

Diversity and Inclusion Report 2025



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Message from the Group Chief Executive Officer



“Diversity is our Strength”

is one of Indorama Ventures’ five core values and is embedded in our culture. We are united in our commitment to advancing diversity and inclusion throughout our organization. As we continue to grow across regions, diversity and inclusion remain key priorities in integrating our businesses. Indorama Ventures is committed to fostering an inclusive culture that supports and sustains excellence.

We firmly believe that we can best promote excellence by training and developing our diverse workforce and creating an atmosphere of mutual respect. This culture is critical to achieving sustainable growth, fostering innovation, and advancing our other strategic goals.

Alope Lohia

Group Chief Executive Officer

About this report

This report provides a focused overview of Indorama Ventures’ diversity, equity, and inclusion performance across its global workforce in 2025. It covers the Company’s policy framework, workforce representation, remuneration indicators, employee support practices, and selected initiatives, complementing the Indorama Ventures Sustainability Report 2025. Each workforce indicator is presented according to its relevant employee population and reporting scope.

Our DEI vision

Vision statement

At Indorama Ventures, diversity, equity, and inclusion are foundational pillars that contribute significantly to our continued success.

DEI values

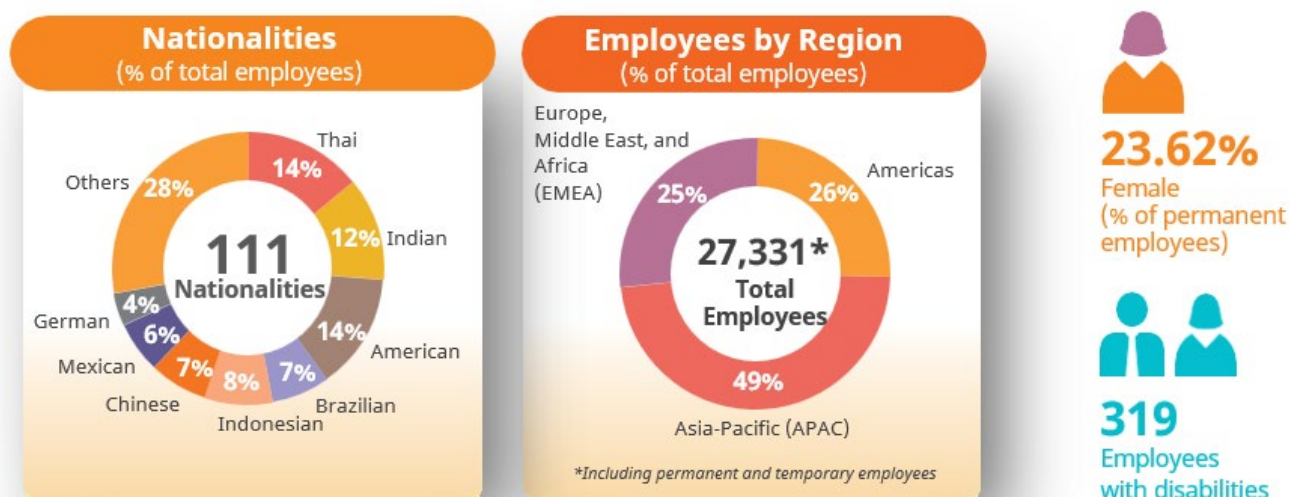
- A company is defined by its people, and we actively promote inclusion by bringing together individuals with diverse knowledge, perspectives, and experiences.
- Built on our values of respect and responsibility, we are committed to fostering diversity, equity, and inclusion across Indorama Ventures.
- By creating a safe environment where employees can express themselves, we empower our people to grow as future leaders, reflecting the diversity of our organization.
- Diversity, equity, and inclusion drive progress and strengthen our business performance.

Ambitions

We promote equality for individuals of all backgrounds, identities, and cultures, ensuring that our employees feel fully heard, seen, and respected. To support this ambition, we undertake internal and external initiatives that advance an inclusive organizational culture and cultivate a sense of belonging.

2025 Highlights

In 2025, Indorama Ventures continued to advance its diversity, equity, and inclusion priorities, recording progress in selected areas while recognizing where further attention is required. The following indicators summarize the Company's global workforce profile and status against its 2030 representation targets.



