurance and provident fund contributions to support employees' financial security and long-term well-being.

Such provisions are strategically designed to strengthen the economic resilience of the workforce and enhance their ability to support their families, while simultaneously reinforcing operational stability and sustainable business growth. This integrated approach reflects the Company's commitment to responsible human resource management and the promotion of shared value for both its employees and the wider community

2. Workforce Well-being and Operational Efficiency: To support work-life balance and put effort into managing excessive working hours, the Company provides eligible units with the freedom to choose between available two-shift schedule options. This innovation not only supports employee well-being but also ensures our stores remain optimally staffed to serve customers efficiently without compromising labour standards. Furthermore, we have invested in dedicated communal areas at our head office to provide staff with a rest-conducive environment, helping to reduce workplace stress and maintain high productivity.

3. The Company Capability Building and Workforce Development: The Company actively supports human resource development by organizing structured training programmes and academic seminars to ensure the workforce remains equipped with both vocational excellence and strong ethical foundations. The Company bridges skills gaps through a systematic Training Needs Analysis (TNA), categorising development into three core pillars:

- **Standard Operating Procedures (SOPs) and Organisational Culture:** The Company has established and implemented clear Standard Operating Procedures (SOPs) to promote alignment with corporate policies, while educating personnel on ethical principles and positive moral values. These efforts support consistent operational practices and foster a culture of integrity across the organisation.
- **Safety and Compliance:** Mandatory training includes fire drills, first aid, and CPR certification, ensuring the workforce operates in full compliance with health and safety laws.
- **Soft Skills and Leadership:** Training focuses on effective communication, team management, and critical thinking to enhance professional efficiency and support career progression.

In 2025, the Company worked with Kasetsart University Sriracha Campus under an existing Memorandum of Understanding (MOU) to host the "Ultimate Marketing Plan Contest 2025" for the second consecutive year. The activity offers a platform for students to gain practical exposure to retail management and marketing practices. The 2025 contest successfully achieved broad engagement, bringing together 117 fourth-year students from the Digital Marketing and Branding programme, who competed across nine distinct teams from the Faculty of Management Sciences. Under the guidance of expert lecturers and retail industry specialists, the programme specifically targeted the enhancement of marketing skills by challenging participants to design comprehensive integrated marketing communication (IMC) plans.

Through this partnership, students were empowered to demonstrate strategic and analytical thinking while addressing real consumer behaviours, effectively preparing them for future career journeys in the marketing sector. The impact of the initiative was further reinforced by providing clear career pathways, with successful participants receiving formal certificates and vouchers.



4. Integrity and Confidential Grievance Mechanisms: The Company maintains a zero-tolerance stance toward bullying, harassment, and any form of misconduct. To uphold ethical standards, we have established a formal Whistleblowing Policy that provides a framework for employees and external stakeholders to report concerns.

The grievance mechanism is supported by the availability of reporting channels for the workforce. In the engagement of our workforce with our reporting channels. In 2025, the Company maintained its commitment to transparency by ensuring that every reported case was subject to a rigorous and impartial investigation process.

- **Incident Reporting:** For the 2025 reporting period, MR. D.I.Y. maintained zero reported incidents of non-compliance with labour standards and regulations across our nationwide operations.
- **Resolution Efficiency:** In accordance with internal protocols, the timeframe for investigations is determined by case complexity. Investigations are typically completed within 30 to 60 days, while highly complex cases subject to review and approval by the Board of Directors may take approximately 60 to 90 days.
- **Anti-Retaliation:** To ensure a safe reporting culture, the Company strictly prohibits retaliation. During 2025, there were no confirmed incidents of retaliation against individuals who utilized the whistleblowing or grievance channels in good faith.
- **Reporting Channels and Protection:** Stakeholders may report concerns via direct supervisors (Manager level and above), a dedicated whistleblowing email address, or written submission to the Head of Internal Audit or the Chairman of the Audit and Risk Management Committee. The identity of the whistleblower is kept confidential to the fullest extent permitted by law, ensuring fairness and integrity for all parties involved.

5. Evaluating Effectiveness: To ensure the continuous improvement of our human capital strategies, the Company implements a rigorous evaluation framework. The Company maintains a 100 percent completion rate for annual performance reviews, where every permanent staff member undergoes systematic performance evaluations aligned with their roles and responsibilities, and 100 percent received formal feedback for their improvement. These results serve as a primary data source for identifying future training needs and career development opportunities.

6. Employee Voice and Representation: The Company is committed to fostering an environment where every employee has a voice. The Company respects the right to freedom of association and collective bargaining. To ensure that the workforce of over 12,000 individuals has effective channels for dialogue, the Company utilizes the following structured mechanisms:

- **The Welfare Committee:** The Company has established a Welfare Committee. This committee serves as a formal bipartisan platform for social dialogue between management and the workforce.
 - **Democratic Representation:** The committee is composed of employee representatives who are democratically elected by their peers. These representatives act as the collective voice for the diverse workforce, ensuring that employee interests are represented in decision-making processes regarding workplace conditions.
- **Labour-Management Relations and Operational Change:** The Company recognizes that clear and timely communication is essential to maintaining trust and organisational stability. The Company uses the Welfare Committee and internal digital communication channels as the primary means of informing employees about significant operational developments.
- **Employee Engagement Committee:** In addition to the Welfare Committee, operating alongside the Welfare Committee, the Employee Engagement Committee serves as a cross departmental body tasked with providing recommendations and guidance to the HR department based on employee feedback. The committee translates staff voices into actionable suggestions regarding internal corporate activities, employee benefits and health promotion initiatives.



