



# Performance Appraisal

The Company has monitored the performance and made evaluate the Performance Appraisal Frequency, divided applies too key stages: 1) Mid-year success reporting period providing an opportunity for employees and supervisors to communicate about work processes, improve methods, and exchange constructive feedback, this promotes teamwork and enhances operational efficiency, aligning with both employee and organizational goals; 2) Year-end performance evaluation, discussed and compared among the management team and supervisors from each unit, to ensure that the evaluation process is fair, transparent, and consistently applies the same standards across the organization.

The Company has clearly defined key performance indicators (KPIs) that are measurable, including the scope of objective achievement, the specified time frame, and the feasibility of goals. Additionally, a proportion of essential skills, expertise, and personal attributes required for each role, referred to as “Core Competency”, have also been established. Employees will be evaluated based on their ability to demonstrate core competencies that align with organizational objectives. Both individual and departmental performance goals are set in accordance with the organization’s overarching objectives, with indicators tailored to the unit’s nature, responsibilities, and assigned tasks. These indicators also encompass sustainability considerations, adherence to the code of conduct, and compliance with organizational rules.

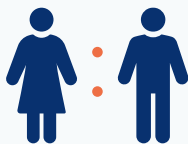
Additionally, the Company utilizes performance evaluation results to determine annual salary adjustments and bonus payments, applying different salary adjustment proportions to ensure fair and principle-based compensation. These evaluation results are also analyzed to establish employee development plans. In cases of position changes, such as promotions, the Company relies on performance analysis as a key factor in decision-making, as well as for managing critical personnel within the organization.

In 2024, the percentage of evaluated employee is 100% that covered male and female in all levels.

In the hotel business, preliminary performance measurement and evaluation are conducted based on predefined success indicators. The results are then discussed by the management team to assess the completeness of these indicators and refine the evaluation process to better align with the organization’s goals. This ensures that performance evaluations accurately reflect actual results, allowing the Company to determine employee compensation appropriately. Additionally, the organization provides employees with the opportunity to consult on their annual assessment results to analyze and develop an Individual Career Development Plan (ICDP). This approach creates an organizational culture centered on continuous development, encouraging employees to continuously learn and enhance their skills, which are key factors in driving business innovation and strengthening the organization’s long-term competitiveness.

In the food business, performance feedback is monitored periodically, both formally and informally, with a focus on effectively communicating performance results and promoting a culture of recognition. Each year, top executives, supervisors, and employees jointly review performance results by comparing them to the agreed-upon standards or goal setting and aligning them with proportions that vary by position level, based on the annual evaluation ranking distribution. This ensures that evaluations accurately reflect actual performance. Additionally, the evaluation results are used to determine compensation and develop training plans to enhance employee potential. The Company also empowers employees to create their own ICDP based on the previous year’s performance results, enabling them to improve their current skills and prepare for future growth. This approach promotes ongoing self-development and performance improvement.

# Employee Stewardship



0.81 : 1

Gender Pay Gap base salary ratio of female to male employees across all levels



53%

The average proportion of female executives at the managerial level and above in the hotel and food businesses was 53%.



78%

Employee satisfaction in the food business was 78%, earning recognition as a Great Place To Work.



EMPLOYEE JOURNEY

Employee Journey program for employees with disabilities