Key highlights of our global workforce, as of December 31, 2025

Women's representation

Category	2024	2025	2030 Target
Women among permanent employees	24.73%	23.62%	30%
Women in all management positions	36.99%	36.99%	40%
Women in junior management positions	42.49%	42.50%	45%
Women in top management positions	21.50%	21.53%	25%
Women in management positions in revenue-generating functions	18.78%	19.09%	25%
Women in STEM-related positions	17.97%	18.39%	25%

Women's representation remained broadly stable across management levels and increased in revenue-generating management functions and STEM-related positions. In 2025, Indorama Ventures hired 2,226 employees, of whom 24.39% were women.

Our DEI approach

Diversity and business relevance

As a global company, we value the breadth of knowledge, perspectives, and experiences across our organization. This diversity strengthens our ability to understand and operate in multicultural markets, collaborate across regions, and support our long-term competitiveness and sustainability.

Our employees are the foundation of our business. We therefore seek to create workplaces that attract, retain, and enable diverse talent to reach its full potential. Working with leaders, we foster inclusive cultures where employees have equal access to information, development, and opportunities and are able to contribute their perspectives and perform at their best. An inclusive and globally connected culture also helps employees better understand colleagues, clients, and customers across markets.

Our DEI approach has evolved over many years from an initial focus on compliance toward a broader commitment to inclusion. It is grounded in respect for every individual and in the belief that diversity creates value when people can work effectively together, bring their authentic selves to work, and contribute fully. Diverse perspectives can support more informed decision-making, innovation, and growth, reflecting both the business and ethical importance of diversity, equity, and inclusion.

We also support communities through donations, community investments, sponsorships, and employee volunteer activities. Indorama Ventures' Employment Equity strategies are integrated into our broader DEI efforts, and we continue to strengthen our policies, practices, and initiatives by incorporating a broad range of diversity dimensions.

Building an inclusive workplace culture

Diversity takes many forms at Indorama Ventures, including culture, nationality, gender, ethnicity, educational background, professional experience, and other individual characteristics. Our approach is guided by five principles that help foster an inclusive and respectful workplace culture.

1. Build cultural awareness

Cross-cultural communication is an important workplace capability. As a global organization, we engage with colleagues, customers, and other stakeholders from diverse cultural backgrounds. Building awareness of different traditions, perspectives, and ways of working helps improve communication, prevent misunderstandings, and support effective collaboration.

We encourage employees to deepen this awareness through cross-cultural interaction, relationship building, and knowledge sharing across countries, functions, and businesses.

2. Seek diverse perspectives and ideas

At Indorama Ventures, we encourage employees to seek and consider a range of perspectives when addressing business challenges. Our colleagues bring distinct knowledge, experiences, and approaches that can broaden understanding and contribute to more informed and innovative solutions.

We seek to create an environment where these contributions are welcomed and employees at all levels can exchange ideas, advice, and expertise. This strengthens communication and working relationships, fosters a more inclusive workplace culture, and supports our ability to attract, engage, and retain diverse talent.

3. Respect individual needs and cultural contexts

We encourage employees to consider how colleagues prefer to be treated, rather than assuming that the same approach works for everyone. This reflects the Platinum Rule—*treat others as they would like to be treated*—and extends beyond the Golden Rule by recognizing differences in individual preferences, expectations, personal boundaries, and cultural contexts. Everyday behaviors and forms of communication, such as handshakes, eye contact, and personal space, may be interpreted differently across cultures. We encourage employees to remain mindful of these differences to help prevent misunderstandings and support respectful and effective collaboration.

When expectations are unclear, employees are encouraged to ask respectfully, listen openly, and address misunderstandings constructively. If an interaction causes unintended offense, we encourage employees to acknowledge it, apologize where appropriate, and learn from the experience. These actions help strengthen cultural awareness and contribute to a more welcoming and productive workplace.

4. Recognize cultural and religious practices

We encourage teams to recognize and, where appropriate, celebrate the cultural and religious traditions represented across our workforce. Inclusive holiday calendars and opportunities to share food, music, and other traditions can strengthen connections among employees at different levels of the organization and promote mutual understanding.

Not every cultural or religious occasion can be marked through a formal workplace event. In such cases, acknowledging significant holidays and observances through appropriate messages or informal team interactions can still convey respect and recognition.