Occupational Health and Safety

Commitment, Challenges, and Opportunities

The Company recognizes Occupational Health and Safety (“OHS”) as a core pillar of operational excellence. Given a nationwide footprint of over 1,100 retail stores and high capacity distribution centers, the Company recognizes that managing safety is critical to protecting over 12,000 employees and maintaining the trust of millions of customers. OHS is identified as one of our materiality issue due to the nature of retail business, which involves the handling of diverse product categories, high density shelving, and complex logistics movements. The Company is committed to fostering a proactive safety culture where every employee is empowered to prioritize well being.

Policy and Scope

The Company places the highest priority on the safety management of its employees. To this end, the Company is in the process of proposing an Occupational Health, Safety, and Working Environment Policy to the Board of Directors, intended to serve as the overarching framework for safeguarding and protecting employees at all levels. The Company aims to foster a strong safety culture and drive continuous operational improvement through the following core principles:

- 1. System Development:** A commitment to developing safety, occupational health, and working environment management systems in compliance with relevant laws, international standards, and other applicable requirements.
- 2. Risk Assessment:** The regular assessment of hazards and working environment risks. to promote and support the ongoing development of the working environment and safe work practices.
- 3. Shared Responsibility:** The Company considers workplace safety to be the duty and responsibility of every employee, with a focus on developing knowledge and building safety awareness across all levels of the organisation.

The policy applies to 100 percent of operations, covering all employees.

Additionally, the Company extends its safety expectations to its value chain through the Vendor Code of Conduct. All vendors and contractors are required to:

- Comply with the Occupational Safety, Health and Environment Act B.E. 2554 (2011).
- Provide their personnel with appropriate protective equipment and safe work procedures when performing duties at Company locations.
- Aim to conduct periodic due diligence assessments to support alignment with the Company’s safety and integrity standards. In 2025, such assessments were carried out for five business partners.

Objectives, Performance Targets and Results

The Company is committed to the principle of Zero Harm and strives for continuous improvement in safety performance. To drive accountability, the Company has established the following targets and recorded the corresponding performance results for 2025.

Targets

- To maintain a target of zero fatalities for both employees and contractors.
- To establish a baseline and drive a continuous reduction in the contractor Lost Time Injury Frequency Rate.

2025 Performance Achieved Against Targets

- **Safety Training:** 100 percent of employees received fundamental safety training during the reporting year.
- **Employee LTIFR:** In 2025, the employee LTIFR was 1, representing a 28 percent reduction compared to the previous year.
- **Contractor LTIFR:** The Company initiated the formal collection of contractor safety data that performing work at Company locations for the first time in 2025, recording a contractor LTIFR of 0.
- **Work Related Fatalities:** The Company successfully met its target of zero fatalities for both employees and contractors performing work at Company locations during 2025.



Governance and Oversight

A robust governance structure ensures safety is prioritized at the highest levels of the organisation:

- **Board Oversight:** The Board of Directors exercises ultimate oversight of OHS risks and strategy through two specialized committees. The Corporate Governance and Sustainability Committee is responsible for overseeing OHS policies and long term sustainability commitments. The Audit and Risk Management Committee (ARMC) monitors safety-related risks as part of the Company's overall risk governance on a quarterly basis.
- **Executive Responsibility:** Vice president of Human resources is the Board designated executive responsible for OHS strategy and the implementation of management systems.
- **Safety Committee:** The Company has formally appointed an Occupational Health, Safety, and Working Environment Committee, which includes representatives from both management and employees. This committee meets on a monthly basis to monitor and report on any accidents or incidents while collaboratively developing and improving safety measures. The committee serves as a vital mechanism for employees at all levels to participate, express opinions, and engage in consultation with management. The ultimate goal is to reduce risks and create a safe working environment for all.

Performance and Benchmarking

In 2025, the Company successfully met the primary objective of zero work related fatalities involving both employees and contractors.

Indicator	2025 Performance	Industry Benchmark*
Work Related Fatalities (Employee and Contractor)	0	0
Employee LTIFR	1.00	1.45
Contractor LTIFR	0	Not Applicable
Total Number of Employees Trained in OHS	100%	100%

Remark:

- * Industry Benchmark Reference: The benchmark for the Thai Specialized Retail Sector is derived from the Average Incidence Rate for the Commerce Sector as reported by the Department of Labour Protection and Welfare (DLPW) and calibrated against peer disclosures in the SET ESG Data Platform (Commerce Category) for the 2024–2025 reporting cycle.

