CENTARA
HOTELS & RESORTS

Sustainability
Development
2023

CENTRAL PLAZA HOTEL PUBLIC COMPANY LIMITED

Sustainability Development Report 2023

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Driving a business towards sustainability requires cooperation from every department in the organization, including the management team and all employees. This cooperation should be grounded in a commitment to operating the business under the principles of corporate governance and sustainable development guidelines. The aim is to provide superior and impressive service with Thai hospitality to customers while giving equal importance to all groups of stakeholders.

The Company recognizes the importance of conducting business responsibly towards society and the environment. We aim to operate in a manner that drives society, promotes economic development, and improves the quality of life. The key to driving the Company's sustainability is all employees within the organization. Therefore, promoting the potential of employees as well as developing the abilities of employees is an important part of propelling the organization towards success. The Company doesn't just aim to be a place of happiness for customers but also considers the happiness of all employees.

To effect changes in reducing environmental impacts, the Company places importance on collaboration among employees, executives, business partners, suppliers, customers, and communities, moving towards the goal of becoming an organization that achieves net zero greenhouse gas emissions by 2050. This involves advocating for the use of more alternative energy and implementing plans to reduce greenhouse gas emissions by 20% by 2029. It also encourages all employees to be aware of and understand the importance of caring for the environment through operational processes in every area of operation, aiming to create sustainability for business, society, and the environment, while including all stakeholder groups in the long term.

The Company believes in conducting business responsibly, as it not only creates success for the organization but also prepares the path to a better future for everyone in society. The Company continues to commit to and prioritize environmental sustainability and responsibility in its business operations, striving to achieve excellence in sustainable services.

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Thirayuth Chirathivat
Chief Executive Officer

SIMPLE JOYS
freshy-baked
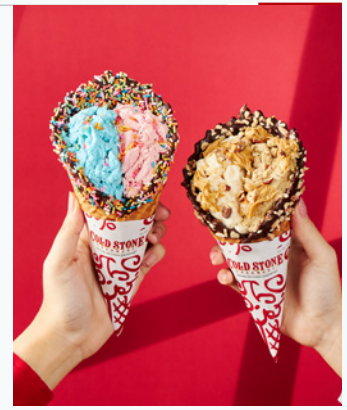
วิสัยทัศน์ และพันธกิจ (Vision & Mission)

Hotel Business

Vision

To be the leading global hospitality group of Thai origin

Mission

To provide locally-relevant, Thai-inspired experiences in each of our global destinations, delighting guests through a blend of innovation, authentic family values and the unique passion of Centara's people, whilst maintaining a commitment to sustainability.

Food Business

Vision

To be the #1 restaurant business in Thailand in the hearts of our consumers, leading with innovations and delivering value-for-money for all occasions.

Mission

To deliver delicious and affordable meals to all our customers and always providing our service warmly from our hearts. We strive to create product innovations and store experiences that respond to our customer's ever-evolving lifestyles in order to provide a truly memorable dining experience. All this in support of, and serving as CRG's long-term commitment to the community around us and our unwavering commitment to sustainable growth.

Corporate Value

I·CARE Because we care…

I	**C**	**A**	**R**	**E**
I-INNOVATION	**C-CUSTOMER**	**A-ALLIANCE**	**R-RELATIONSHIP**	**E-ETHIC**
Open for widest possibilities in search for better quality and greater efficiency	Think like customers. Delight them always	Value diversity and inclusive team spirit for benefits of the group	Engage employees, partners, and society for a sustainable future	Maintain honesty and integrity in all aspect we do

Sustainability Award

Member of Sustainability Yearbook 2024

2023 MSCI ESG Rating of A

2023 SET ESG Ratings "A"

Thailand Sustainability Investment 2018-2022

Sustainability Recognition Disclosure 2020-2023

Centara Sustainability System GSTC Recognition 2021

GSTC-Recognized Standards for Hotels 2022-2024 (12 Hotels)

GSTC-Recognized Standards for Hotels 2023-2025 (12 Hotels)

Business Strategy

• Strategy for Hotel Business

Hotel Business is committed to serving customers and sustaining its operations until its 40th anniversary in 2023. The Company has ambitious plans to expand its business by opening hotels in new markets worldwide and developing new hotel brands to drive robust growth. Centara aims to establish itself as one of the world's top 100 hotel brands by 2027.

The Hotel Business's 5-year strategy and business plan (2023-2027) includes the following objectives:

1. Expanding the number of hotels both domestically and internationally, this entails increasing the number of hotels under its management in ASEAN countries such as Laos, Cambodia, Vietnam, China, the Maldives, the Middle East ,as well as countries in the Europe
2. Renovating existing hotels to enhance competitiveness
3. Collaborating with partners to expand business opportunities;
4. Opening offices in main cities such as Ho Chi Minh, Shanghai, and Dubai, to prepare for future business expansion
5. Continuously expanding the network of marketing partners across various business groups, including airlines, banks, department stores, and travel companies

6. Committed to running a sustainable business and aiming to significantly reduce impacts on society and the environment, we have set a goal to become an organization that achieves Net Zero by 2050. Under our operational plan, we are targeting a 20% reduction in greenhouse gas emissions by 2029 through effective management of energy consumption, water usage, and waste. Additionally, the Company plans to eliminate single-use plastics by 2025 and ensure that all hotels of Centara Hotels & Resorts receive environmental certification from the Global Sustainable Tourism Council (GSTC) by the same year.

• Strategy for Food Business

Central Restaurants Group has adjusted its business strategy to align with the current situation as follows:

1. Focusing on expanding profitable branches within brands that show potential, and introducing products in new styles to meet consumer needs, as well as actively incorporating new brands with potential into its portfolio and fostering win-win partnerships with partners to enhance its business potential
2. Prioritizing business cost management, including the reduction of waste generated during cooking, control of waste expenses, minimization of energy consumption through efficient material utilization in the construction process, and in-store technology that promotes sustainability concepts, such as using solar cells to save electricity, including installation of energy-saving glass to prevent heat from entering the building while allowing light to shine through, using an efficient air conditioning system and reducing the use of ceiling light bulbs and improving the quality of food, etc.
3. Focusing on maintaining sales volume and marketing through both online sales or delivery channels and offline channels via the storefront, ensuring customers can access products and services through various channels
4. Creating a quality dining experience at restaurants and developing distinctions from ordering food for home consumption, while accelerating the expansion of new sales channels in both delivery and online platforms
5. Developing products to align with various service channels, such as Grab & Go menus, Take Home options, and Ready-To-Eat (RTE) products
6. Collaborating with leading partners to create menu variety and implement various promotions to stimulate sales, this focus is on menus that offer value and quality, along with a unique identity to effectively reach target customers
7. Applying technology to increase efficiency, such as accepting food orders through QR codes and the store's application, and utilizing data to enhance the customer experience.