We also encourage teams to remain mindful of regular cultural and religious practices. Where practicable, fasting periods, prayer times, and other relevant observances should be considered when scheduling meetings, business meals, and workplace activities.

5. Contribute to an inclusive workplace

We recognize that every employee brings unique perspectives, cultural backgrounds, and experiences that enrich our organization and contribute to a more inclusive workplace. Employees and leaders share responsibility for contributing positively to our workplace culture and setting an example through respectful behavior, open communication, and a willingness to share and learn from different perspectives.

We encourage employees to build relationships with colleagues from different cultures and backgrounds. Simple opportunities to share cultural traditions and experiences can help initiate dialogue and encourage others to participate. These interactions help identify common ground, deepen appreciation of differences, and foster an inclusive and welcoming workplace where employees feel respected and able to contribute.

Policy Framework and Equal Opportunity

Our Policy Framework

Indorama Ventures' approach to diversity, equity, and inclusion is supported by our [Diversity Policy](#) and [Human Rights Policy](#). Together, these policies establish expectations for equal opportunity, fair and respectful treatment, inclusive employment practices, and a workplace free from discrimination, bullying, and harassment.

Our Diversity Policy covers our workforce, defined to include the Board of Directors, permanent employees, and temporary employees, and applies to all individuals involved in nomination, employment, and promotion. It recognizes a broad range of diversity dimensions and applies to employment decisions including training and development, job rotations, pay practices, career advancement, promotion, benefits, disciplinary actions, and termination. The policy also promotes respect and dignity and establishes reporting and follow-up procedures for discrimination and harassment concerns.

The Diversity Policy was first formalized and approved by the Board of Directors in 2017. It was translated into 15 languages, published on the Indorama Ventures website, and communicated to employees across our locations. The policy is reviewed periodically to ensure that it remains current and responsive to the needs of our evolving global workforce.

Our Human Rights Policy complements this framework by reinforcing respect for internationally recognized human rights, fair treatment of employees, inclusive recruitment, and protection from discrimination, bullying, and harassment. It also provides channels for reporting potential violations and establishes appropriate corrective actions and remediation measures.

Following the 2025 reporting period, the Diversity Policy (Revision 3) and Human Rights Policy (Revision 6) were approved by the Board of Directors on February 28, 2026. The updates strengthened the relevant policy provisions, broadened the diversity dimensions recognized by the Company, enhanced alignment with international human rights standards, and clarified follow-up and remediation measures.

Equal Opportunity and Non-Discrimination

Our policy framework is reflected in the following areas:

Respect and Dignity: We promote a diverse and inclusive workplace where employees treat one another with respect and dignity. We seek to foster a supportive and understanding environment where individuals can develop and contribute their capabilities. A workforce comprising varied backgrounds, perspectives, and experiences also strengthens our ability to understand international markets and respond to the needs of our customers.

Diversity and Inclusion: We recognize diversity across business experience and individual characteristics, including race, color, gender, age, religion, sexual orientation, country of origin, nationality, ethnicity, family status, cultural background, socioeconomic status, physical ability, thinking styles, education, and academic backgrounds. We believe these diverse perspectives support creativity, adaptability, productivity, innovation, and business competitiveness.

Equal Opportunity and Non-Discrimination: Indorama Ventures provides equal opportunity to all. Employment decisions are based on business needs, job requirements, and individual qualifications, without discrimination based on personal characteristics, including disability, HIV status, sexual orientation, gender identity or expression, family or marital status, or any other status protected under applicable laws and regulations.

Fair and Inclusive Recruitment: We seek to maintain recruitment practices that are fair, consistent, and inclusive, with diversity considered throughout the process. These practices are intended to ensure that suitable candidates face no unnecessary barriers to employment. A diversity statement is included in career and recruitment postings across the Company's websites, external job platforms, and other relevant media. This helps communicate our commitment to employment equity and diversity to prospective candidates and other stakeholders.

Fair Employment Decisions and Career Progression: We seek to ensure that employees are treated fairly and evaluated objectively. Career progression and promotion decisions are based on performance, relevant qualifications, and job requirements. We continue to track diversity indicators related to promotions and work toward clear and consistent criteria for employee evaluation and progression decisions.

Communication and Awareness: Employees are kept informed of the Company's diversity and inclusion priorities, progress, and plans through internal communications. They are also introduced to role models and active diversity champions who help reinforce inclusive behaviors and encourage participation across the organization.