Training and Security Practices

The Company maintains a structured training ecosystem designed to ensure that every member of the workforce is equipped with the knowledge to maintain a safe retail and logistics environment. During the reporting year, 100 percent of the workforce received health and safety training through the following programmes:

- **Mandatory Safety Induction:** Every new hire must complete a comprehensive onboarding programme that covers the Company Standard Operating Procedures (SOPs), the Code of Business Ethics, and fundamental safety protocols before beginning work on site.
- **Specialized Operational Training:** Employees in high risk roles, particularly those in the logistics centers, receive role-specific training, such as safe operation of electric EV forklifts, in accordance with job requirements.
- **Emergency Preparedness:** In collaboration with local authorities, the Company conducts regular fire fighting and fire evacuation drills to ensure rapid response and customer safety during emergencies.

Incident Investigation and Action

The Company maintains a transparent investigation protocol to ensure lessons are learned from every incident:

- **Investigation:** Certified Safety Officers conduct a formal root cause analysis for every incident.
- **Post Incident Actions:** Findings are converted into Safety Alerts and communicated nationwide to prevent recurrence.
- **Reporting:** The Company encourages a culture where employees report Near Misses without fear of reprisal.



Community Health and Safety

1. Safety in the Retail Environment

As a retailer serving millions of customers across Thailand, the Company considers store safety a fundamental responsibility. While many stores are located within managed shopping centers or leased spaces, the Company ensures a safe shopping experience by focusing on the areas within its operational control:

- **Internal Store Safety Checks:** Regular inspections are conducted to ensure that high density shelving is securely anchored and that internal aisles remain free from obstructions to allow for safe customer movement.
- **Emergency Access Management:** The Company ensures that all emergency exits within its leased premises are clearly visible, unblocked by merchandise, and maintained in compliance with the fire safety standards of both the facility owner and relevant regulations.
- **Product Safety:** The Company maintains a quality assurance process to ensure that products sold meet the relevant safety standards and industrial regulations.

2. MR. D.I.Y. Cares: Strengthening Community Well-being

The Company delivers its social impact through the MR. D.I.Y. Cares programme, focusing on health, safety, and environmental protection for the communities in which it operates.

- **Disaster Relief and Recovery:** The Company remains committed to providing rapid assistance during national emergencies. Through the donation of survival kits and essential home improvement products, the Company supports communities in the recovery and rebuilding process following natural disasters such as floods.

Community and Social Engagement

Commitment, Challenges, and Opportunities

The Company is committed to conducting business in parallel with creating shared values for communities and society. This commitment is rooted in the understanding that long-term business success is inseparable from the socio-economic health of the regions where the Company operates. As a nationwide retailer, the Company views its social responsibility not as a collection of ad hoc activities, but as an integrated strategy to support local communities and contribute to long-term social and economic development.

The operating environment presents a complex landscape of systemic challenges, including educational disparities and environmental pressures. The Company recognizes that these external factors directly influence market stability and future workforce readiness. Consequently, the Company perceives these social gaps as vital areas for community engagement to strengthen its brand equity and deepen social capital. By aligning community investments with its core business competencies, the Company transforms social challenges into drivers for collective resilience. This approach ensures that the Company remains a trusted community partner, securing its licence to operate while building a foundation for sustainable, inclusive growth across Thailand.

Management Approach

The Company adopts a systematic approach to community engagement, governed by the Corporate Governance and Sustainability Committee. This ensures that all social initiatives are integrated into the core business strategy to mitigate operational risks and create shared value.

Responsive Community Engagement

- **The MR. D.I.Y. Cares Programme:** The Company carries out social initiatives primarily through the MR. D.I.Y. Cares programme. For over seven years since 2019, this programme has acted as the operational arm for executing initiatives under three key pillars, ensuring that business growth remains balanced with social development.
- **Community Feedback and Grievance Mechanism:** To ensure transparency and accountability, the Company maintains formal community complaint channels, including our central helpline and direct, in person engagement at our store locations. Any community concerns or operational grievances are escalated to the Relevant department to initiate a coordinated review and resolution process. The Company is committed to thorough investigation and proactive communication, working diligently to address issues in a fair and transparent manner to mitigate any potential impacts.

Commitment to Local Employment and Procurement

The Company recognizes its role as an engine for local economic empowerment and maintains a clear commitment to the following principles:

- **Priority Local Hiring:** The Company prioritizes the recruitment of personnel from the immediate districts and provinces where stores are located. As of 2025, the Group has provided job opportunities to over 10,000 employees across 77 provinces in Thailand, with 100 percent local hiring for store level roles.

Strategic Community Investment Pillars

Under the MR. D.I.Y. Cares programme, the Company focuses on three strategic pillars that link directly to business sustainability and the UN Sustainable Development Goals (SDGs).

1. Education and Youth Development: The Company promotes education equity and youth skills development through structured partnerships with educational institutions. In 2025, under existing MOUs, MR. D.I.Y. delivered experiential learning initiatives such as the “Ultimate Marketing Plan Contest 2025,” providing students with practical exposure to real-world marketing challenges, alongside inclusive platforms such as the MR. D.I.Y. Art Competition 2025 to foster creativity and skill development.



2. Community Resilience and Well-being: The Company is dedicated to disaster relief and enhancing the quality of life for local communities. Leveraging our nationwide network of over 1,100 stores, we provide timely assistance, such as flood relief and essential product donations. These efforts are amplified through strategic collaborations with both the public and private sectors, including key organisations such as the Thai Red Cross Society and the Bangkok Metropolitan Administration (BMA), ensuring efficient delivery of aid during national crises.