In addition, Central Restaurants Group also emphasizes the importance of long-term operations through sustainable development. This includes prioritizing the development of talented personnel and implementing sustainable value chain management practices, which encompass environmental impact management. In addition, the Company promotes the creation of a responsible business operations culture aimed at generating shared value and advancing sustainable development as integral aspects of its operations. This commitment includes strengthening and sustainably maintaining business growth while ensuring customer satisfaction through quality services and products across generations. Our goal is to become the top leader in the restaurant business, winning the hearts of consumers through innovation and consistently delivering value-for-money meals on every occasion.

Corporate Sustainability Development
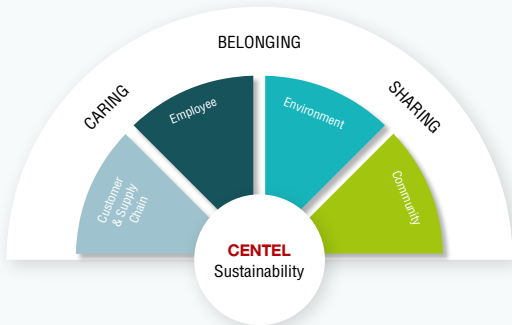
Central Plaza Hotel Public Company Limited operates two main businesses: providing hotel services domestically and internationally, and food business. It prioritizes conducting business responsibly by adhering to the principles of corporate governance, aiming to create sustainability for the economy, social, and the environment simultaneously. The Board of Directors announced the Sustainable Development Operations Policy in 2019 to provide guidance for management in operating in accordance with the policy and to annually review it, ensuring clarity and coverage of important sustainability issues in accordance with international standards. In addition, a sustainable development working group, led by the Chief Executive Officer, has been established. The management is responsible for planning operations, and there is also a working group on sustainability within the hotel and food business units. These groups play a key role in translating policies from th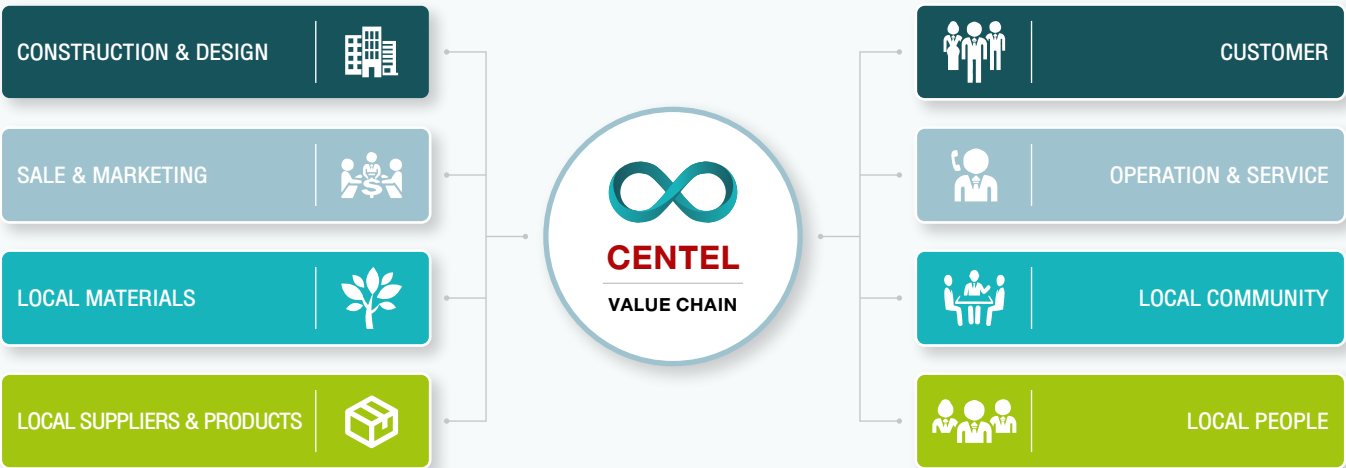e Board of Directors into sustainable practices in operational processes across various departments. The ultimate goal is to develop sustainability guidelines for implementation at the employee level throughout the organization. The framework for driving sustainability is laid out in three main pillars: Caring, Sharing, and Belonging, based on sustainability operations guidelines (ESG), under 4 target groups: customers-trading partners, employees, communities, and the environment. Sustainability performance is reported in various dimensions to the management, Sustainability Development Working Group, and presented to the Board of Directors for advice. Guidelines for developing operations align with the business plan and respond to sustainable development goals to benefit all stakeholder groups.

Sustainability Development Policy
https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-policy-on-sustainable-development-th.pdf

Our Value Chain

CREATE MEMORABLE EXPERIENCE AND FAIRNESS FOR ALL

Sustainability Management Goals

Based on the operating policy regarding sustainable development, which guides strategies aimed at driving sustainability and attaining business goals for growth, stability, and sustainability across all dimensions, including the economy, society, and the environment.

E
Enviroment
- Environment Impact
- Energy efficiency
- Water Management
- Waste Management
- Decarbonization
- Green area

S
Social
- Human Rights
- Labor Practice
- Employee Development Plan
- Well-being
- Social & Community Development