Reporting and Follow-Up: Employees and other stakeholders are encouraged to raise concerns relating to discrimination, bullying, harassment, or other potential human rights violations through the Company's available reporting channels. Reported concerns are addressed in accordance with applicable policies and procedures and may involve corrective action, support for affected individuals, training, or other appropriate remediation measures.

Equal Remuneration

Indorama Ventures is committed to fair, competitive, and locally appropriate compensation practices. We apply the principle of equal pay for work of equal value and review our compensation structures to identify and address potential gender-related disparities. Compensation levels are assessed against external market benchmarks and local living wage conditions, while the annual salary review process considers factors such as inflation, job evaluation outcomes, workforce movement, and Company performance.

Since 2015, we have conducted an internal Pay Equity Analysis to identify differences in remuneration between women and men across employee levels and functions. Each year, we review employee remuneration and consider appropriate adjustments where necessary to support pay equity. In addition, an independent external firm conducts annual pay gap analyses for senior and middle management. This assessment is conducted separately from the analysis presented below and supports the continued review of our remuneration practices.

The table below presents the 2025 average monthly remuneration of women and men among permanent employees and the corresponding women-to-men ratio by employee level and remuneration category.

2025 Equal Pay Analysis

Employee Level	Average Women Salary (THB per month)	Average Men Salary (THB per month)	Ratio of Average Women Salary to Average Men Salary
Executive level (base salary only)	275,954	284,701	0.969
Executive level (base salary + other cash incentives)	358,754	372,959	0.962
Management level (base salary only)	145,836	152,084	0.959
Management level (base salary + other cash incentives)	159,154	165,270	0.963
Non-management level (base salary only)	69,548	73,329	0.948

Selected DEI Initiatives in 2025

In 2025, Indorama Ventures continued to provide learning and development opportunities to strengthen awareness of diversity and inclusion, build the knowledge and capabilities needed to foster an inclusive workplace, and encourage inclusive behaviors. Selected initiatives during the year focused on women's representation and development, psychological safety and belonging, leadership and talent development, and cultural inclusion and employee engagement.

Women's Representation and Development

Advancing women into leadership roles and building an inclusive talent pipeline remain priorities for Indorama Ventures. We continue to integrate gender equality considerations into hiring and staffing initiatives, provide career development opportunities and networking events for women employees, and set representation targets at both the enterprise and business levels.

We also seek to promote fair access to career advancement and development. In staffing middle management and leadership positions, candidates are considered without gender bias, and qualified employees are provided with access to promotion and development opportunities.

International Women's Day 2025 - Accelerate Action:

On the eve of International Women's Day 2025, employees at the Global Capability Center in Kolkata gathered under the theme "Accelerate Action." Senior leaders emphasized that lasting progress requires intentional action to remove barriers, challenge inequalities, create safe and inclusive workplaces, and strengthen the hiring and support of female talent. Employee reflections helped translate leadership commitment into shared accountability beyond the annual observance.



Paid Internship Program: Through the Paid Internship Program for engineering graduates in Thailand, the Company interviewed and identified potential women and men candidates from leading universities, with a focus on achieving balanced gender representation.

Psychological Safety and Belonging

Creating Safe Spaces and Shared Understanding During DEI Month 2025: As part of DEI Month 2025, Indorama Ventures Global Services hosted Bridge of Understanding: Safe Space Co-Creation at the Company's Bangkok office to promote an inclusive and psychologically safe workplace. The session featured psychotherapist and mental health advocate Pataradanai "Koen" Setsuwan, who shared insights on identity, belonging, empathy, inclusive language, and emotional safety.



More than 200 employees participated onsite and online, engaging in discussions on how everyday words, behaviors, and workplace environments can influence trust and well-being. The event also included the Candle of Harmony activity, which encouraged employees to reflect on individual and collective well-being and the shared responsibility of creating a safe, balanced, and supportive workplace.

Building a Resilient Mindset: We organized a learning session focused on understanding, preventing, and overcoming burnout. Through expert-led discussions and reflective activities, participants explored the causes of burnout, developed practical coping strategies, and considered how aligning personal values with everyday work can strengthen purpose and emotional well-being. The session also encouraged open conversations about mental health and seeking support without fear of judgment.