3. Environmental Protection: We are committed to long-term sustainability through large-scale initiatives, including tree-planting projects and robust waste management schemes. A key highlight is the ‘Magic Hands’ waste management project, alongside recycling programmes such as old calendar donations. By partnering with government agencies and private sector experts, the Company ensures these environmental initiatives are implemented at scale, supporting the transition towards a resource-circulating society

To drive these pillars forward, the Company fosters a culture of giving by encouraging employees to participate in volunteer activities. In 2025, employee volunteer hours reached 553 hours. To provide a structured framework for these initiatives, a Volunteering Framework, established under the broader CSR Policy, is currently undergoing formalisation and is expected to be submitted for approval in 2026. This policy will define clear objectives and dedicated structures specifically designed to support, track, and empower employee volunteering across all social and environmental dimensions.

The following map illustrates how the Company converts investments into measurable social outcomes and long-term business value.

Strategic Pillar	Key Social Outcomes	Business Value Created
Education and Youth Development	Expanded access to experiential learning and skills development opportunities through academic partnerships and public competitions, reaching more than 1,000 students and youth and empowering them to enhance practical, creative, and career-relevant capabilities.	Strengthened long-term talent pipeline and brand affinity among younger generations, supporting sustainable growth and human capital development.
Community Resilience and Well-being	Supported and empowered more than 1 million households, enhancing local livelihoods and fostering long-term community resilience through dedicated social initiatives.	Strengthened the Company’s Social Licence to Operate and enhanced brand reputation by addressing material issues related to community well-being.
Environmental Protection	Achieved an estimated reduction of 0.7 tCO ₂ e in GHG emissions, diverted 130 kg of waste from landfills, and established a carbon credit potential of 782 tCO ₂ e.	Enhanced operational efficiency and mitigated environmental risks, contributing to the long-term decarbonisation goals of the Company.

Objectives, Performance Targets and Results

The Company monitors the success of social initiatives through a combination of quantitative reach and qualitative impact assessments. This data allows the Company to refine the community strategy and ensure that resources are allocated to the areas of greatest need

Strategic Pillar	Objectives	Performance Targets (2025)	Results (2025)	Achieved Status
Education and Youth Development	Enhance education equity and practical skills development to strengthen youth employability and future workforce readiness.	Reach more than 1,000 students through experiential learning programmes, academic partnerships, and structured competitions.	Engaged over 1,000 students through university collaborations and public competitions, such as the Ultimate Marketing Plan Contest and the MR. D.I.Y. Art Competition, providing hands-on exposure to real-world challenges and creative skill development.	
Community Resilience and Well-being	Strengthen community resilience and improve quality of life through disaster relief and essential support for vulnerable households.	Reach over 1 million households through disaster relief and community support initiatives.	Over 1 million households supported through emergency assistance; essential product donations delivered nationwide in collaboration with key partners.	
Environmental Protection	Support circularity, carbon reduction, and crisis resilience across all provinces.	Minimize environmental impact through waste diversion and reforestation.	Achieved 0.7 tCO ₂ e GHG reduction, 130 kg waste diverted, 20,000 trees planted, and 782 tCO ₂ e carbon credit potential.	

Key Projects and Outcomes

The Company carries out a diverse range of initiatives under the MR. D.I.Y. Cares programme to address the specific needs of communities across Thailand:

1. Education Promotion and Youth Development

- Little Inventors Programme:** This project empowers students with creative thinking and responsible consumption skills. By bridging the gap between classroom learning and practical application, the Company helps youth develop essential life skills for the future.
- Kasetsart University Collaboration:** This partnership enhances the professional readiness of Gen Z students through marketing competitions and academic mentorship. The MOU ensures a continuous pipeline of talent while providing the Company with innovative perspectives to drive business growth.



- Painting and Colouring Competition:** By awarding scholarships, the Company removes financial barriers to education for primary students. This initiative inspires artistic potential and supports the academic advancement of youth nationwide.



- **Thailand Art Competition 2025:** This platform strengthens the national art community by providing over 1,000 participants with an opportunity to showcase their talent. The outcome is an increased appreciation for local culture and improved confidence for aspiring artists.



2. Community Resilience & Well - Being

- **Pan Namjai Hai Nong Programme:** This initiative reduces educational inequality for underprivileged youth by providing essential learning materials and financial support. These resources enable children to access schooling and basic necessities that are vital for their long-term development.



- **This winter, Do Good Deeds for Dad:** This annual initiative supports vulnerable communities in high-altitude and remote areas during the winter season. In partnership with the Thai Red Cross Society, the Company delivers essential winter relief, including recycled blankets and basic necessities, with contributions exceeding Baht 300,000 in 2025. Through this programme, the Company helps mitigate the health and social impacts of extreme weather while enhancing community well-being.

- **1,000 Stores Celebration – Spreading Goodness:** To mark the milestone of reaching 1,000 stores across all 77 provinces, the Company donated funds and over 2,650 items of school supplies to six organisations across all six regions of Thailand. This initiative demonstrates the Company's ability to deliver nationwide social support in parallel with its commercial expansion.