G
Governance & Economic
- Corporate Governance
- Risk Management
- Supply Chain Management
- Innovation & Quality Service
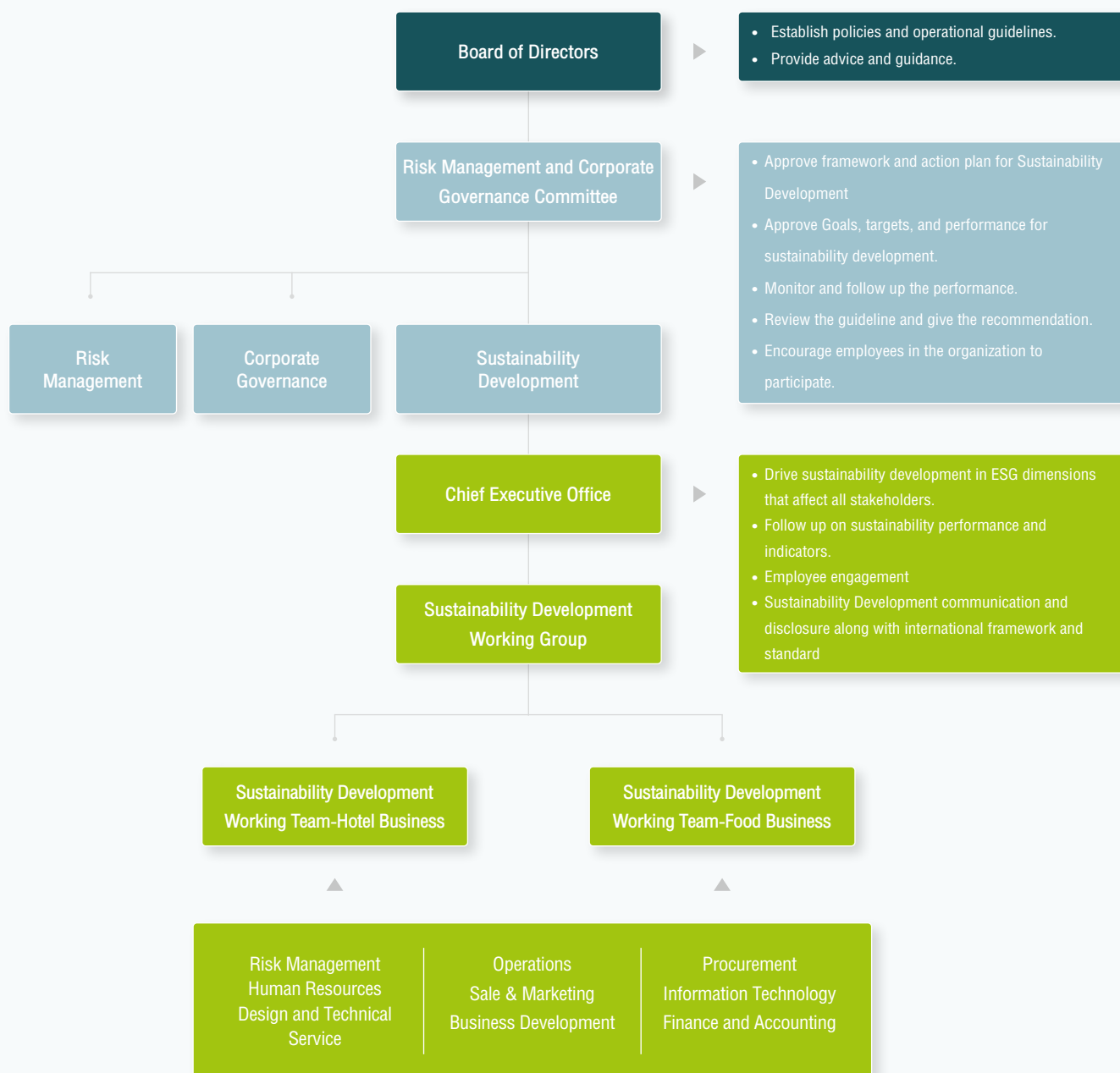- Privacy Policy
- Cyber Security

Structure of Sustainability Development Management

The Company has established a structure for implementing sustainable development, as set by the Company's Board of Directors. The Risk and Governance Management Committee is responsible for establishing guidelines and overseeing sustainable development operations in alignment with established policies. The Chief Executive Officer serves as a leader in driving and promoting integrated sustainability operations. Working groups on sustainable development are established for the hotel and food businesses, facilitating collaboration with various departments and units within the business group. Their responsibilities include ensuring compliance with policies and plans, as well as reporting on economic, societal, and environmental performance to the Risk Management and Governance Committee. They then present this information to the Board of Directors to request opinions and suggestions on operations. Meetings are held every three months to consider, review, and follow up on the Company's operations. The purpose of these meetings is to ensure alignment with and progress towards the goals set in the economic, social, and environmental dimensions, as defined by the framework of the United Nations Sustainable Development Goals (SDGs). Additionally, the Company adheres to the operating framework established by the rules of the Stock Exchange of Thailand and the Securities and Exchange Commission, along with international standards for sustainable tourism.

Structure of Sustainability Management

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Board of Directors  ▷  • Establish policies and operational guidelines.
                        • Provide advice and guidance.

Risk Management and Corporate  ▷  • Approve framework and action plan for Sustainability
Governance Committee                Development
                                  • Approve Goals, targets, and performance for
                                    sustainability development.
                                  • Monitor and follow up the performance.
                                  • Review the guideline and give the recommendation.
                                  • Encourage employees in the organization to
                                    participate.

Risk          Corporate        Sustainability
Management    Governance       Development

Chief Executive Office  ▷  • Drive sustainability development in ESG dimensions
                              that affect all stakeholders.
                            • Follow up on sustainability performance and
                              indicators.
                            • Employee engagement
Sustainability Development   • Sustainability Development communication and
Working Group                  disclosure along with international framework and
                               standard

Sustainability Development          Sustainability Development
Working Team-Hotel Business         Working Team-Food Business

Risk Management       Operations          Procurement
Human Resources       Sale & Marketing    Information Technology
Design and Technical  Business Development Finance and Accounting
Service
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In 2023, the Company operated and followed up on sustainability performance through the approval of the Board of Directors and the Risk Management and Corporate Governance Committee, which oversees sustainability development. The Board approved the sustainability development plan for the year 2023, enabling the Company to drive forward sustainability development and monitor performance quarterly. The Committee has approved Environmental Risk indicators and reviewed Financial Risk indicators, reviewed the risk management policy and framework, including business management policies, Business Continuity Management (BCM) regulations, and the Business Continuity Plan (BCP).

In addition, the Company has operated in accordance with the guidelines and strategies set by the Board of Directors, as follows:

1. To conduct the human rights assessment of the Company, covering the operations of hotel and food businesses, including the Company's trading partners, and to organize a workshop on human rights risk assessment.
2. To have training plan on climate change, covering basic knowledge about corporate sustainability and emphasizing the importance of ESG (Environmental, Social, and Governance) to executives and employees in the form of e-learning.
3. To verify greenhouse gas accounting data, including information on energy consumption, water consumption, and waste management, to achieve the goal of reducing greenhouse gas emissions Phase 1 by 20% from the 2019 baseline within the 10-year timeframe (2020-2029). This reduction aims to transition the organization towards becoming a net-zero emissions organization by 2050.
4. To apply for certification of the hotel's sustainability operations from the Global Sustainable Tourism Council (GSTC) through auditors, as planned for 12 hotels.
5. To audit and verify the sustainability performance of the hotel business, through the internal audit conducted by the Head Office.
6. To increase the proportion of renewable energy consumption, in cooperation with SCG Cleanergy, by studying and planning the utilization of solar energy electricity with Smart Grid technology.

