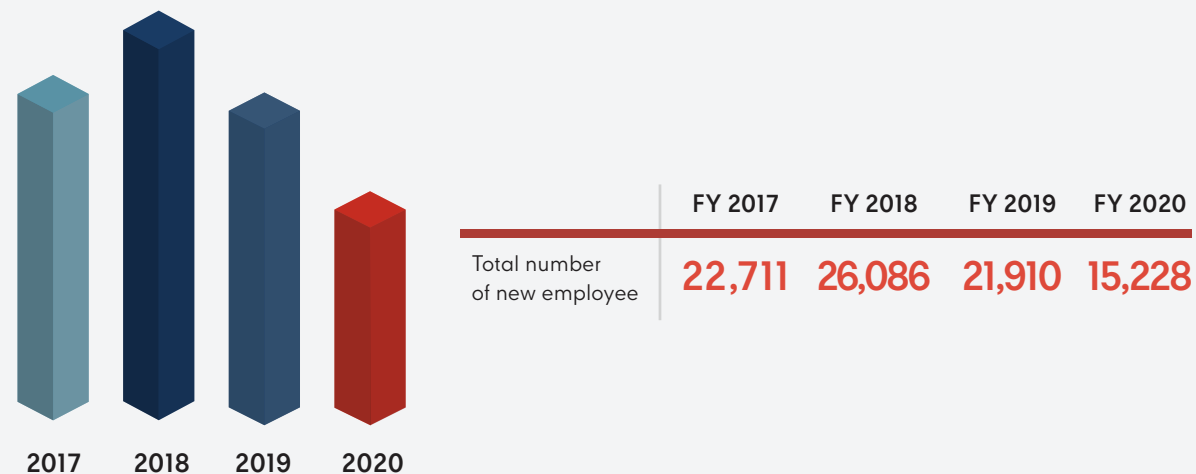


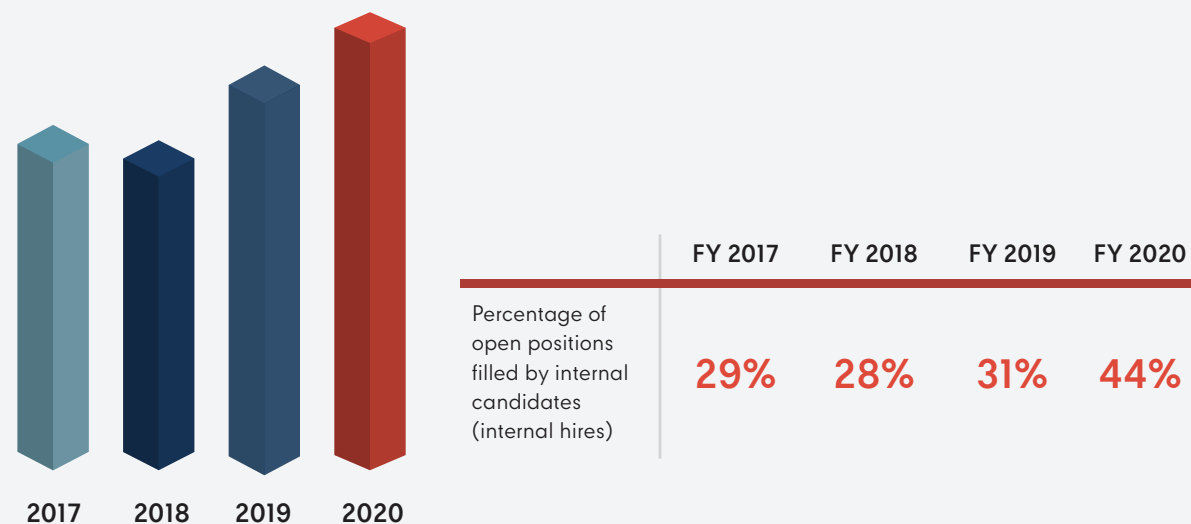
Talent Attraction & Retention at Central Retail

The Company emphasizes give equal opportunities to all candidates and focus on hiring talented candidates based on qualification. In addition, the Company views internal mobility as a key component of the talent retention strategy. Thus, the Company encourages employees to explore new opportunities within the organization and will internally hire the employees that are most qualified.

Total Number of New Hires



Percentage of Open Positions Filled by Internal Candidates



New Hires by Age Group

Age Group	2017		2018		2019		2020	
	Female	Male	Female	Male	Female	Male	Female	Male
<30 years	10,738	5,831	12,331	6,908	10,551	5,319	7,950	3,606
30 - 50 years	3,811	2,283	4,320	2,434	3,805	2,145	2,229	1,398
>50 years	31	17	63	30	49	41	24	24

New Hires by Employee Level

Age Group	2017		2018		2019		2020	
	Female	Male	Female	Male	Female	Male	Female	Male
Top Management	9	15	7	19	12	26	13	26
Middle Management	30	41	38	48	36	49	44	55
Junior Management	1,003	728	1,173	842	958	786	595	471
Non-Management	13,538	7,347	15,496	8,463	13,399	6,644	9,548	4,476

Average Hiring Cost per Employee (THB/FTE)

FY 2020	1,378
FY 2019	1,488
FY 2018	1,390

The Company considers talent retention as a driver of business growth. Employee turnover can affect morale of employees. Therefore, the Company focuses on proactive talent retention for employees of all gender, age groups and employee levels. Effective talent retention will ensure that the Company does not experience talent shortage, reduces hiring costs, and maintains high employee morale. The following data from FY 2018-2019 cover employees in the Thailand business unit, and data from FY 2020 cover employees in both Thailand and Vietnam business units.

Total Employee Turnover Rate

	FY 2017	FY 2018	FY 2019	FY 2020
Total employee turnover rate	45%	46%	50%	48%

Voluntary Employee Turnover Rate

	FY 2017	FY 2018	FY 2019	FY 2020
Voluntary employee turnover rate	37%	37%	46%	34%

Employee Turnover Rate

by Gender, Age Group and Employee Level

Employee Turnover Rate	2017		2018		2019		2020	
	Female	Male	Female	Male	Female	Male	Female	Male
Total	39%	36%	38%	37%	41%	49%	29%	18%
Age Group								
<30 years	65%	60%	61%	60%	72%	84%	19%	11%
30 - 50 years	25%	23%	24%	24%	23%	26%	10%	7%
>50 years	3%	3%	6%	4%	5%	4%	1%	1%
Employee Level								
Top Management	8%	5%	7%	6%	14%	10%	N/A	N/A
Middle Management	10%	8%	15%	10%	14%	12%	N/A	N/A
Junior Management	18%	17%	18%	17%	17%	16%	N/A	N/A
Non-Management	49%	44%	47%	46%	48%	56%	N/A	N/A