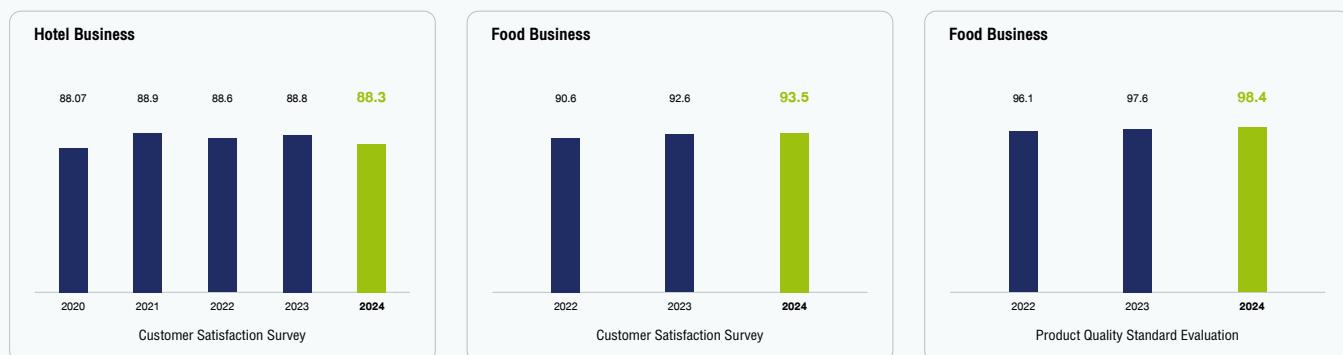


#### Customer Satisfaction Evaluation for Food business:

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.



Additionally, the Company has implemented effective technologies to enhance its cybersecurity system, ensuring the protection and security of information systems and personal data. These technologies include the selection of firewall systems, network threat detection and response systems (CrowdStrike), and the adoption of high-security multi-factor authentication (MFA) to strengthen access controls for information technology systems. The Company has also introduced mobile device management (MDM) systems for personnel accessing sensitive data, among other measures. These measures support the Company's services and business operations. Regarding data transparency and consent, the Company has established clear communication channels with customers, service users, and parties related to business operations to request essential consent for the collection, processing, and sharing of data. The company oversees the collection of only necessary data, ensuring it is done in compliance with legal objectives. Additionally, internal audits are conducted, along with external audits, which include inspections by the Personal Data Protection Officer of the Central Group.

*More details of Data Privacy Protection at <https://investor.centarahotelsresorts.com/th/privacy-policy>*

## Digital and Cyber Risk Management

The Company prioritizes the prevention and management of digital and cyber risks, ensuring alignment with the organization's acceptable risk level. A dedicated working group, under the supervision of the Chief Technology Officer, continuously improves the IT system structure to maximize security. The company regularly reviews its policies at least once a year and has developed an emergency response plan based on the CHR Crisis Escalation flow process. This plan serves as a guideline for communication and action within the organization to effectively manage risks. Additionally, the Company implements a Security Information and Event Management (SIEM) system to collect data, inspect risks, analyze and identify threats. The system collaborates with external agencies to enhance threat surveillance before it disrupts business operations. Within the organization, the Company has implemented measures to control the security and confidentiality of information in accordance with international standards, while also considering the rights of customers and all relevant parties. These measures aim to maintain confidentiality, integrity, and availability of information. Data security levels are defined to oversee data protection throughout its recording, storage, use, and retention. Each unit within the Company is responsible for the retention, deletion, destruction, or anonymization of personal information.

In 2024, the hotel and food businesses completed system verification to ensure compliance with the standards and requirements of the Information Security Management Certification Standard (ISO/IEC 27001:2022) by an external agency.

## Cyber Security Incident Escalation Process

The Company has established measures and procedures for systematic and rigorous information security system audits to prevent and manage cyber risks, including responses to potential threats, ensuring the continuous operation of the business and services. The Company has therefore established a Cyber Security Incident Management Procedure and a CHR Crisis Escalation Flow, both of which are communicated internally and tested periodically. In addition, the Company emphasizes the importance of promoting the cooperation with regulatory agencies and relevant sectors to coordinate information and information systems in compliance with legal requirements and in line with the Company's internal policies and practices, which have been communicated.

The Company's internal personnel are a crucial mechanism for monitoring and maintaining information security. Therefore, the Company emphasizes the importance of creating an organizational culture that raises awareness of cyber risks at all levels, from the Board of Directors and executives to employees, customers, and business partners. At the employee level, the Company provides annual cyber risk training, including training on personal data protection laws, and conducts a cyber awareness program (Phishing Test) at least twice a year. In addition, the Company has conducted vulnerability assessments and cyber security penetration testing programs, collaborating with external agencies to perform virtual cyber security assessments annually. The Company requires reporting cyber risk incidents, whether caused by internal or external factors, to executives to raise awareness, facilitate the determination of effective preventive measures, and strengthen the organization's cybersecurity in alignment with international standards.

The Company has participated in the 2024 Cyber Resilience Survey for listed companies on the Stock Exchange of Thailand to assess its cyber security level and use the insights to develop relevant plans that will help reduce risks and enhance cyber security capabilities.