ESG Strategy

The Company has established guidelines for operating in accordance with ESG principles and indicators. It aims to become one of the top 100 global hotel brands that adhere to sustainable development principles. The Company has established a framework for its operations that aligns with the principles of sustainable development set forth by the United Nations, the guidelines of Global Sustainable Tourism Council (GSTC) that prioritize effective sustainability management, addressing impacts and generating social and economic benefits for local communities, preservation of cultural heritage, the minimization of environmental impacts, and the conservation of biodiversity in ecosystems and landscapes. The Company also aims to reduce greenhouse gas emissions (Scope 1 and 2) by 20% by 2026 in Phase 1. This is coupled with efforts to reduce the use of single-use plastics, as part of its commitment to becoming an Net Zero organization by 2050. On the social side, the Company's focus is on creating a society of equality and fostering a good quality of life for both employees and surrounding communities. In terms of governance, the Company strictly adheres to requirements and regulations, conducting business with transparency and accountability.

Sustainable Development Goals and Performance

The Company has established goals for sustainable development and an operational plan, monitoring progress as scheduled. The focus is on operations encompassing environmental, social, and governance concerns. Key Performance Indicators are communicated through various stages, from the Chief Executive Officer to the executive head of each department, and down to employees in various related roles. Results of operations aligned with the set goals are reported to the Board of Directors for acknowledgment, enabling feedback, opinions, and suggestions to be provided.

Environmental Goals and Performance

1. **Net zero (Scope 1 and 2) by 2050.**
   - Goal for 2023 = The hotel business reduces greenhouse gas emissions (Scope 1 and 2) by 6% (compared to the base year of 2019).
   - Performance in 2023 = The hotel business reduced greenhouse gas emissions (Scope 1 and 2) by 32% (compared to the base year of 2019).

2. **All Centara Hotels and Resorts achieve sustainable certification by 2025.**
   - Goal for 2023: 12 hotels pass the tourism sustainability assessment.
   - Performance in 2023 = 12 hotels passed the assessment.
   - Total of hotels passing the assessment is 52% of Centara Hotels and Resorts received sustainable certification.

Social Goals and Performance

1. **The Place to be best workplace**
   - Goal for 2023 = To be an employer that is recognized for taking care of employees
   - Performance in 2023 = Outstanding Employer Award from Kincentric

2. **Safety in the workplace**
   - Goal for 2023: Fatality Rate from working is 0
   - Performance in 2023: Fatality Rate is 0.

Economic Goals and Performance

1. **Conducting business according to good governance principles**
   - Goal for 2023: Results of assessment on good corporate governance achieve the level of 'Excellent' from external agencies.
   - Performance in 2023:   - Obtaining 'Excellent' evaluation results from a survey of corporate governance of Thai listed companies from Thai Institute of Directors Association
     - Obtaining 'Excellent' evaluation results from the shareholder meeting quality assessment project, conducted by Thai Investors Association

2. **Providing customers with exceptional service based on the principle of The Place To Be**
   - Goal for 2023:   - Net Promoter Score (NPS) achieves 53%.
     - Customer's Satisfaction Score: 89.3%
   - Performance in 2023:   - Net Promoter Score (NPS) achieved 48.4%
     - Customer's Satisfaction Score: 87.5%

Creation of Awareness on Sustainability Operations

The Company aims to continuously promote knowledge and understanding of sustainable business operations among all employees. In 2023, learning materials about climate change and organizational sustainability were created in the form of a short video titled "Climate Change and Sustainability," designed to explain complex concepts in simple language. Additionally, a comprehension test was developed to assess employees' understanding of current global warming issues and environmental management practices relevant to hotels. A total of 5,087 employees attended the training. Sustainability performance on ESG issues was summarized for employees through Townhall activities twice a year, and employees were encouraged to participate in knowledge training with external agencies to follow up on sustainability development issues to international standards, including in-house training to provide knowledge to employees at both the management and operational levels.

Communication Channels for Sustainability Devolpment to Stakeholders

Communication Channels	Shareholders	Board of Directors	Employees	Customers	Suppliers and Business Partners	Community	Regulatory Agencies	Media
The Company's Website	•	•	•	•	•	•	•	•
Management Discussion and Analysis (MD&A)	•	•	•	•	•	•	•	•
Annual Report / Sustainability Report	•	•	•	•	•	•	•	•
Investor Document	•	•	•	•	•	•	•	•
Online Media (Facebook, IG, LinkedIn, Youtube)	•	•	•	•	•	•	•	•
Face-to-Face and Online Meetings	•	•	•	•	•	•	•	•
Centara Operation News			•		•			

Sustainability Material Issues

The Company has undertaken an assessment of key sustainability material issues related to its operations. This encompasses economic, social, environmental, and human rights issues, as well as important matters concerning international standards of sustainable business operations in both the hotel and food businesses. This includes significant risk factors affecting all stakeholder groups, such as customers, suppliers & business partners, employees, management, communities, society, the environment, and other stakeholders. This assessment was conducted through a process involving opinion surveys, questionnaires, interviews, and online tools to gather comments and suggestions. The collected information is then analyzed and prioritized to establish operational guidelines that fully and appropriately meet the needs of stakeholders. The steps for determining sustainability material issues are as follows:

Identify Key Material Issues → Prioritization → Verify Issues → Monitor and Report performance
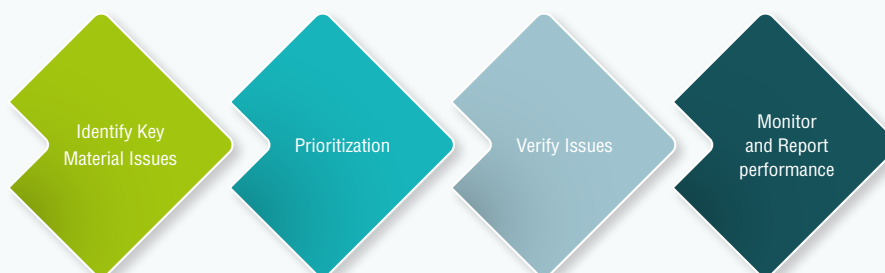
1. **Identification of Key Sustainability Material Issues**
    In previous year, the Company addressed key risk issues in the hotel and food businesses by considering, reviewing, and studying important concerns from stakeholder groups. Through the participation process of each group, aimed at considering and reviewing the impact on the business and the effects of business operations on external stakeholders. Comparative studies of sustainability issues in the hotel and food businesses, which are important globally, were conducted. Key points from international standards and expert studies were analyzed and compared. Subsequently, all issues assessed for importance were presented to executives to solicit the opinions of stakeholders.

