



Service Quality

The Company prioritizes raising service standards to maximize customer satisfaction by ensuring strict quality control of products and services. Additionally, it focuses on training employees to deliver services that align with the organization's standards, brand identity, and international benchmarks that meet customer expectations.

The Company is committed to continuously enhancing service quality and delivering a superior customer experience. It focuses on establishing service standards that cater to all target customer groups, enhancing competitiveness, and continuously driving market expansion. The Company offers a variety of services to meet the needs of a diverse customer base, including family- and kid-friendly options such as Candy Spa, a unique children's spa experience. The Company also organizes special parties in designated areas and the allocation of facilities and minibars specifically curated for family stays, such as those at Centara Mirage, is designed to enhance the guest experience by catering to the unique needs of families. Additionally, the Company has implemented the Pet-Friendly Hotels concept at nine locations across Thailand to accommodate customers traveling with pets, with plans to expand pet-friendly cafes and restaurants.

Additionally, to promote guests' well-being and good health, the Company prioritizes the selection of nutritious food and beverages. More than 40% of the menu consists of healthy dishes, following the Farm to Table concept, which offers customers a fresh dining experience with high-quality ingredients. The Company also encourages the cultivation of vegetables and herbs for use within its hotels. Currently, 22 properties under Centara Hotels & Resorts feature on-site vegetable and herb gardens, offering international guests the opportunity to experience cooking with fresh ingredients harvested directly from the garden. In 2024, the "Organic Sky Farm" project was launched by transforming an old tennis court on the 26th floor of Centara Grand At CentralWorld, covering approximately 1,300 sqm., into an organic vegetable farm. The farm grows 23 types of vegetables based on usage needs, including salad greens such as green oak, red oak, green cos, red cos, and red batavia, as well as other garden vegetables like Hong Kong kale, bok choy, Italian kale, basil, tomatoes, rosemary, lemon, guinea peppers, Spanish chili peppers, and edible flowers. The farm will also feature an area for composting vegetable scraps, fruit scraps, and coffee grounds. In 2024, organic vegetable production totaled 3,777 kilograms, resulting in savings of 445,000 Baht in expenses. Additionally, 9,729 kilograms of food waste, along with vegetable and fruit scraps, were repurposed as fertilizer on the farm, reducing greenhouse gas emissions by 1.6 tCO2e. Similarly, the "Eat Herbs, Live Well" project at Centara Grand at Central Plaza Ladprao Bangkok uses herbs grown on the hotel grounds to prepare authentic Thai dishes, allowing customers to experience the benefits of fresh Thai herbs in every meal. Additionally, the Spa Department has introduced a new service, the "Moroccan Hammam," to meet the growing demand for health tourism. This service combines massage techniques that stimulate cell turnover, leaving the skin brighter and promoting better blood circulation. The service was launched at Centara Grand At CentralWorld, generating over 2 million Baht in revenue.

Customer Complaint Management

The hotel business aims to measure service quality by setting a goal to resolve 100% of customer complaints while the customers are still staying at the hotel. Additionally, complaints will be followed up on and investigated after their stay to ensure effective management and resolution, enhancing customer satisfaction. In the food business, complaints received through the call center must be resolved, and an additional channel for reporting issues and complaints has been introduced via an online form system, which requires responses and resolutions within 24 hours.

Customer Satisfaction Evaluation

Customer satisfaction evaluation for Hotel business:

The Company collects feedback through the Review Pro system, which covers platforms used for booking rooms or expressing opinions on services. The Company also sends satisfaction questionnaires via email, utilizing the following three methods:

1. In-Stay Survey system is a brief questionnaire sent to customers who have stayed for more than 2 nights, delivered via their registered email to assess satisfaction.
2. Guest Satisfaction Survey (GSS) system is a questionnaire that covers the services and facilities provided by the hotel. It is sent to the customer 48 hours after check-out.
3. Online Reputation Management (ORM), also known as Guest Review Index (GRI), measures customer satisfaction by collecting feedback and suggestions about services from customers through online platforms and social media.

Operations Department summarizes the results of customer satisfaction surveys and reports them to the Management, the Risk Management, Corporate Governance and Sustainability Committee, and the Board of Directors every three months. This includes presenting improvement plans aimed at achieving the highest level of customer satisfaction.