- **Disaster Relief and Crisis Support:** Through rapid logistical response during floods, earthquakes and health crises, the Company reduces the immediate hardship of affected citizens. The efficient delivery of tools and essential supplies accelerates community recovery and strengthens national disaster resilience.



- **Support for Displaced Individuals:** The Company donated over 900 essential items including hygiene products and power strips to the BMA Evacuation Center. This project provided immediate relief to individuals displaced in border areas, showcasing the Company's role as a responsive social partner during humanitarian challenges.



- **Elderly Care at Ban Bang Khae:** Employees demonstrated the Company's core values through direct social support at the Ban Bang Khae Social Welfare Development Center. This initiative involved 45 employee volunteers who dedicated their time to engaging with the elderly and facilitating the donation of essential hygiene products, medical supplies, and over 500 daily necessity items to improve the quality of life for residents.

3. Environmental Protection

- **MR.D.I.Y. Grow Green (Year 2):** In collaboration with the Bangkok Metropolitan Administration (BMA) and business partners, the Company continued its initiative to improve urban air quality at Benchakitti Forest Park, demonstrating a long-term commitment to urban environmental health.





- Magic Hands Bangkok Sharing Goodness:** This collaboration improves the occupational safety of municipal street cleaners by providing high visibility vests made from recycled plastic. The project successfully diverts operational waste from landfills while embedding circular economy concepts within the workforce.

- MR. D.I.Y. Spreads Goodness through a Sustainable Reforestation Initiative:** MR. D.I.Y. has partnered with the Royal Forest Department in a 10-year reforestation program, planting over 20,000 trees to support the restoration of natural resources and enhance biodiversity. This long-term initiative represents a significant contribution to environmental reforestation efforts and creates opportunities to generate shared benefits through carbon credit mechanisms, reinforcing the Company's commitment to sustainable environmental management.



3.5 Governance Dimension

Customer Relationship Management and Customer Responsibility

Commitment, Challenges, and Opportunities

The Company is committed to delivering quality products and services that offer value for money and meet the needs of customers across all segments with the principle of “customers at the heart of everything we do”. In the current retail landscape, we recognize key challenges such as high household debt levels in Thailand and an uneven economic recovery, which have led to more cautious consumer spending. However, these conditions present strategic opportunities for the Company with our expansive branch network across all provinces, we are uniquely positioned to provide “convenience and Value for Money that digital-only platforms cannot replicate, particularly for essential household goods. By leveraging our physical proximity to communities, we can build deeper trust and provide immediate product accessibility. This proactive approach ensures that all products sold meet required safety standards while delivering high satisfaction, transforming macroeconomic risks into drivers for stable and sustainable long-term business growth.

Targets

- Customer Satisfaction:** Reach 95 percent by 2030.
- Complaint Resolution:** All customer complaints resolved at 100 percent.

2025 Performance Achieved Against Targets

- Customer satisfaction reached 97 percent, achieving our 2030 target ahead of schedule.
- Successfully resolved 100 percent of customer complaints, maintaining its perfect resolution record.
- Achieved zero incidents of non compliance regarding marketing communications or advertising.



Management Approach

The Company adopts a customer centric approach by positioning itself as a “one stop destination” for quality home improvement and lifestyle products at affordable prices. Emphasis is placed on offering a wide range of products that meet the expectations of consumers who prioritize quality at reasonable prices. Furthermore, branch expansion supports equitable access to quality products across all areas.

Commitment

At the heart of our operations lies a steadfast commitment to our customers. We foster a culture where integrity and accountability guide every engagement, ensuring that consumer protection is more than just a policy. Our teams are dedicated to upholding the highest standards of service, ensuring that fairness and transparency are reflected in every part of the customer journey.

- **Responsible Business Practices:** The Group ensure that operations reflect high ethical and social standards, including procedures that ensure transparency in marketing and accurate product labeling
- **Customer Engagement and Communication:** The Group maintains mechanisms to ensure effective engagement and communication with its customers, involving clear channels for handling feedback and managing complaints to foster accountability.

Strategic Initiatives and Performance Results

1. Multi-Channel Feedback and Systematic Categorization

To ensure we remain responsive, the Company provides four primary communication channels for feedback:

- (1) **Digital E-form Surveys:** Accessible via dedicated QR codes at every branch.
- (2) **Social Media Platforms:** Active engagement through Facebook and Line.
- (3) **Direct Email:** Customers can reach us at customercare.th@mrdiy.com
- (4) **Customer Service Hotline:** Reachable at 02-136-7401.

The Company listens to customer feedback and categorizes entries by type such as product and service quality. This data driven approach allows us to implement targeted improvements across our 1,100+ stores.

2. Customer Health and Safety

The Company regards customer health and safety as a vital priority and a cornerstone of its retail operations. To support this, we maintain comprehensive product quality controls and in-store safety management systems. These frameworks are designed to identify and mitigate potential risks across the customer journey,

- **Product Safety and Quality Management**

Product safety and quality management are implemented in compliance with applicable laws and regulatory requirements, including Thai Industrial Standards (TIS) for electrical appliances and other regulated products, as well as relevant international standards or country-of-origin requirements for imported products, together with the Company's internal quality control procedures and supplier qualification criteria.