2. **Prioritization**
    The Company conducts analysis and reviews information on key sustainability material issues that affect both the organization internally and externally, involving all stakeholders, and considers prioritizing two areas (Double Materiality): issues that are significant and impact the organization's operations, and issues that affect all groups of stakeholders, including customers, employees, suppliers, business partners, shareholders, investors, communities, and society. These issues can be divided into three main groups: economic, social, and environmental.

3. **Consideration, Verification of Significant Sustainability Material Issues and Follow Up on Performance Reports**
    The Company has reviewed and examined the completeness of sustainability material issues that significantly impact the business and stakeholder groups. This review is presented to the Risk and Corporate Governance Committee and the Board of Directors for consideration. Subsequently, the management team has continuously presented an operational plan and provided performance reports.
    In 2023, the Company considered maintaining the key sustainability material issues from the previous year, as these issues continue to affect operations and the organization, including significant stakeholders.

Key Sustainability Issues

The Company has identified 13 key sustainability issues that affect their business operations, as well as their stakeholders, including economic, social, and environmental concerns.

E
Environment

- Climate Change*
- Waste Management*
- Water Supply Management

S
Social

- Human Rights*
- Human Capital Development*
- Community Development

G
Governance & Economic

- Business Development
- Occupational Health and Safety *
- Personal Data Security*
- Supply Chain Management
- Customer Satisfaction
- Technological Changes

* Key Sustainability Issues with High Impacts

Scope of Sustainability Material Issues (1/3)

Key Sustainability Issues and Operational Plan	Scope of Impacts (Internal/External)	Impacts on Business and Stakeholders
1. Climate Change Management (E) ○ Prepare a strategic plan to deal with climate change. ○ Establish a system for collecting data on energy consumption, water consumption, and waste management. This system aims to calculate the amount of greenhouse gas emissions and seek ways to reduce them in accordance with the set goals. ○ Analyze the risks that will occur.	All business units/ customers, communities	○ Businesses can plan and prepare their operations to deal with risks that will affect business operations. ○ Create new opportunities in business operations. ○ Reduce negative impacts on communities, society, and the environment from the Company's operations.
2. Waste Management (E) ○ Determine policies and guidelines for efficient waste management from services. ○ Separate solid waste to increase the rate of recycled waste and reduce the amount of solid waste sent to landfill	All business units / customers, communities	○ Systematic waste management will reduce costs. ○ Reduce negative impacts on the community, society and environment ○ Create a circular economy system from systematically managing recycled waste. ○ Reduce the use of natural resources
3. Human Rights (S) ○ Determine policies and guidelines for equitable labor practices. ○ Emphasize equal employee treatment, respect human rights, pay wages in a fair and appropriate manner. ○ Provide a channel for labor complaints and a mechanism for systematically investigating complaints ○ Conduct an assessment of human rights risks from operations.	All business units / customers, suppliers & business partners, shareholders	○ The Company can manage risks in a timely manner to situations that may arise from human rights issues. ○ Create a good image for the organization in giving importance to human rights. ○ Create participation with employees, customers, trading partners, communities and society, to increase business opportunities. ○ Customers, trading partners and employees receive equal care and protection of human rights, without discrimination. ○ Plan operations to prevent and reduce human rights risks that will occur
4. Human Capital Development (S) ○ Management and development of employee skills support and encourage employees at all levels to receive opportunities to increase their knowledge, skills and competencies and apply skills to develop service works and increase opportunities for career advancement	All business units / communities	○ The Company's personnel have skills and knowledge that can be applied to benefit their work. ○ Can drive the organization to grow and reduce the turnover rate. ○ Create good bonds between the Company and its employees. ○ Employees receive opportunities to develop various skills, aimed at preparing for growth in their career.
5. Occupational Health and Safety (G) ○ Prepare a plan for the occupational health and safety of customers, trading partners and employees.	All business units / customers, suppliers & business partners, communities	○ Reduce losses and risks if there are complaints about safety when using the service. ○ Reduce employee health costs ○ Employees, customers, trading partners, as well as communities and society are taken care of regarding safety and a good quality of life

🌱 Environmental Dimension (E)   👥 Social Dimension (S)   📈 Economic Dimension (G)

Scope of Sustainability Material Issues

Key Sustainability Issues and Operational Plan	Scope of Impacts (Internal/External)	Impacts on Business and Stakeholders
6. Data Privacy (G) ○ Determine personal data management policy. ○ Prepare guidelines for the use of personal data of all stakeholder groups. ○ Establish a protection system and clear guidelines ○ Determine the department responsible for maintaining data security.	All business units / customers	○ Reduce operational risks ○ Gain trust from customers and clients that personal data is maintained and safe
7. Customer Satisfaction (G) ○ Conduct a survey of customer satisfaction through various channels. ○ Apply the evaluation results to prepare a plan for improving services to ensure maximum efficiency and meet customer needs.	All business units / customers, communities	○ Customers are loyal to the Company's products and services. As a result, the Company will grow sustainably in the long term. ○ Have a customer base that can generate income for the Company. ○ The development of service innovations that are more efficient. ○ Customers and society receive good service according to their needs.
8. Business Development (G) ○ Plan and formulate strategies for running business to achieve the set goals.	All business units / customers, suppliers & business partners, shareholders, investors	○ Expand the market and generate more income for the Company. ○ Have a variety of products and services to meet customer needs. ○ Customers can access services that meet their needs. ○ Investors are confident in investment.
9. Technology Disruption (G) ○ Prepare policies and guidelines for cyber security. ○ Develop service innovations to accommodate changes in technology.	All business units / customers	○ Businesses can cope with technological changes. ○ Have a security system that enables businesses to continuously operate without interruption. ○ Respond to the needs of customers in an era where technology is essential for living. ○ Create strengths for the business under increasing competition.
10. Supply Chain Management (G) ○ Prepare Code of Conduct and guidelines for trading partners. ○ Prepare guidelines for trading partner and trading partner assessment. ○ Group the importance of trading partners to prepare operational plan together for maximum benefit	All business units / customers	○ The Company can continuously prepare operational plan. ○ Be able to deliver quality products and services to customers that meet their needs. ○ Increase the competitiveness of the Company. ○ Be able to systematically manage the supply chain in times of crisis very well. ○ Build good relationships with trading partners, allowing business operations of trading partners to grow together with the Company in the long term. ○ Create opportunities for small trading partners to do business with the Company.