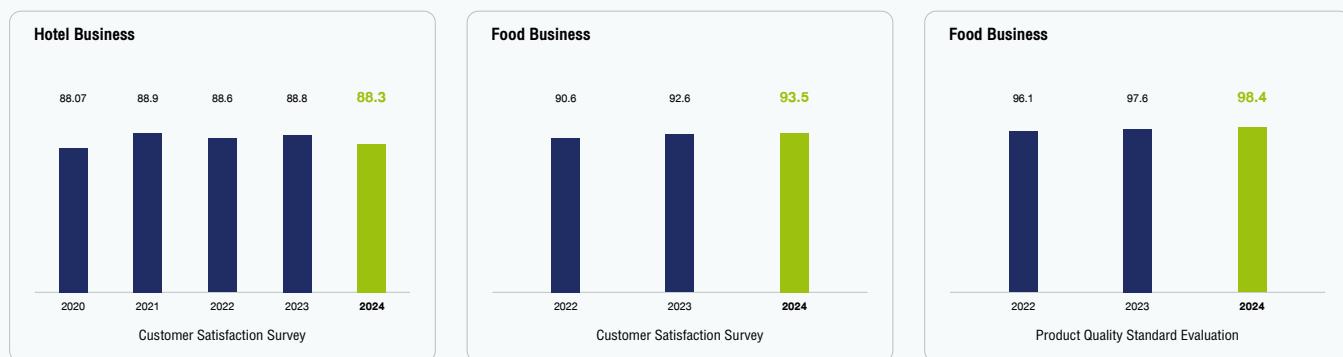
The Company's service quality management goal is to resolve as many complaints as possible, thereby increasing customer satisfaction through the use of the GSS or ORM systems. GSS will serve as an internal tool to help us analyze areas for improvement, while effective ORM, driven by both comments and ratings, will enhance brand visibility on online channels. This, in turn, can generate more revenue for the hotel and enable higher room rates due to increased demand and improved product and service quality.

Customer Satisfaction Evaluation for Food business:

The Company has implemented Online Customer Questionnaires alongside Mystery Shopping to provide a comprehensive and accurate assessment and analysis of customer experience. Additionally, the Company uses the CRG Food Tracker system to collect and track data, compiling customer satisfaction results and systematically identifying areas for improvement, ultimately enhancing service efficiency in all aspects.

Overall Customer Satisfaction Evaluation Results For All Brands

In 2024, the overall customer satisfaction score for the Hotel business across all brands (Guest Satisfaction Survey Score: GSS) was 88.3%, 1% below the target of 89.3%. The Online Reputation Management Score (ORM) or Guest Review Index (GRI) was 87.5%, exceeding the global satisfaction review index average by 1.3% but still falling short of the target of 88.9%. The customer satisfaction score during the stay was 86.3%. The Net Promoter Score (NPS) reached 49 points, marking a 0.6-point increase from the previous year, while the target was 53 points. The Quality Competitive Index (QCI) stood at 100.9%, compared to the target of 103.5%.



The Company has summarized the results of the customer satisfaction survey and used key findings as guidelines to develop and enhance service quality, ensuring better alignment with customer needs and continuous service improvement. The Company has been developing a diverse range of hotel menus to cover and respond to the needs of all customer groups, while maintaining a strong focus on the nutritional value and safety of raw material sources to ensure the food served is of high quality and meets established standards. Additionally, the Company has continuously enhanced quality control measures for the hotel's rooms and common areas, ensuring a comfortable and convenient stay experience that meets guest expectations. This includes enhancing room functionality to efficiently support the use of electronic devices and ensuring there are enough devices to meet guests' needs.

In the Food business, the Company has established a framework for service quality, with each food brand following specific quality control guidelines. This approach is reflected in the results of the 2024 customer satisfaction assessment. Customers are satisfied with the taste and quality of the food, which meets the standards, as well as the cleanliness and overall atmosphere of the restaurants. According to the evaluation results from the CRG Food Tracker system, overall satisfaction was 93.5%, and the product quality standard evaluation reached 98.4%. Additionally, the Company has focused on improving service quality in three main areas: speed of service, expanding menus and promotions, and enhancing customer welcome experiences. To meet customer satisfaction, the Company has implemented an operational strategy that aims to leverage technology to improve service efficiency, while offering set menus and promotions for various festivals to boost sales and expand the customer base in the market.

Data Privacy Protection

The Company has established a personal data protection policy in strict compliance with the Personal Data Protection Act B.E. 2562 (2019) and related laws. To acknowledge compliance risks and the risk of potential infringement on individuals' rights and privacy, the Company has made this policy publicly available on its website, as well as the hotel and food business websites. Additionally, the policy has been communicated to customers, business partners, and all stakeholders to ensure their confidence in the Company's data governance system.

The Company has scheduled regular reviews of policies, practices, and improvements to data control measures to ensure they remain aligned with current situation. It has also organized annual training sessions to educate employees on the importance of data privacy and the organization's responsibility in maintaining data security and privacy standards. In 2024, 100% of employees completed the training and passed the test.