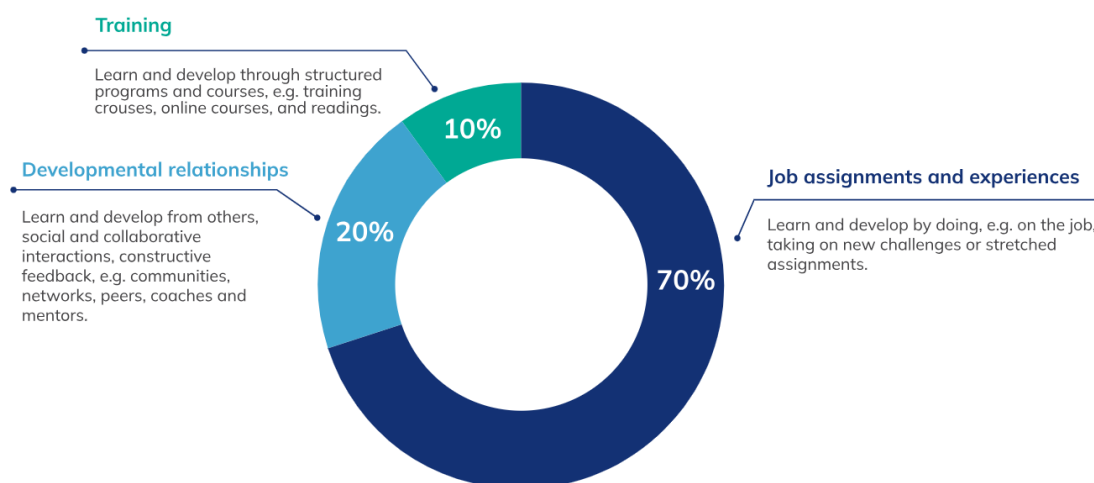
Leadership and Talent Development

Indorama Ventures values diversity and takes pride in connecting people across different cultures, backgrounds, and experiences. In 2025, we continued to strengthen our talent pipeline, with particular emphasis on accelerating the development of the next generation of leaders across businesses, functions, and countries.

To support employee development, we promote a learning culture and growth mindset in which:

- Employees are encouraged to take ownership of and drive their development.
- Managers facilitate, encourage, and support the development of their employees.
- Leaders help create a dynamic, experiential, and innovative environment for growth and learning.
- We provide diverse avenues for learning and personal growth for our employees, tailored to individual development needs and learning preferences.

Our development approach follows the 70-20-10 model, combining learning through job assignments and experiences, developmental relationships, and structured training.



Indorama Ventures Future Leaders Program (FLP): Launched in 2023 as part of our long-term leadership strategy, the Future Leaders Program is designed to accelerate the readiness of high-potential talent for future leadership roles across our global operations. The 12-month blended learning journey includes contextualized assessments, tailored learning modules, coaching, mentoring, hands-on assignments, individual development plans, and team-based learning that supports collaboration and cross-regional knowledge sharing.

The program aims to build a sustained pipeline of 200 future leaders by 2026, strengthening organizational capability and long-term leadership readiness. Following the completion of the first two cohorts, the third edition commenced in October 2025, enrolling 45 emerging leaders from across regions and business segments. Following the reporting period, participants convened in Bangkok in March 2026 for a four-day immersive development experience.



The Future Leaders Program (FLP) received consecutive Gold Awards for Excellence in Leadership Development from the Brandon Hall Group HCM Excellence Awards in 2024 and 2025.

International Internship Program: The International Internship Program continued to provide young professionals with exposure across business and international working environments. In 2025, the program attracted 31 interns representing nine nationalities, supporting cross-cultural learning, collaboration, and the development of future talent from diverse backgrounds.

Cultural Inclusion and Employee Engagement

Beyond our commitment to equal opportunity, Indorama Ventures continued to strengthen an inclusive workplace culture through initiatives that celebrated cultural diversity, encouraged employee engagement, and fostered a sense of belonging.

Songkran Fun Fest 2025: In celebration of Thailand's traditional New Year, Indorama Ventures organized Songkran Fun Fest 2025 at its Bangkok Head Office. Employees came together through a traditional water-pouring ceremony, Thai cuisine, and team-building activities that promoted cultural appreciation, inclusion, and stronger workplace connections.