Environmental Dimension (E) Social Dimension (S) Economic Dimension (G)

Scope of Sustainability Material Issues

Key Sustainability Issues and Operational Plan	Scope of Impacts (Internal/External)	Impacts on Business and Stakeholders
11. Corporate Governance (G) ◦ Good corporate governance principles Governance consists of policies and procedures to ensure that the Company can operate to create sustainable returns in the long term.	All business units / suppliers & business partners, customers, communities, government sector, shareholders	◦ The Company can sustainably operate its business in the long term. ◦ Create values for the organization ◦ Accepted by all stakeholder groups. ◦ Be able to verify transparency in operations ◦ Create stability and growth for the economic system, driving society to grow sustainably
12. Water Supply Management (E) ◦ Prepare policies and guidelines for efficient water consumption. ◦ Utilize treated wastewater for maximum benefits. ◦ Apply technology to increase efficiency in water consumption for maximum benefit.	All business units / customers, communities	◦ Effectively manage water usage costs. ◦ Utilize water resources for maximum benefit. ◦ Reduce conflict problems and their impact on surrounding communities and society in the area where the Company conducts business. ◦ Have a systematic wastewater management, without impact on the community.
13. Community Development (S) ◦ Support, promote and develop communities in the areas where the Company operates. ◦ Create sustainable growth in the community and society.	All business units / customers, communities	◦ Create a good image for the organization ◦ Accepted by the community and society in the area where the Company conducts business. ◦ Community and society are growing, and having income stability and a better quality of life.

🌱 Environmental Dimension (E)   👪 Social Dimension (S)   📈 Economic Dimension (G)

Stakeholder Engagement (1/2)

CENTEL has identified various groups of stakeholders and provided communication channels to listen to their feedback and expectations which will help improve processes in response to stakeholders' feedback and expectations.

Stakeholder	Engagement and Communication Channels	Interests and Expectations	Responses and Actions
Customers	○ Customer satisfaction survey after using the service ○ Customer interaction while providing the service ○ Customer complaints through various complaint channels ○ Online customer communication	○ Service quality ○ Service variety to meet customer needs ○ Up-to-date, complete, and accurate information	○ Offer satisfying services with the unique Thai hospitality ○ Deliver a variety of products to provide customized services to customers ○ Provide accurate information about our products and services ○ Develop technology to provide customers with efficient services and quick and easy access to services ○ Prioritize customers' security and privacy ○ Create a strict plan to support and manage the security and privacy of customers' information
Suppliers	○ Annual suppliers meeting ○ Channels for receiving complaints ○ Suppliers survey	○ Compliance with sustainable procurement policy and Suppliers' Code of Conduct ○ Sustainable business partnership ○ Joint development of innovation for business partnership	○ One item one price Implement the one-item-one-price ordering system ○ Transparent, fair, and verifiable procurement process ○ Create manuals and guidelines on business partnership based on the ESG sustainability concept ○ Provide support to suppliers and business partners with the support framework specified by the Company
Employees	○ Orientation for new employees ○ Townhalls to allow executives to closely interact with employees ○ Annual employee satisfaction survey ○ Regular communication with employees ○ Establishment of the employee welfare committee ○ Relationship building activities to promote employee engagement	○ Respect for human rights without discrimination and equal employee treatment ○ Career advancement ○ Work-life balance ○ Appropriate compensation and welfare ○ Opportunities to provide feedback	○ Develop a plan to enhance the skills, knowledge, and competency of employees ○ Review the compensation and welfare of employees to ensure appropriateness and fairness ○ Treat employees as a family to build loyalty to the organization through various activities ○ Improve the work environment according to the occupational health criteria ○ Analyze the data from the employee satisfaction survey to create a plan to meet employee needs

Stakeholder Engagement

Stakeholder	Engagement and Communication Channels	Interests and Expectations	Responses and Actions
Communities and Society	○ Community relations activities through volunteer activities ○ Listen to the opinions of the communities and society through various channels	○ Create jobs and career as well as support employment in the communities ○ Expand employment opportunities to disabled and senior people ○ Create value for the communities and society through assistance in various aspects ○ Develop the community for sustainable growth ○ Support activities for the communities ○ Transfer knowledge and skills to people in the communities	○ Promote, enhance, and build good relationships with the communities and society to be able to live together in a sustainable way ○ Share knowledge to allow the communities to grow together with the Company's business ○ Generate income for the communities, both directly and indirectly, for the growth of the community' economy.
Environment	○ Survey and assess the direct and indirect environmental impacts from business operations	○ Action plans that take into consideration negative environmental impacts both in the short and long terms ○ Create positive impacts in preserving natural resources for future generations	○ Monitor and manage natural resource use for maximum benefits ○ Improve business processes to reduce environmental impact regularly ○ Adopt innovation and technology to help in operation processes ○ Promote and create environmental knowledge for employees and communities ○ Support actions to reduce greenhouse gas emissions in every operational step
Shareholders	○ Investor relations activities ○ Annual general meeting ○ Company website ○ Online media and publications ○ Channels for receiving notifications of investor relations information	○ Cost-effective business performance with steady and sustainable growth ○ Readiness for dealing with crises that affect business ○ Business plan to prepare for the country reopening	○ Participate in providing feedback on business operations ○ Organize activities to meet investors, analysts, and shareholders regularly ○ Listen to suggestions from shareholders equally ○ Present the organization's information on operating results as well as direction and business plans
Overall Stakeholders	○ Company website ○ Complaints through various complaint channels	○ Transparent and accountable business operations	○ Oversee business based on good governance according to the requirements and laws ○ Disclose business information regularly

Participating as a member of other associations:

CENTEL has joined as a member and partner of a network organization or agency established to promote the operation of the economy, society, and environment to become a clear moral form. Supporting the network of both public and private sectors in promoting and developing a sustainable society, including the company executives who have joined as board members of other associations, as follow:

1. Thai Hotels Association
2. Thai Spa Association
3. The Thai Chamber of Commerce
4. Thai Listed Companies Association
5. The American Chamber of Commerce in Thailand: AMCHAM
6. British Chamber of Commerce Thailand: BCCT
7. Pacific Asia Travel Association: PATA
8. Pacific Asia Travel Association Thailand Chapter: PATA
9. Thailand Incentive and Convention Association: TICA
10. The Tourism Council of Thailand: TCT
11. The Thai Institute of Directors Association: IOD
12. Collective Action Coalition -Thailand's Private Sector Collective Action Coalition Against Corruption: CAC
13. Sustainability Disclosure Community: SDC
14. Thailand Carbon Neutral Network
15. Thai Renewable Energy (RE100) Association
16. Member of Energy Beyond Standards, Department of Energy Development and Efficiency, Ministry of Energy
17. Thai Retailer Association

Environmental Management

The Company is aware of the importance and is committed to conducting environmentally friendly business practices, taking into account the environmental impacts that arise from its operations both directly and indirectly. Therefore, a policy of environmental and social sustainability has been established. An important operational framework is also formulated, encompassing several key aspects: resource management to maximize efficiency, waste management in accordance with rules and regulations, biodiversity management, and climate change awareness, which the Company encourages everyone to consider for its impacts. This includes utilizing technology to enhance environmental management and collecting data for progress measurement. The overarching goal is to provide guidelines for operations and develop efficiency that aligns with the organization's sustainability objectives, in response to the United Nations Sustainable Development Goals. This involves reducing expenses and utilizing resources cost-effectively and efficiently.

