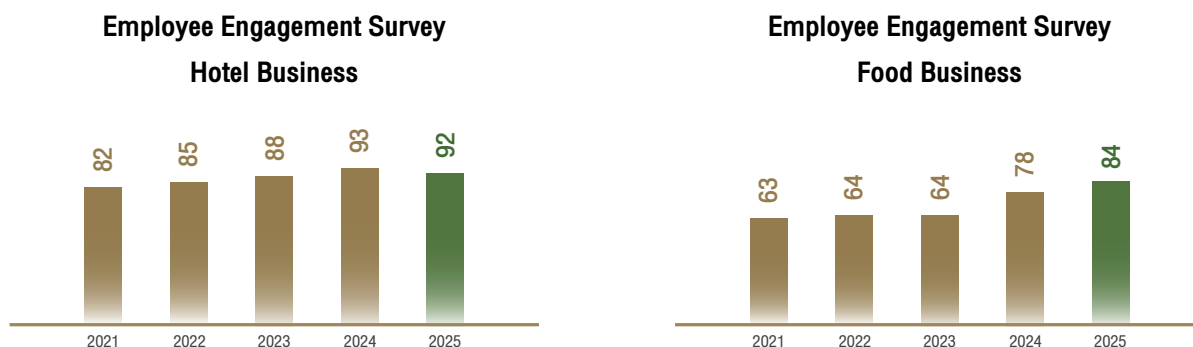


Employee Engagement Evaluation

The Company places importance on developing an inclusive organization that supports everyone by promoting participation through actively listening to employees' opinions and feedback. This covers overall employee engagement with the organization, reflecting the level of job satisfaction based on Job Experience and Expectation, employees' perception of Attainment Value and Purpose in their work, as well as Well-being, including both Happiness at work and Stress. The results are used to support planning and development across various areas, including designing policies that enhance employee satisfaction and engagement, while also improving the working environment and employees' quality of life in all dimensions. To achieve this, the Company utilizes both quantitative and qualitative data collection tools developed by Qualtrics, a survey and data analytics platform that enhances transparency in managing annual assessment results.



The employee engagement survey result for the **Hotel Business** in 2025 was 92%. Compared with the previous year's assessment, the score decreased slightly by 2%, but remained 13% higher than the average of companies in Thailand and 19% higher than the global average.

Employee Engagement Evaluation	Total	Male	Female
Number of satisfaction survey participants	3,527	1,967	1,560
Percentage (%)	100	56	44
Percentage (%) of High Engagement	92	93	92

Based on the 2025 assessment results, the aspects most appreciated by employees include: 1) Employees are able to utilize their skills and capabilities in the tasks assigned to them; 2) Employees clearly understand the expectations set by the organization; 3) The Company demonstrates a strong commitment to conducting its business and making decisions ethically.

The areas identified by employees as requiring improvement include: 1) Readiness of supervisors to provide guidance and support in work; 2) Employees' confidence and trust in working with their supervisors; 3) Fairness of compensation in relation to the level of responsibility. Based on the in-depth assessment results, the Company has responded to employees' expectations by enhancing more effective internal communication to ensure a clearer understanding of organizational goals. This is supported through mechanisms to improve the organizational structure, making it more agile. In addition, the Company reviews salary structures and employee benefits within the labor market to analyze the feasibility of adjusting work practices and updating regulations to ensure they remain relevant and practical.

