Number of Complaints in 2024

Topics	No. of Complaint		No. of resolved complaint		No. of complaints on investigated process	
	Hotel Business	Food Business	Hotel Business	Food Business	Hotel Business	Food Business
Corruption	0	42	0	13	0	29
Service	0	0	0	0	0	0
Occupational Health and Safety	0	0	0	0	0	0
Labor Practices	0	0	0	0	0	0
Human Rights Violation	1	1	1	1	0	0
Sexual and Non-Sexual Harassment	0	2	0	2	0	0
Discrimination	0	7	0	6	0	1
Social and Community	0	0	0	0	0	0
Other						
• Failure to comply with company's rules	1	1	1	1	0	0
• Work procedure	1	0	1	0	0	0
• Inappropriate behavior	0	3	0	3	0	3
• Ethic and Code of Conduct	2	0	2	0	0	0
Total	5	56	5	26	0	33

In 2024, there were No reported cases of whistleblowing and complaints related to corruption or violations of the Company's corporate governance policies that had a significant monetary or non-monetary impact on the Company.
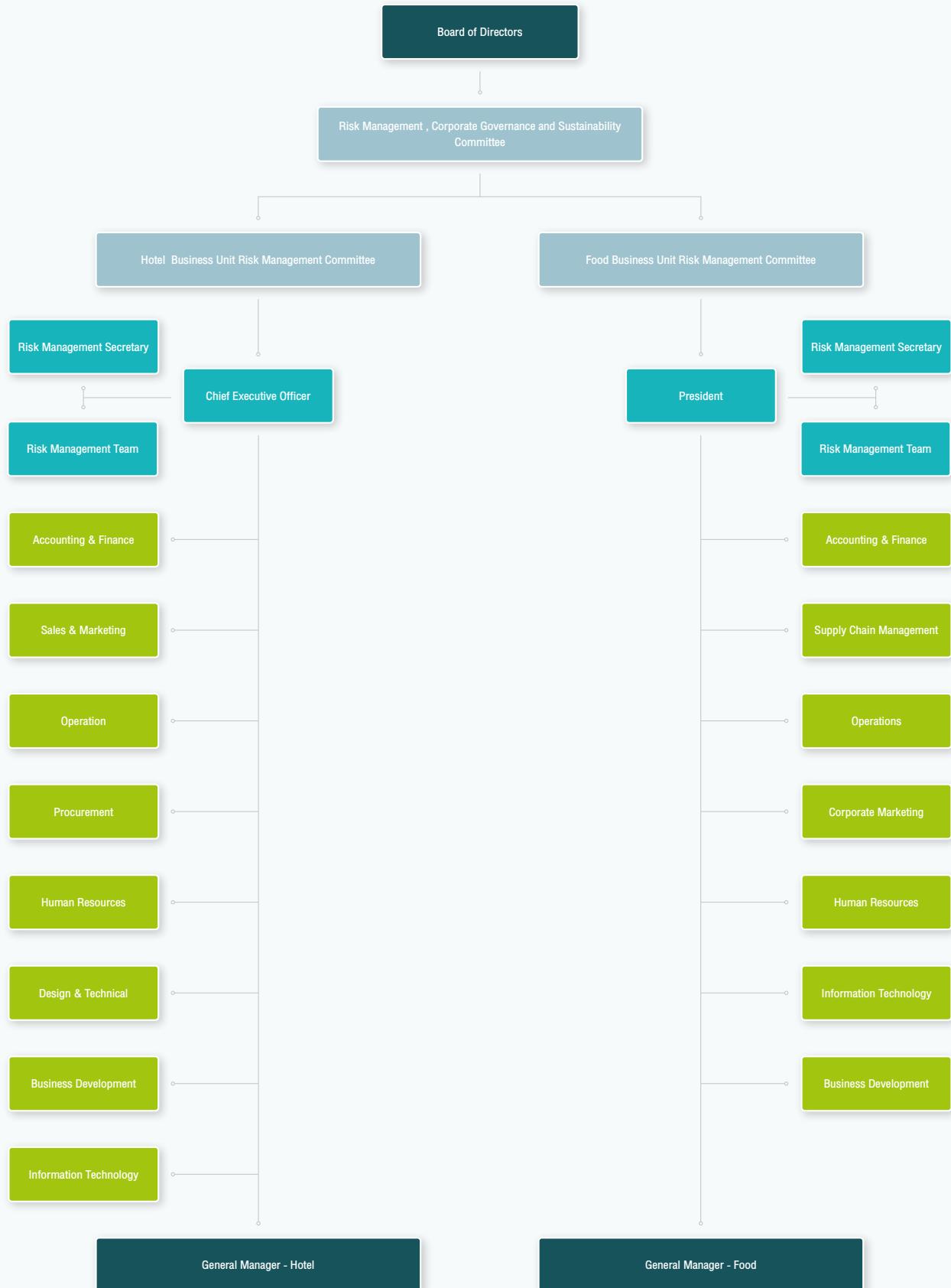
Risk Management