The goal of Phase 1 by 2029 is to reduce the amount of greenhouse gas emissions, energy and water consumption, and the amount of general waste going to landfills by 20% compared to the base year of 2019.

Goal 1 : Greenhouse gas emissions intensity Scope 1& 2 (kilograms of carbon dioxide equivalent per square meter)
Goal 2 : Hotel's energy consumption intensity (kilowatt hours per square meter)
Goal 3 : Hotel's water consumption intensity (liter per square meter)
Goal 4 : General waste sent to landfill (kilograms per occupied room)

Goal and Performance of year 2023

Environment performance	2023 Goal	2023 Performance (compare to base year 2019)	
Goal 9.4 / Indicator 9.4.1	Reduce 20% of Grenn House Gas Emission Intensity (Scope 1 + 2)	-32%	●
Goal 11.6 / Indicator 11.6.1	Increase renewable energy compare to year 2023	+6%	●
Goal 12.3 and 12.5 / Indicator 12.3.1 and 12.5.1	Reduce total waste to landfill 20 %	-29%	●
Goal 13.3 / Indicator 13.3.1	Increase recycle rate for hotel business to 50 %	28%	●

● Achieved the goal ● Achieving the goal

Read more Environment and Social Sustainability Policy
https://investor.centarahotelsresorts.com/storage/download/cg-document/20210507-centel-environmental-social-sustainability-policy-th.pdf

Climate Change Management

Aligned with the Company's aim to become a net-zero emitting organization by 2050 (Net Zero 2050) and in accordance with a 10-year long-term environmental performance goal (2020-2029) approved by the Company's Board of Directors, there are four main objectives: reducing greenhouse gas emissions, decreasing energy consumption, minimizing water usage, cutting general waste sent to landfills by 20% compared to the base year of 2019, and augmenting the utilization of alternative energy sources. In 2023, the Company expanded its environmental database to cover greenhouse gas emissions from the hotel and food businesses. Previously, data was collected only for owned hotels. Now, the Company has increased the collection of environmental data from owned hotels and managed hotels, totaling 47 hotels, as well as data from the food business covering all brands it serves. The operating results are reported to the management team, overseeing sub-committee, and the Board of Directors, respectively.

Environmental Management Operations

The Company has developed a sustainability management system for the hotel business named 'Centara EarthCare' and has achieved certification status. This system is recognized by the Global Sustainable Tourism Council (GSTC) and collects environmental data using the Greenview Portal system. In 2023, 24 hotels under Centara Hotels & Resorts, along with its Head Office, passed the assessment and received a certificate of sustainable tourism in the hotel category from the World Sustainable Tourism Council. Based on an assessment by Vireo SRL and Bureau Veritas, agencies that inspect sustainability operations in the tourism business, one location has been certified by Green Key, a tourism sustainability standard that has achieved GSTC-Recognized status. The goal is for all hotels and resorts under the Centara Group to be certified to meet sustainability standards by 2025. Currently, operating results account for 52% of the hotels in operation.

Note: Environmental information of the hotel business

Year 2019-2021	17 hotels owned by the Company.
Year 2022	34 hotels, including owned hotels and managed hotels.
Year 2023	47 hotels, including owned hotels and managed hotels.

Energy Consumption Management

Goal for 2023:
1. To reduce energy consumption by 8% compared to the base year of 2019 or intensity value of 218.12 kWh/sqm.
2. Total electricity consumption for the whole year is 176,603,974 kilowatt-hours, while the actual electricity consumption is 163,687,562.10 kilowatt-hours, resulting in a reduction of electricity consumption from the set target by 7%.

In 2023, there was a total of 243,231,593.63 kilowatt-hours of energy consumed from various sources. The total energy intensity per unit area was 202.43 kilowatt-hours per square meter, which decreased from the base year by 31%. The total energy intensity per occupied room was 98.63 kilowatt-hours, which decreased from the base year by 27% and from the previous year by 17%.

The proportion of total electricity consumption in the hotel business was 163,687,562.10 kilowatt-hours, an electricity intensity per unit area was 140.94 kilowatt-hours per square meter, decreasing from the base year by 15%. Additionally, the electricity intensity per occupied room was 66.37 kilowatt-hours, which decreased from the base year by 9% and from the previous year by 14%.

Total Energy Usage (kWh)

Year	Value
2019 (17 Hotels)	153,711,880.14
2020 (17 Hotels)	87,562,357.69
2021 (17 Hotels)	79,014,585.43
2022 (34 Hotels)	174,457,455.98
2023 (47 Hotels)	243,231,593.63

Energy Intensity

Year	Intensity-kWh/sqm	Intensity-kWh/Occupied room
2019 (17 Hotels)	136.36	305.59
2020 (17 Hotels)	174.08	208.61
2021 (17 Hotels)	157.09	266.80
2022 (34 Hotels)	181.85	119.01
2023 (47 Hotels)	209.43	98.63

●—● Intensity-kWh/sqm   ●—● Intensity-kWh/Occupied room

	2019 (17 Hotels)	2020 (17 Hotels)	2021 (17 Hotels)	2022 (34 Hotels)	2023 (47 Hotels)
● LPG	31,038,969.50	1,670,2913.93	1,193,1624.05	30,177,591.66	47,063,069.30
● Gasoline	3,333,318.99	1,478,148.30	1,349,295.14	2,939,063.48	3,285,377.01
● Desel	35,565,573.73	18,878,557.67	25,639,045.61	26852699.89	27842639.26
● Electricity	83,008,432.40	49,926,762.54	39,416,037.23	113319521.85	163,687,562.10
● Renewable Energy	3,675.74	183,191.23	404,389.34	551,241.95	561,587.26
● Other	728,533.77	392,784.02	274,194.06	617,337.16	791,358.70

● LPG   ● Gasoline   ● Desel   ● Electricity   ● Renewable Energy   ● Other

Total Electricity Usage (kWh)

Year	Value
2019 (17 Hotels)	83,008,432.40
2020 (17 Hotels)	49,926,762.54
2021 (17 Hotels)	39,416,037.23
2022 (34 Hotels)	113,319,521.85
2023 (47 Hotels)	163,687,562.10

