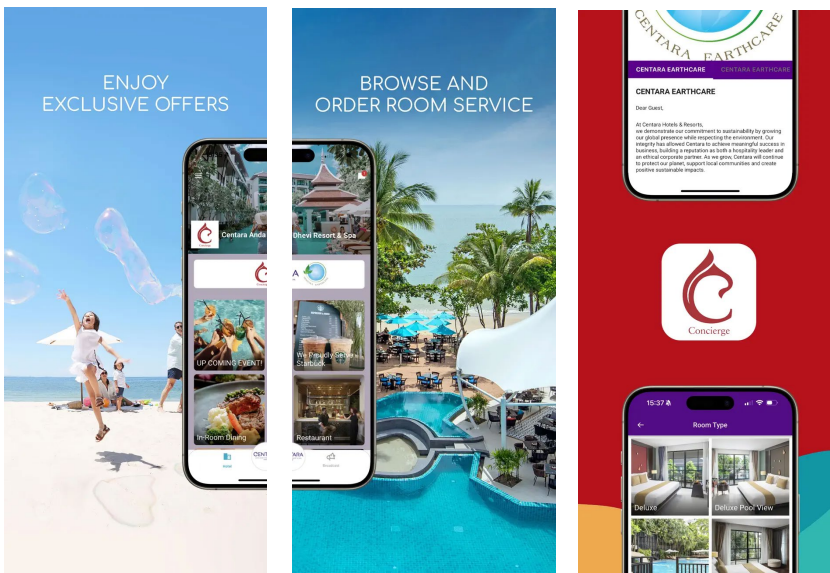


Service and Operational Innovation

The Company aims to drive the development of innovation in service and operations to enhance business opportunities and concretely reduce resource consumption and costs. Technology is positioned as the “brain” for each department, covering sales, service, and internal operations. In this regard, the Information Technology Department has continuously explored emerging technologies, conducting testing, pilot implementation, and application, in order to select and develop solutions that are appropriate to the specific needs of each business unit.

In the hotel business, the Company has developed a systematic plan to support digital transformation (Digital Channel and Technology Roadmap) to define a step-by-step direction for technology adoption. This focuses on integrating operations between the digital world and customer service seamlessly, enhancing customer experience, improving operational efficiency, and creating long-term competitive advantages. Key implementations include the adoption of a sales automation system (Pre-arrival Upselling Platform) to offer additional products and services to customers after booking and during their stay. In 2025, the Company expanded the Centara Concierge Application to five additional hotels, totaling 23 properties, to facilitate seamless digital communication between customers and employees, resulting in a 6% reduction in complaint rates compared to 2024. In addition, the Company continues to implement digital initiatives, such as a paperless reporting system for internal performance monitoring, a system for delivering documents to customers via email (Digital Folio), and the continued development of Digital Coupon & Voucher systems from the previous year, which resulting in the company receiving the Asian Management Excellence Awards 2025 for this initiative. Building on this success, the system has been extended to incorporate Digital Keycards, which integrate the value of food coupons and other service benefits directly into the room keycards, reducing paper usage, enhancing customer convenience, and creating revenue opportunities of more than 46.21 million Baht, while reducing paper usage from printed coupons, vouchers, and promotional materials.



In 2025, the Marketing Department and the Information Technology Department jointly developed the Centara Application under the concept of an All-in-One Travel Companion, reflecting the Company’s commitment to digital transformation leadership and customer-centric innovation, while responding to the behavior of over 70% of customers who make bookings via mobile devices. The Company expects to increase Centara The1 membership by approximately 150,000 members per year and to drive direct booking growth by approximately 5% per year. This also helps reduce reliance on intermediary booking platforms, resulting in positive impacts on revenue growth and long-term customer relationship management capabilities.



Food Business, the Company promotes the use of innovation as a key tool to drive operations and continuously elevate standards to serve as a benchmark in the restaurant industry. The Company has implemented a back-end management system (Transfer Warehouse) to enhance efficiency in inventory management and product movement, enabling faster operations, maintaining raw material quality, reducing losses, and lowering operational costs. In terms of front-of-house service, the Company has adopted digital ordering systems such as tablets, QR codes, and kiosks, significantly improving service speed. In addition, the Company has implemented chatbots to communicate with customers via digital platforms such as LINE Official Account and KFC Chatbot. This helps reduce employees' workload, lower personnel costs, and expand service coverage to a wider range of customer segments, particularly foreign tourists, enabling more convenient communication, reducing language barriers, and improving accessibility to services.

At the same time, the Company places importance on developing food innovation through the food innovation research and development center, "Delicious Lab," under the concept "Where Innovation Meets Taste, Blending Innovation for Superior Taste" focusing on three main objectives: (1) developing new products to drive sales, (2) creating differentiation in taste and creativity, and (3) selecting environmentally friendly ingredients, reducing waste, and developing healthier products to respond to consumer behavior that emphasizes balanced consumption. In addition, the Company collaborates with business partners in product development to enhance product quality and maintain food safety standards, supporting the expansion of new customer segments while retaining the existing customer base and creating diverse marketing opportunities.



Service Quality

The Company enhances service standards and product development by placing importance on customer safety and well-being, leading to the highest level of satisfaction and the creation of long-term Customer Lifetime Value, alongside continuous development of service innovation. The Company focuses on strengthening employee capabilities to ensure comprehensive knowledge and understanding of services and products, adherence to ethical principles, and the ability to respond to diverse customer needs (Inclusive Service Excellence), including vulnerable groups.

Hotel Business, the Company is committed to promoting and protecting the rights of all customer groups equally. For families and children, the Company provides selected amenities and minibars specifically for family stays, as well as tailored experiences under the Centara Mirage brand, such as Candy Spa, Kid Check-in, and Kid Club, with dedicated specialists providing close supervision to ensure safety and age-appropriate services for children. For elderly customers and persons with disabilities, the Company provides facilities that support specific needs and designs spaces to enhance accessibility, while ensuring safety during their stay. At the same time, for customers traveling with pets, the Company has developed hotels under the concept of Pet-Friendly Hotels, which are currently available at 9 locations across Thailand.

In addition, the Company places importance on systematic quality governance. **In the hotel business**, internal quality assessment criteria and brand standards are reviewed and audited annually to ensure alignment with relevant laws, regulations, and operational standards. The Company also supports its hotels in obtaining relevant certifications, such as the Global Sustainable Tourism Council (GSTC) sustainability standard, Hazard Analysis and Critical Control Points (HACCP), Good Hygiene Practices (GHP), the Food Safety Management System standard (ISO 22000), and the international standard for event sustainability management systems (ISO 20121), to build confidence among customers and stakeholders. **In the food business**, the Company aims to reduce food safety complaints across all channels, with a performance target of not less than 81%. In 2025, the performance result was 81%. In addition, quality audits are conducted through unannounced branch inspections at least twice per year to ensure consistent compliance with established standards, along with strict adherence to brand standards. For example, the KFC brand conducts a 100% Restaurant Operations Compliance Checks (ROCC). Moreover, five branches have received SAN certification and 26 branches SAN Plus certification from the Department of Health. This achievement underscores the organization's commitment to ensuring excellence in nutritional quality, food safety, and service standards in all dimensions.