## **TANACHIRA**

#### **Employee Engagement**

Tanachira Retail Corporation Public Company Limited (the "Company") places great importance on employee engagement as a key factor contributing to work efficiency, team collaboration, and organizational sustainability. The Company is committed to creating a work environment that supports employee satisfaction, engagement, and participation at all levels, with the goal of retaining and motivating employees to grow alongside the organization.

The Company conducts annual employee satisfaction and engagement surveys through a suestionnaire that includes both open- and close-ended questions. The survey covers key topics such as:    Job satisfaction		
Job satisfaction   Relationships with colleagues and supervisors   Internal communication   Benefits and compensation   Career advancement opportunities   Employee perceptions of the organization and its culture   After the survey, the Human Resources Department analyzes the results and prepares a summary sport for the management team. Together, they develop appropriate strategies for HR management tailored to be current context and the evolving needs of employees. In addition, the Company communicates the survey issults and improvement plans to employees through internal channels such as the intranet and internal mail, is well as external channels like the company website.  For the year 2024, the Company set an employee engagement target of 70%. The actual engagement core achieved was 73%, surpassing the target. This reflects the strong trust and participation of employees. Sowever, the survey also identified areas in which employees would like to see further improvements, such as:    Health benefits and welfare programs   Channels for employee feedback   Internal communication   Skills development training   360-degree performance evaluations   Career development pathways  The Company recognizes the importance of employee recommendations and needs, and has considered stabilishing a framework for improvements. For example, when employees suggested improving the orkspace and office equipment to be more suitable, the Company conducted a survey of employees.	Т	The Company conducts annual employee satisfaction and engagement surveys through a
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# **TANACHIRA**

### Voluntary Employee Turnover Rate

Details	2022	2023	2024	
Total voluntary resignations (persons)	212	191	261	
Male employees who resigned voluntarily (persons)	33	30	82	
Female employees who resigned voluntarily (persons)	179	161	179	
Voluntary resignation rate (%)	42.74	29.98	35.70	

### Voluntary Employee Resignations by Length of Work experience

	2022		2023		2024	
Work experience	Number of		Number of		Number of	
Tronk expension	Employees Who		Employees Who		Employees Who	
	Resigned	%	Resigned	%	Resigned	%
Probationary period	68	32%	89	47%	123	47%
4 months - 1 year	38	18%	38	20%	69	26%
1 year and above	106	50%	64	34%	69	26%
รวม	212	100%	191	100%	261	100%