Challenges Presently, risk drivers from both internal and external environments are evolving rapidly. Technological advancements and shifts in business models present new challenges and may increase the Company's operational risks, potentially affecting its ability to achieve its goals and overall organizational success. As a result, the organization faces the challenge of balancing risk management with seizing business opportunities while aligning with its strategies and risk appetite. Without effective and comprehensive risk management governance, the organization may be exposed to excessive risks, potentially affecting its competitiveness, business continuity, and stakeholder confidence.

Opportunities A systematic and comprehensive risk management approach will create opportunities to reduce unnecessary costs and expenses in the long run while supporting the Company in achieving its goals and ensuring sustainable growth. For this reason, the Company prioritizes developing its personnel's potential by raising awareness and creating understanding in the same direction. This enables employees to effectively identify, analyze, and manage risks through appropriate avoidance, reduction, or control measures. These efforts not only enhance the organization's stability but also strengthen investor and stakeholder confidence while establishing a solid foundation for navigating future challenges.

The Company is committed to managing overall risks at an acceptable level to enhance stability and ensure sustainable business operations. The Board of Directors has established a risk management policy aligned with good corporate governance principles, referencing the international risk management standard (COSO ERM 2017). The Company has integrated risk management into its strategic planning and business operations to effectively anticipate and manage risks. This approach is implemented alongside sustainability principles to ensure the Company's operational stability, consider stakeholder impacts, and create long-term value for the organization.

Read more details about the Risk Management Policy at
https://investor.centarahotelsresorts.com/storage/download/cg-document/20240305-centel-policy-risk-management-en.pdf

To ensure effective risk management and maintain a clear separation between risk management and departments that may be sources of risk, the Board of Directors has appointed the Risk Management Committee and the Risk Management Unit. Both entities work closely with the risk-owner to systematically identify, analyze, and manage risks. Additionally, the Company has established a three-level risk prevention structure, known as the Three Lines of Defense, to enhance the efficiency of risk management and control. The roles and responsibilities of relevant personnel are clearly defined across these three lines. Line 1 consists of operating units within each department, Line 2 includes units responsible for risk management, and Line 3 comprises independent units responsible for inspections.

Risk Management Structure

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                              ┌─────────────────────────┐
                              │    Board of Directors    │
                              └─────────────────────────┘
                                         │
          ┌──────────────────────────────────────────────────────┐
          │ Risk Management , Corporate Governance and Sustainability │
          │                      Committee                         │
          └──────────────────────────────────────────────────────┘
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Hotel Business Unit Risk Management Committee	Food Business Unit Risk Management Committee

Risk Management Secretary		Risk Management Secretary
	Chief Executive Officer	President
Risk Management Team		Risk Management Team
Accounting & Finance		Accounting & Finance
Sales & Marketing		Supply Chain Management
Operation		Operations
Procurement		Corporate Marketing
Human Resources		Human Resources
Design & Technical		Information Technology
Business Development		Business Development
Information Technology		

General Manager - Hotel	General Manager - Food

Risk Assessment Process

The Company has established risk management guidelines and a standardized risk assessment system to serve as a framework for operations across the organization. This is to ensure that the objectives of operational processes are achieved while minimizing potential impacts. The focus is on conducting risk assessments in a systematic manner that aligns with international standards. The Company has defined the roles and responsibilities of the Risk Owner in assessing and analyzing risks within the organization. The risk management approach covers the following areas

1. Internal Environment
2. Objective Setting
3. Risk Identification
4. Risk Assessment
5. Risk Response
6. Control Activities
7. Information and Communication
8. Monitoring

In cases where the assessed risks exceed the acceptable risk threshold, the Company will review and improve the risk management plan to ensure that risks are maintained at a level that can be appropriately managed by the organization.

Additional details can be found in the "Risk Management " section of the Annual Report 2024 (56-1 One Report).

The Company has appointed Mr. Thaschai Phattanagosai, Assistant Vice President – Corporate Risk, Legal & Sustainability, to oversee and take responsibility for risk management. His duties include supervising corporate risk management, reviewing and monitoring risk management processes, and reporting performance results to the Company's Risk and Governance Committee for presentation to the Board of Directors.