The Company enforces strict product safety and quality control standards across the value chain. Quality control measures are applied at multiple stages, such as supplier selection, product approval, inspection. Products identified as defective, non-compliant, or potentially unsafe are subject to corrective actions, including withdrawal from sale, replacement, or disposal, to prevent harm to customers. Decisions regarding withdrawal or disposal are made based on assessments conducted by the Quality Management (QM) and procurement teams, taking into account the nature and severity of the issue. Where applicable, identified issues are communicated to the relevant suppliers or manufacturers to facilitate appropriate corrective and preventive actions. Where applicable, the Company communicates identified issues to the relevant suppliers or manufacturers to facilitate corrective and preventive actions and prevent recurrence.

Clear, accurate, and transparent product information, including usage instructions, warnings, and safety precautions, is provided through labelling and appropriate communication channels to support safe and proper product use. Customer feedback and safety-related complaints are continuously monitored, assessed, and escalated where necessary, with timely corrective actions taken to mitigate risks and prevent recurrence. A seven-day Product Return and Exchange Policy is in place to enhance customer protection and confidence.



• In-Store Safety Management

The Company is committed to providing a safe shopping environment across all branches. In-store safety is managed through systematic controls covering store layout, equipment safety, and daily operational practices. Store layouts and product displays are designed to ensure clear walkways, stable shelving, and safe product access, reducing the risk of trips, falls, or falling objects. Electrical installations, lighting, shelving, and display equipment are regularly inspected and maintained to ensure safe operating conditions.

Housekeeping standards are enforced to maintain clean, dry, and well-lit store environments. High-risk areas are managed through appropriate safety controls and hazard signage based on the nature of potential risks. These include warning signs for flammable materials, corrosive substances, electrical hazards, and sharp objects, as well as other relevant safety risks, as applicable. Store employees receive training to identify, report, and address potential safety hazards promptly. Customer safety incidents, where they occur, are recorded, reviewed, and analysed to support corrective actions and continuous improvement.

Through these measures, the Company demonstrates its commitment to safeguarding customer health and safety by proactively managing risks, responding effectively to potential hazards, and continuously strengthening safety standards across its products and retail environments.

Performance against these customer health and safety indicators is reviewed periodically by relevant department to identify emerging risks, assess the effectiveness of controls, and determine appropriate improvement actions.

3. Driving Customer Engagement and Satisfaction

The Company believes that high satisfaction is a result of consistent engagement. Following industry best practices, we focus on:

- **Active Listening:** Digital feedback tools at our branches allow us to gather helpful insights during your visit. This helps our managers stay informed and carry out continuous improvements to our service in a timely manner.
- **Personalized Value:** Analyzing feedback trends helps us tailor our product mix and promotions to meet the specific needs of local communities.

- **Service Quality Training:** Frontline employees receive annual training to ensure interactions are managed with professionalism and care, directly contributing to our 97 percent satisfaction score.

4. Responsible Marketing and Empowerment

Marketing activities are conducted based on accuracy and ethical principles. The Company focuses on Consumer Empowerment by providing clear product information and usage guidelines to help customers achieve safe and successful DIY outcomes.

Performance Indicators

Indicators	Unit	2023	2024	2025	2025 Target	Description
Customer Satisfaction Score	%	N/A	97.1*	97.5	95	-
Complaint resolution rate	%	100	100	100	100	Proportion of total customer complaints resolved

Remark: *The Company start to collect the data on June 2024.

Supply Chain Management

Commitment, Challenges, and Opportunities

The Company is dedicated to effective, transparent, and sustainable supply chain management as a foundation for long term growth. A global business faces inherent Strategic Risks, such as potential labour exploitation in supply tiers and logistics disruptions. To mitigate these, The Company has moved beyond simple legal compliance towards an international best practice framework. By prioritizing Local Sourcing, which has now grown to 33.8 percent of total procurement, The Company minimizes the risk of global supply chain instability while supporting the Thai economy.



The Company also capitalizes on Strategic Opportunities by driving the growth of Eco Products to meet rising consumer demand for sustainable goods. Vendors are viewed as partners, and The Company seeks the opportunity to build local capacity through mentorship and to support local suppliers through engagement, collaboration knowledge sharing. This approach ensures that suppliers grow in aims to support the improvement of supplier efficiency and responsibility practices alongside The Company, creating a resilient and cost effective ecosystem.

The commitment of the Company is anchored in Sustainable Development Goal, which focuses on Decent Work and Economic Growth, ensuring Responsible Consumption, and fostering Partnerships to achieve these shared goals. And Sustainable Development Goal which focuses on Peace, Justice, and Strong Institutions. To ensure these values are foundational, the Vendor and Business Partner Code of Conduct is formally acknowledged by suppliers and applied as part of the Company's procurement processes incorporated into legal procurement contracts. The Company explicitly respects the right to Collective Bargaining, advocates for the reduction of excessive working hours, and actively encourages partners to work towards Living Wage standards.

The Company classifies its supply chain to ensure that resources for monitoring and development are allocated to areas of highest impact. Critical Tier 1 Suppliers are specifically defined as our top 10 domestic suppliers based on total purchase value.

