



Structure of Sustainability Development Management

The Company acknowledges the significance of a strong sustainability management structure to ensure that key sustainability issues are effectively and systematically managed.

This is crucial in building confidence among all stakeholders that these issues are being properly managed. It also serves as a key foundation for the Company's sustainability management and operations. The Board of Directors oversees and sets policies and guidelines, provides advice on sustainability development, and has established a Risk Management, Corporate Governance and Sustainability Committee. This committee reviews operational frameworks, and key performance indicators, and ensures the sustainability initiatives align with the established policies. The Chief Executive Officer (CEO) plays a leading role in driving and promoting the integration of sustainability efforts by establishing sustainability task forces within each business unit. These units collaborate with various departments in the organization and raise awareness and employee engagement in sustainability to ensure effective mutual support in operations. Additionally, the CEO and the task force implement the policies and plans and report on sustainability performance across economic, social, and environmental dimensions to the Risk Management, Corporate Governance and Sustainability Committee and subsequently present the results to the Board of Directors for feedback and guidance. The Company holds quarterly meetings to review and monitor performance, ensuring alignment with and achievement of set goals. The Company is committed to continuously improving the governance mechanisms for sustainability to ensure that operations at all levels follow good governance principles and communicate accurate sustainability information. This includes disclosing data in compliance with national and international standards, according to the United Nations Sustainable Development Goals (SDGs), the operational framework of the listed Company under the regulations of the Stock Exchange of Thailand, and the Securities and Exchange Commission, as well as international standards for sustainable tourism.

Structure of Sustainability Management

NET
ZERO





The Company has been actively monitoring and tracking its sustainability performance with the approval of the Risk Management, Corporate Governance, and Sustainability Committee and the Board of Directors. In 2024, the Company reviewed the enterprise-level risk register and added ESG risk indicators, including environmental risks and financial risks, based on the risk assessment results and the COSO ERM 2017 risk management standards. Additionally, the Company reviewed relevant policies, such as the Risk Management Policy and Risk Management Framework, the Business Continuity Management Policy (BCM), and the Business Continuity Plan (BCP), as well as testing the Business Continuity Management Plan in case of crises, to ensure preparedness for potential events.

Furthermore, the Company has been implementing the guidelines and strategies set by the Board as follows:

1. Reviewing and updating the target to reduce greenhouse gas emissions from energy consumption from 20% to 40% compared to the 2019 baseline, in alignment with the scientific principles and the first phase (2020–2029) of the greenhouse gas reduction goals, to transition toward a low-carbon business model and drive the Company toward achieving Net-Zero greenhouse gas emissions by 2050.
2. Providing training and communication on climate change and corporate sustainability topics, such as greenhouse gases, energy conservation, and waste management, through E-learning and other internal channels for employees, management, and directors.
3. Conducting verification of greenhouse gas accounting, energy consumption data, water usage, and waste management data.
4. Seeking certification for sustainability practices from the Global Sustainable Tourism Council (GSTC) for hotel operations. As of 2024, 39 hotels have received certification, bringing the total number of certified hotels to 92.8%, with the goal of achieving 100% certification by 2025.
5. Reviewing and preparing a sustainability performance evaluation plan for the hotel business, which will be assessed by the headquarters.
6. Increasing the share of renewable energy used by installing solar panels at 8 hotels, with a total capacity of 1,777 megawatt/hours, a 2.2-time increase compared to the previous year.
7. Developing a sustainability strategy and climate strategy to achieve the Company's goals.

ESG Strategy

The Company has established guidelines for operations based on ESG principles and indicators, with the goal of becoming one of the world's top 100 hotel brands adhering to sustainable development principles. The Company's operational framework aligns with laws, international standards, the United Nations Sustainable Development Goals, and the Global Sustainable Tourism Council (GSTC) criteria. These focus on effective sustainability management, addressing impacts, and creating social and economic benefits for local communities. The Company is also dedicated to preserving cultural heritage, minimizing environmental impacts, and conserving biodiversity in the ecosystem and landscapes.

Environmental

The Company has established key strategies for managing climate change in alignment with its business activities, aimed at improving resource-use efficiency and saving costs:

1. Develop an organization-wide Decarbonization Roadmap.
2. Revise greenhouse gas reduction targets (Scope 1 and 2) for the first phase (near-term target) and aim to reduce energy consumption by 40% compared to the 2019 baseline by 2029. Additionally, set goals to reduce water usage and landfill waste by 20% compared to the 2019 baseline, targeting net-zero greenhouse gas emissions by 2050.
3. Reduce Scope 1 greenhouse gas emissions through system and technology improvements that enhance equipment efficiency, thereby reducing the use of natural resources. Also, opt for refrigerants with a lower Global Warming Potential (GWP).
4. Reduce Scope 2 greenhouse gas emissions by increasing the use of renewable energy in both the hotel and food businesses. The goal is to have 50% of hotels equipped with solar panels.
5. Reduce Scope 3 greenhouse gas emissions through waste management by increasing recycling rates to over 50% and increasing the procurement of environmentally friendly or low-carbon products.
6. Develop an operational plan to address biodiversity concerns.

Social

The Company has established key strategies focusing on improving the quality of life for employees and local communities through socially responsible business practices, while enhancing the capabilities of personnel, communities, and suppliers for sustainable growth:

1. Develop occupational health and safety systems for employees and service areas for customers, with a target of zero accidents.
2. Foster an inclusive society that respects human rights and diversity within the organization, in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPR) and expand monitoring and response efforts across the value chain.
3. Engage in social activities that create career opportunities to develop talented personnel for the hotel and food industries, including promoting training and employment for vulnerable groups, individuals with disabilities, and the elderly.
4. Build the capacity of internal personnel and suppliers to transition towards sustainable business operations.

Governance

The Company has established key strategies for risk management, ensuring transparent operations, accountability, and promoting the strengthening of management processes in social, environmental, and governance areas:

1. Comply with laws, regulations, and rules governing business operations, such as those of the Stock Exchange of Thailand and the Securities and Exchange Commission.
2. Align with and adhere to international standards and frameworks for sustainability practices and assessments, applying them to business operations, such as GSTC, UNGC, TCFD, MSCI, S&P Global CSA, and GRI Standards.
3. Conduct business within a framework of good governance, adhering to ethical business practices and considering all stakeholders, with a strong emphasis on anti-corruption and anti-bribery in all forms.