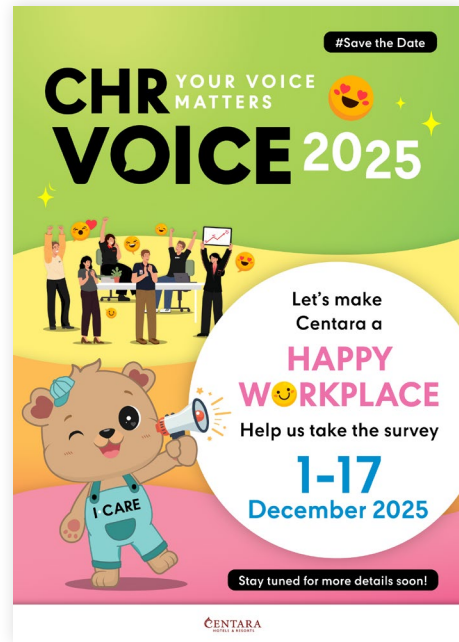
The **Food Business** recorded an employee satisfaction score of 84%. The assessment result increased by 6% from the previous year. The organizational engagement score was higher than the average of organizations in Thailand and the Global Retail industry across all indicators. The Company remains committed to elevating employee satisfaction to a level comparable with the Top Quartile, in order to strengthen its potential to develop toward becoming a Top Employer in the future.

Employee Engagement Evaluation	Total	Male	Female
Number of satisfaction survey participants	4,332	1,213	3,119
Percentage (%)	100	28	72
Percentage (%) of High Engagement	84	87	83

Sustainability

Based on the 2025 assessment results, the areas where employees expressed satisfaction include: 1) Role fit; 2) Authority and Empowerment; 3) Inclusion.

The areas where employees expect the Company to make further improvements include: 1) Trust in Leadership; 2) Communication; 3) Pay & Benefits. In response, Human Resources Department has developed key Action Plans to enhance employee experience and engagement. These include developing training programs for supervisory-level employees focused on people management leadership (People Manager), improving the effectiveness of communication and promoting employee care initiatives based on the SHIP Model (Support-Humanize-Inspire-Partner), and strengthening communication from executives to employees at all levels. The Company also encourages greater employee participation in organizational activities. In addition, the Company has systematically compiled information on employee benefits and communicated it through channels that are accessible and easy for different employee groups to understand.



Employee Engagement Activities

The Company is committed to designing and implementing activities, as well as continuously developing initiatives that promote employee engagement with the organization. Human Resources Department organizes an annual meeting to jointly establish plans for strengthening employee engagement each year, ensuring alignment with the key factors that support employee engagement. Additionally, the Company places importance on promoting employees' well-being, including the Transition Assistance Program, which helps reinforce security and a foundation of Inclusion Safety. These efforts enable the organization to drive employee engagement more effectively.

In the **hotel business**, engagement activities are designed with consideration for the context and culture of each location to align with the needs and interests of diverse employee groups. Examples include Staff Party, Staff Birthday, Sport Competition, Townhall, Well-being Program, as well as CSR activities that provide employees with opportunities to contribute to society and build long-term pride in being part of the organization. These activities focus on creating Team Moments to strengthen collaboration at work, while also building a sense of belonging within the organization. Also, the organization continuously provides Training and Development programs to support work transitions and career growth. These programs incorporate new knowledge and encourage the sharing of experiences, helping employees prepare for evolving skill requirements and the changing business context.



In the **food business**, the Company places importance on creating employee engagement at all levels, covering organizational, functional, and individual levels, to encourage broad participation. At the organizational level, the Company organizes the CRG Townhall to communicate the organization's direction, shared goals, and ongoing approaches to employee care and development. In addition, Functional Townhalls are held twice a year to provide a platform for each function to jointly design activities that strengthen engagement within their respective teams. At the functional level, the "1 Person 1 Hour 1 Good Deed" initiative is continuously implemented, allowing each brand to design activities suitable to its own context. These activities aim to strengthen team relationships while also creating value for society. Furthermore, the Company promotes transition and innovation through the AI Lab training program, which focuses on developing new skills and encouraging creativity among employees of all ages. The program offers training across three levels. At the individual level, the Company emphasizes recognition and motivation through the RGM Meeting for restaurant managers nationwide. During this event, the People Manager Award is presented to restaurant managers who demonstrate excellence in people management and align their operations with the organization's policies. Moreover, the Company produced a seven-episode video series titled "Meet the Maker," featuring stories of employees representing various brands who have demonstrated outstanding performance in customer service. The series not only recognizes role-model employees but also inspires colleagues and raises broader awareness across the organization.