Supplier Policies and Standards

The Board of Directors approved the Vendor and Business Partner Code of Conduct, encompassing the following essential pillars.

- **Freedom of Association:** The Company maintains a clear policy that respects and supports suppliers to encourage their employees to exercise the right to freedom of association and collective bargaining. This policy ensures that workers can represent their interests without fear of reprisal.
- **Labour Practices:** The Company enforces a policy focused on the elimination of excessive working hours, including a commitment to reducing overtime to protect worker well being. The Company expects suppliers to comply with applicable labour laws regarding working hours and overtime, in order to protect worker well-being.

- **Fair Compensation:** The Company encourages suppliers to pay wages above the legal minimum and work towards Living Wage standards sufficient to meet the basic needs of workers and their families.
- **Health and Safety:** The Company requires clear principles and practices that ensure a safe working environment and the management of occupational health risks.
- **Global Communication:** Social policies are communicated to suppliers globally and are translated into relevant local languages to ensure full transparency and understanding.

Supplier Selection and Assessment

The Company implements a rigorous and verifiable supplier selection process, screening 100 percent of new suppliers through the acknowledgement of the Company's Vendor and Business Partner Code of Conduct, which outlines expectations on environmental and social practices to promote responsible business conduct across the supply chain. In addition, the Company plans to further integrate ESG considerations into its supplier screening and evaluation process. For existing partners, The Company prioritizes the assessment of Critical Tier 1 suppliers, defined as the top 10 domestic partners by purchase value.

In 2025, The Company launched a comprehensive oversight programme which initially encompassed five key suppliers, including one designated as a Critical Tier 1 Supplier, which covered 10 percent Critical Tier 1 Suppliers

- **Self Assessment Questionnaires (SAQs):** These were distributed to pilot the monitoring system and evaluate quality, labour rights, and governance practices.
- **On Site Physical Inspections:** These were conducted at selected locations to carry out preliminary assessments of occupational health, safety, and ESG standards.

The assessment focused on key areas, including legal compliance, labour and human rights, occupational health and safety, environmental management, and governance. No significant non-compliance issues were identified during the 2025 review based on the scope of the assessment. Where potential gaps or areas for improvement are identified in the future, the Company is committed to engaging with suppliers and implementing appropriate corrective actions.



Monitoring Results

The Company believes in transparency and partnership. Monitoring activities in 2025 provided the following qualitative insights:

- **Assessment Findings:** Preliminary results did not identify any high risk issues. As no incidents occurred, The Company confirms that Based on the scope of the assessment conducted during the reporting period, no significant issues of non compliance were identified during this reporting period.
- **Development Initiatives:** In 2025, the Investor Relations and Sustainability functions began engaging with our procurement team and selected suppliers to share perspectives on sustainability. These initial conversations focus on raising awareness of international social and environmental themes, providing a supportive space for local partners to explore how these global practices might be integrated into their own operations.

Supplier Development

- **Training and Education:** To integrate social and environmental considerations into the procurement process, the Company provides guidance to both internal teams and suppliers. The Company communicates Responsible Sourcing and Anti-Corruption principles to the procurement team to ensure that supplier selection considers both business performance and ethical conduct. In addition, the Company promotes the sharing of good practices with suppliers to encourage alignment with the Company's standards, the Supplier Code of Conduct, and relevant ESG expectations.
- **Collaborations:** The Company participates in recognized initiatives to drive industry wide sustainability. Furthermore, The Company works with the Bangkok Metropolitan Administration (BMA) on circular economy projects, such as converting recycled PET bottles from the supply chain into reflective safety garments for public workers. Additionally, we engage with our suppliers in reforestation efforts at Benjakitti Park to promote environmental stewardship.

Local Sourcing

The Company defines local suppliers as primary domestic manufacturers. This commitment is reflected in the steady increase of local spend:

Performance Data of Local Sourcing

Year	Value of Domestic Procurement (THB million)	Proportion of Domestic Procurement to Total Procurement (percent)
2023	2,172.1	29.7
2024	2,931.9	33.7
2025	3,438.7	33.8

Cybersecurity and Personal Data Protection

Commitment, Risks, and Opportunities

The Company is committed to strengthening cybersecurity measures and personal data protection to ensure that business operations in the digital era are secure, transparent, and compliant with the Personal Data Protection Act B.E. 2562 (PDPA). The Company recognizes that as a leading retailer, our vast digital and physical footprint makes data a critical strategic asset. Ensuring the confidentiality and availability of this data is essential to maintaining our operational stability and the long-term resilience of our business model.

- **Strategic Challenges and Risks:** The Company recognizes the ongoing challenges posed by rapidly evolving cyber threats. We proactively manage several key risks:
 - **Reputational and Trust Risk:** A data breach could lead to an immediate erosion of stakeholder confidence and a decline in brand value.
 - **Legal and Regulatory Risk:** Non-compliance with the PDPA or other regulations exposes the Company to severe administrative fines and legal litigation.
 - **Operational Risk:** Threats such as ransomware or system outages could paralyse critical retail infrastructure, including logistics and point-of-sale systems.
 - **Supply Chain Risk:** Security gaps within our third-party partner networks necessitate rigorous external oversight and control.