The event also included a community initiative organized in collaboration with the Corporate Social Responsibility team. Handcrafted floral garlands, or Malai, made by individuals from vulnerable communities were presented to senior management, supporting income generation and social inclusion.



Corporate New Year Celebration: The annual Corporate New Year Celebration brought together employees from different functions, backgrounds, and cultures to celebrate the Company's achievements, recognize long-serving employees, and reinforce the One IVL culture.

The event featured the **Long Service Awards** alongside activities that encouraged employees to connect and engage across functions. These shared experiences supported cross-functional collaboration, mutual respect, appreciation for diversity, and a stronger sense of belonging.

Employee Support, Accessibility, and Well-being

Indorama Ventures supports employees through work-life programs, well-being initiatives, workplace accommodations, and resources designed to address different personal and professional needs. These practices contribute to a supportive and inclusive workplace where employees can maintain their well-being and participate effectively.

Work-Life Integration and Family Support

Indorama Ventures continues to develop and enhance comprehensive work-life programs that support employees in reaching their full potential while managing their work, personal, family, and community responsibilities. We provide a range of programs, policies, resources, and learning opportunities to help employees manage stress and work-life challenges.

Available support includes:

- ✓ Workplace flexibility
- ✓ Maternity leave and extended leave
- ✓ Wellness programs
- ✓ Access to the Employee Assistance Program
- ✓ Sabbatical leave on a case-by-case basis

To support employees' overall health and well-being, we also offer annual health checkups, followed by doctors' sessions addressing specific health concerns affecting women.

Employee Assistance Program

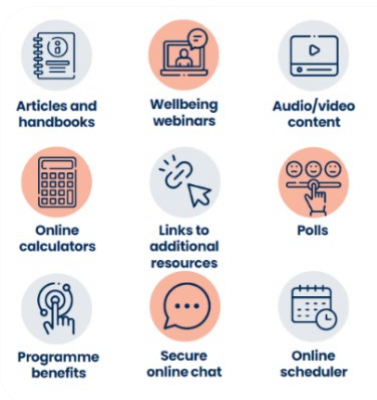
Since 2021, the Indorama Ventures Group Employee Assistance Program has provided confidential information, counseling, and practical support through our partnership with Workplace Options (WPO). Available company-wide, the program supports employees and their immediate family members across a wide range of work-related and personal matters.

Support is available free of charge, 24 hours a day, seven days a week, throughout the year. Employees can access independent and impartial professionals through telephone, email, secure online chat, confidential virtual or telephone counseling sessions, and online scheduling. Support is available in English and 26 other languages.

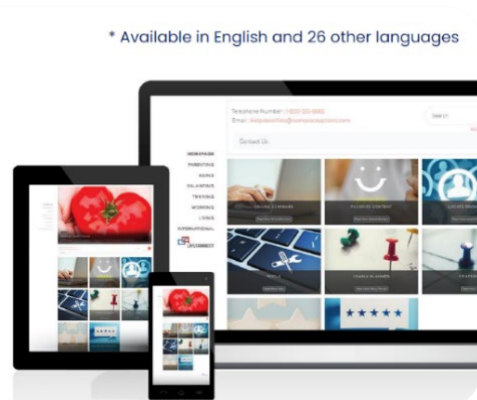
Areas of support include:

- ✓ Coping with loss and grief
- ✓ Managing workplace pressure and stress
- ✓ Navigating life changes
- ✓ Support for couples and parenting
- ✓ Career success
- ✓ Referrals to local financial or legal resources
- ✓ Maintaining physical health

The program's digital platform also provides access to articles and handbooks, well-being webinars, audio and video content, online calculators, polls, links to additional resources, program information, secure online chat, and an online scheduler.



* Available in English and 26 other languages



An overview of your programme

- ✓ Available 24 hours a day, 7 days a week, 365 days a year
- ✓ Free of charge
- ✓ Available to you and your immediate family members
- ✓ Wide range of support on everyday issues and in more challenging times
- ✓ Support provided in your requested language
- ✓ Unlimited, immediate access to professionals
- ✓ Independent and impartial
- ✓ Confidential

Employee Well-being and Wellness

Employee well-being remains an important priority for Indorama Ventures. We promote physical, mental, and emotional well-being through initiatives that encourage healthy lifestyles, self-awareness, compassion, and a culture of care.

