

Sustainability Performance: Transforming Shopping Centers into the Center of Life

Topic	2020 Performance	Plan for 2021
 <p>Sustainability Indicator</p>	<ul style="list-style-type: none"> With the ongoing pandemic, there were external factors that could affect customer satisfaction. For this reason, "Shopper Satisfaction" was removed from our 2020 performance indicators. Calibrated the weights of some indicators in shopper and tenant satisfaction surveys to ensure better alignment and integration. 	<ul style="list-style-type: none"> Establish "Shopper Satisfaction" as a performance indicator and target to achieve shopping satisfaction scores of 80 in 2021 and 85 in 2025.
 <p>Transforming Shopping Centers into the Center of Life</p>	<ul style="list-style-type: none"> Carried out project development as planned. New development projects are 34% complete and partial renovation projects are 50% complete. Carried out the Product Innovation - Destination & Attraction plan, successfully developing 62% of 21 target destinations in accordance with the adjusted work plan following the COVID-19 outbreak. 	<ul style="list-style-type: none"> Implement the project development plan, which includes construction of 2 projects, renovation of 4 projects and partial renovation of eight projects. Develop 15 new destinations.
 <p>Service Excellence</p>	<ul style="list-style-type: none"> Implemented traffic and parking management plans at all branches including 12 additional branches in 2020 and set up new transportation hubs in 4 branches. New parking lot signage has also been trialled at 2 shopping centers including centralwOrld and Central Ladprao. Delayed applying for ISO 45001 Occupational Health and Safety certification. 	<ul style="list-style-type: none"> Implement customer and tenant satisfaction plans in accordance with the annual strategic plan on new customer experiences and service amenities.
 <p>Technology and innovation</p>	<ul style="list-style-type: none"> Provided digital customer experience and strengthened O2O business model (online to office) via Line official account: @central Life, which has more than 3.3 million followers – a 30% increase from 2019. The Company also ran more than 59 O2O campaigns in 2020 and adopted Aumented Reality to enhance customer experiences. Implemented the annual strategic plan to provide digital tenant experience via "CPN Serve", which has a utilization rate of 40% (owners only) and is used by 15,000 users, including owners and shop assistants. 	<ul style="list-style-type: none"> Implement Product Innovation - Destination & Attraction plan.