- **Strategic Opportunities:** Accordingly, emphasis is placed on continuous monitoring and system enhancement. These measures not only help reduce business risks but also present an opportunity to:
 - **Strengthen Brand Confidence:** Positioning the Company as a secure and responsible organisation that prioritizes stakeholder rights.
 - **Drive Operational Excellence:** Aligning with international standards like ISO 27001 or the National Institute of Standards and Technology (NIST) improves internal efficiency through a “security-by-design” culture.
 - **Foster Digital Innovation:** A strong governance framework enables the Company to leverage digital insights ethically and adapt to digital transformation in a sustainable manner.

Management Approach and Governance

The Company manages cybersecurity in a systematic manner under the oversight of the Audit and Risk Management Committee, which is responsible for supervising and assessing cyber risks at the enterprise level.

- **Audit and Risk Management Committee:** Reviews and assesses the impacts of the Company’s cyber risks and ensures regular reporting lines are maintained for updates to the Board.
- **Chief Executive Officer (CEO):** Sets the overall strategic direction and corporate-level policies and monitors performance.
- **Information Technology Department:** Provides guidance, sets direction, and carries out information security activities while regularly assessing compliance with internal requirements.
- **Data Protection Officer (DPO):** Appointed to provide advice and monitor personal data management in accordance with legal requirements, with regular reporting to the CEO.

Contact the DPO

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Targets

- No material personal data breaches involving customers or employees resulted in regulatory enforcement actions during the reporting period.
- 100% of substantiated data privacy incidents to be investigated and remediated within defined timeframes.
- Ongoing promotion of awareness and communication on personal data protection and cyber security through appropriate engagement and internal practices.

2025 Performance Achieved Against Targets

- 0 cases of substantiated complaints regarding breaches of customer privacy, specifically:
 - 0 complaints received from outside parties and substantiated by the organisation.
 - 0 complaints from regulatory bodies.
- 100% of substantiated incidents remediated within defined timelines where applicable.
- 100% employee completion rate for cyber security and personal data protection training.

Policy Framework and Operational Management



Scan the QR Code to access
 Privacy Center for information on policies
 and related processes.





The Company governs its digital security through a clear hierarchy of documentation and oversight.

Formal Policies: The Company has established an overarching Information Technology Management Policy and a Personal Data Protection Policy, both of which are approved by the Board of Directors. These documents serve as the foundational framework for all digital activities, ensuring alignment with applicable laws. The policies are reviewed periodically to reflect changes in the technological landscape and regulatory requirements.

Standard Operating Procedures (SOPs): Supporting these policies, the Company utilizes detailed Standard Operating Procedures (SOPs) to translate strategic goals into practical internal controls. These include:

- **Access Rights Management:** protocols for data access to ensure only authorized personnel can interact with sensitive information.
- **Data Encryption Controls:** Mandatory encryption for data at rest and in transit to prevent unauthorized disclosure.
- **Physical and Environmental Security:** Safeguarding the physical infrastructure that houses the Company's data assets.
- **Incident Monitoring:** Preventive and detective controls to identify threats in real time.

Integration into the Enterprise Risk Management (ERM) process and Governance across the Entire Value Chain

ERM Integration and Value Chain Oversight Cybersecurity and personal data protection risks are systematically integrated into the Enterprise Risk Management (ERM) process. This is achieved through annual risk assessments where cyber threats are evaluated for their potential impact on business continuity and financial performance, with results reported directly to the Audit and Risk Management Committee for mitigation approval.

In 2025, the ERM process covered 100 percent of the Company's core business units, with priority cyber risks identified and assigned formal mitigation plans approved by the Audit and Risk Management Committee.

For business partners, the Company applies a structured governance approach to manage information technology engagements, ensuring appropriate access control, data protection, and cyber security throughout the engagement life cycle.

Prior to engagement, business partners that require access to the Company's information systems or data are assessed based on the nature and necessity of such access. Access rights are granted on a need-to-know basis and aligned with the principle of least privilege. Contractual arrangements include obligations relating to information security, confidentiality, and compliance with applicable data protection requirements.

During the engagement period, business partners are required to implement appropriate security measures to prevent unauthorized access, use, or disclosure of Company information. The use of personal devices or external storage media for Company data is restricted unless explicitly approved. The Company may monitor compliance with agreed information security requirements where deemed appropriate.

Upon the termination or completion of the engagement, business partners are required to return or securely dispose of all Company data, documents, and assets. Written confirmation of data return or deletion is required, and confidentiality obligations remain in effect for a defined period following the end of the engagement to mitigate residual information security risks.

Awareness and Culture Building

To ensure the effective implementation of our policies, the Company fosters a culture of security through continuous engagement:

- **Training and Awareness:** Cyber Awareness and PDPA training is provided to all employee levels, including mandatory orientation for new staff and monthly infographic refreshers.
- **Incident Management:** Cybersecurity Incident Response Drills are conducted at least once a year to ensure practical response capabilities and business continuity planning.
- **Stakeholder Transparency:** Specific Privacy Notices are published for all stakeholder groups. Channels are provided for lodging complaints or exercising data subject rights.