Inner Peace Retreat Pattaya 2025: The retreat provided employees with an opportunity to recharge, support their physical and mental well-being, and focus on personal growth in a supportive environment. Activities included wellness workshops, creative arts and crafts, and mindfulness practices facilitated by experienced professionals. The sessions introduced techniques for managing stress, increasing self-awareness, building emotional resilience, and maintaining a healthier work-life balance.



Love Fest 2025: Organized in celebration of Mother's Day, Love Fest promoted healthy lifestyles and self-care through a range of wellness activities. The event also engaged massage therapists with visual impairments to provide office syndrome relief sessions, creating paid work opportunities for people with disabilities while supporting employee well-being.



Breast Cancer Awareness and Community Support:

Employees participated in expert-led educational sessions, wellness workshops, and practical health guidance promoting breast cancer awareness, early detection, and healthy living. Employees also handcrafted chemo caps for breast cancer patients as part of a volunteer activity supporting the wider community.

Religious and Cultural Accommodation

We promote an inclusive culture and make reasonable efforts to respond to employee requests for rescheduling or time off relating to religious obligations and cultural observances. Our religious accommodation standard defines expectations for addressing these requests. Human Resources and

Employee Relations executives support managers in considering accommodation requests. The multicultural calendar also helps teams anticipate religious and cultural observances when planning meetings, business meals, and workplace activities.

Removing Barriers through Accessibility and Workplace Accommodation

Supportive Work Environment: We continue to focus on providing a supportive work environment that addresses the needs of employees with visible and invisible disabilities and health-related challenges. Our leaders emphasize qualifications, skills, knowledge, and experience rather than an individual's disability when considering employees' capabilities and contributions.

Right of Access: We provide workplace accommodation to ensure that employees with disabilities receive the support needed to perform their roles effectively and reach their full potential. Depending on individual needs, accommodations may include physical modifications to workstations or premises, adaptive technology, and flexible scheduling to address work, family, or personal needs. We also take reasonable steps to ensure that our offices and premises are accessible to employees, customers, and visitors with disabilities.

Our Commitment and Priorities

Our Continuing Commitment

At Indorama Ventures, diversity, equity, and inclusion are integral to our long-term growth and sustainability. We are committed to creating an inclusive culture that reflects the communities in which we operate and supports equitable opportunities across our organization.

Our approach focuses on three strategic pillars—talent in the workplace, the marketplace, and the community. Within these areas, we prioritize actions that advance the inclusion and empowerment of:

- ✓ Women
- ✓ Persons with disabilities
- ✓ Minority groups
- ✓ Youth

Across our global operations, we work to embed diversity, equity, and inclusion into our business practices through well-defined priorities. This includes fostering inclusive leadership, enhancing employee engagement, and building strong partnerships to drive a broader social impact.

We recognize that meaningful progress requires continuous effort, clear accountability, and open dialogue. Through these commitments, Indorama Ventures aims to contribute to a more equitable and inclusive future.

Workforce Representation and Employment Equity

Voluntary Self-Identification

We recognize the importance of voluntary self-identification in improving our understanding of workforce representation. We will continue to encourage employees to self-identify their designated group status and monitor survey responses relating to persons with disabilities.

Employment Equity

We believe that diversity reflects both an ethical responsibility and a business imperative. We will continue to integrate Employment Equity requirements into our DEI initiatives, focusing on increasing the representation of persons with disabilities and Aboriginal/Indigenous peoples through proactive hiring and retention initiatives, including mentoring and development, education, and awareness.

Diversity is Our Strength

Indorama Ventures values diversity and takes pride in connecting people across different cultures, backgrounds, and experiences. In 2025, we continued to advance diversity, equity, and inclusion through leadership development, inclusive talent programs, employee well-being initiatives, and cross-cultural engagement.

We believe that diverse perspectives and experiences enhance innovation, support informed decision-making, strengthen organizational resilience, and contribute to sustainable growth and long-term value creation.

Related documents:

- [Indorama Ventures Sustainability Report 2025](#)
- [Sustainability Report 2025: Executive Summary](#)
- [Diversity Policy \(Revision 3, 2026\)](#)
- [Human Rights Policy \(Revision 6, 2026\)](#)
- [Indorama Ventures Annual Report 2025](#)

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