Business Continuity Management

The Company conducts an annual review of the Business Continuity Management Policy (BCM) and the Business Continuity Plan (BCP), along with the Business Impact Analysis (BIA) and the assessment of crisis or threat risks. Additionally, the Company regularly tests its business continuity management plan to ensure preparedness and an effective response in the event of a crisis. To stay aligned with potential impacts on the organization, the Company conducts thorough event analysis and develops plans based on the severity of crises, natural disasters, threats, or unforeseen incidents. The Company also ensures comprehensive and appropriate insurance coverage. It is committed to maintaining uninterrupted operations and services or recovering within a predefined timeframe. Furthermore, the Company conducts regular emergency drills to enhance employee preparedness, ensuring they are equipped to follow established protocols and respond effectively to emergency situations.

More details of Business Continuity Management are available at
https://investor.centarahotelsresorts.com/storage/download/cg-document/20250106-centel-policy-business-continuity-en.pdf

Risk Culture

The Company has cultivated a risk-aware operational culture by establishing risk management policies and guidelines applicable to all units across the organization. Additionally, various activities have been developed to enhance employees's awareness of risk management, including the assessment and monitoring of emerging risks, considerations for product and service design, and the evaluation of future business opportunities that may impact organizational operations and competitiveness. Therefore, the Board of Directors and management prioritize the strengthening of employees' capabilities in identifying, managing, and reporting risks pertinent to their respective responsibilities. To support this, annual mandatory training programs are conducted. In 2024, 100% of employees and executives successfully completed the training and risk comprehension assessments. Additionally, the Board of Directors underwent online training on risk-related topics, and the Company effectively communicated emerging risk issues that could influence business operations.

The Company promotes and cultivates a risk-aware culture among employees, encouraging them to take ownership of risks related to their roles, responsibilities, and the organization. It facilitates open communication and the exchange of perspectives on both existing and potential future risks that may impact the Company's operations. Additionally, the Company enhances and develops risk management by integrating modern information technology systems, providing employees with effective tools to identify and manage risks efficiently. A comprehensive Corporate Risk Profile, covering economic, social, and environmental dimensions, is compiled and reported quarterly to the Risk Management, Corporate Governance and Sustainability Committee. This process ensures that risks are controlled within an acceptable and manageable level.

Promotion of Innovation Creation in Organization

Challenges
- Innovation and technology play a crucial role in strengthening an organization's competitiveness. In an era of rapidly evolving consumer behavior, organizations that fail to innovate in alignment with customer needs or effectively integrate technology into their operations may struggle to maintain long-term competitiveness, risking lost opportunities for market expansion and customer trust. In addition, the adoption of digital innovations and technologies may introduce risks related to information security and cybersecurity. Organizations must prioritize preventive measures and implement robust risk management strategies to mitigate potential threats while ensuring the effective application of these innovations.

Opportunities
- Meanwhile, modern consumers are increasingly receptive to diversity, particularly innovations and technologies that enhance convenience and value. Additionally, the growing diversity of choices continues to meet the evolving demands of an expanding consumer base. Recognizing this trend, the company sees an opportunity to develop innovations and integrate technology to enhance service efficiency and meet customer expectations. Furthermore, these efforts can help reduce costs, improve operational efficiency, and contribute to overall business benefits. They also foster employee potential by encouraging creativity, thereby positioning the company for new opportunities and ensuring continuous and sustainable growth.

The Company emphasizes and supports innovation within the organization, aligning with the core values of the I-CARE principle and the overall business direction. The Company organizes the People & Innovation Convention, focusing on raising sense of urgency of technological adoption to enhance competitiveness and develop employees' potential. The event equips employees with skills and guidelines for applying AI in real-world practices (Empower Your Day with AI), inspiring them to generate creative ideas and drive innovation. Additionally, the Company has developed innovations that can be applied to restaurant management and enhance service quality in the hospitality industry through AI-driven restaurant operations. To further promote creativity, the Company held an innovation contest under the theme InnoX: The Future Scape, providing all employees with an opportunity to develop innovations and present new ideas, methods, and tools. The goal was to improve internal processes, enhance customer service quality, and maximize business benefits by increasing efficiency, adding business value through cost reduction, boosting sales, and ensuring sustainable revenue growth. Additionally, the Company encourages knowledge exchange and creative suggestions among experts, executives, and employees. This initiative promotes creativity in integrating technology and innovation to enhance operational efficiency and proactively develop product and service models.