Electricity Intensity (kWh)

Year	Intensity-kWh/sqm	Intensity-kWh/Occupied room
2019 (17 Hotels)	73.10	165.03
2020 (17 Hotels)	99.26	118.95
2021 (17 Hotels)	78.39	133.09
2022 (34 Hotels)	118.12	77.30
2023 (47 Hotels)	140.94	66.37

●—● Intensity-kWh/sqm   ●—● Intensity-kWh/Occupied room
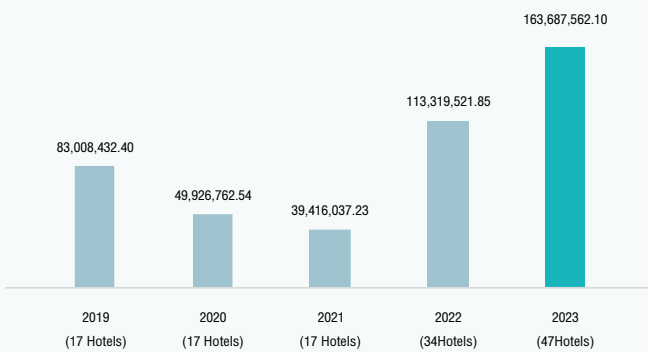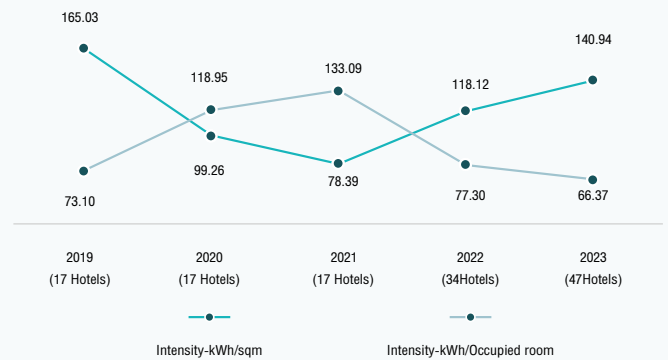
Renewable Energy

The Company has been supporting the use of renewable energy by installing a solar power generation system on the roof of the main building of Centara Ras Fushi Resort & Spa Maldives since 2019, with the goal of meeting 40% of the hotel's total electricity demand by producing electricity from solar energy. In 2023, it can produce 483,408.78 kilowatt hours of electricity. Additionally, expanding the installation of solar panels in another location at Centara Watergate Pavillion Hotel Bangkok, capable of producing 61,050 kilowatt hours of electricity, making the total electricity production from solar energy to 544,458.78 kilowatt hours. This initiative saves costs amounting to 1,884,561.11 Baht and reduces greenhouse gas emissions by approximately 391.48 tCO2e*. From 2024 onwards, the Company will create project plans to install solar panels on the rooftops of other hotels, aiming to reduce electricity costs and greenhouse gas emissions.

Since 2019, the hotel business has been powered by biogas produced by T.O.B.Y (turn organic by you) machines, which convert organic general waste into energy and fertilizer for use in hotels. Currently, T.O.B.Y machines are installed in three hotels: Centara Life Maris Resort Jomtien Pattaya, Centara Reserve Samui, and Centara Grand Beach Resort Phuket. In 2023, a total of 17,128.48 kWh of energy was generated from biogas, resulting in the reduction of greenhouse gas emissions by approximately 59.79 tCO2e.

Centara Ras Fushi Resort & Spa Maldives

Centara Watergate Pavilion Hotel Bangkok

Renewable Energy (kWh)

Year	2019	2020	2021	2022	2023
Usage (kWh)	36,751.74	183,191.23	404,389.34	551,241.95	561,587.26
Cost Saving (THB)	72,084.85	524,715.77	1,237,549.09	1,758,844.67	1,884,561.11

Legend: Usage (kWh) — Cost Saving (THB)
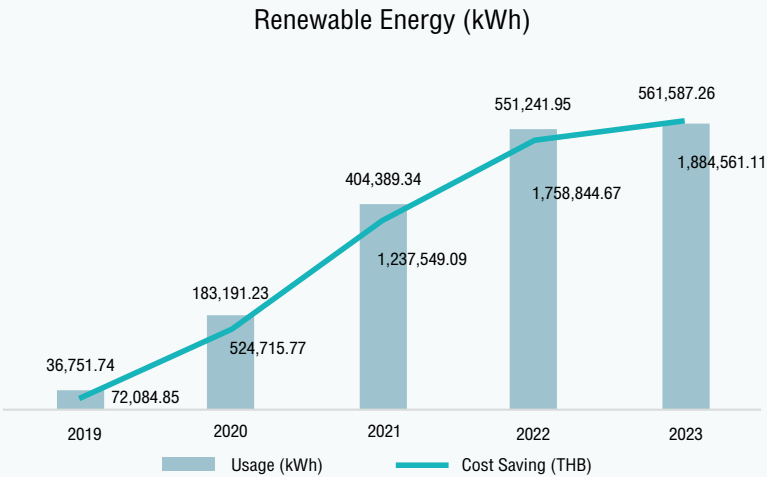
Energy Efficiency

The hotel business places importance on the use of technology to increase work efficiency and benefit from energy usage. This aligns with the goal of reducing energy use by 20% from the base year of 2019 through various projects, such as installing the Room Control Unit system to manage energy use in guest rooms. Additionally, the installation of a smart motion detection system in guest rooms provides innovative intelligent control, saving energy. This system controls energy consumption with the Room Flex System Manager & Dashboard in real-time, displaying the status of energy consumption while guest rooms are occupied, aimed at efficiently controlling energy consumption. Furthermore, sensor systems on balcony doors inside the guest rooms and in public restroom areas help save electricity by detecting when doors are opened.

The project of solar panel installation on the hotel rooftop aims to reduce the cost of electricity usage and decrease greenhouse gas emissions.

Heat pumps installed for jacuzzis are water heaters that utilize electricity to transfer heat from one place to another instead of generating heat directly. Consequently, they can save 2-3 times more energy than a conventional water heater.

Aircon Saver is an electricity-saving device designed for use with split-type air conditioning systems. It helps reduce electricity usage without lowering the temperature.

The Hybrid-type Solar Air Conditioner utilized in the Pool Villa utilizes split-type air conditioners. The Solar Series system is designed to be powered by both electricity and solar energy, thereby reducing electricity usage costs.

Charging stations are installed for electric cars to serve customers. Currently, there are 26 electric charging stations spread across 14 hotels nationwide.

Greenhouse gas Emission

Goal for 2023: To reduce greenhouse gas emissions per unit area (kilograms of carbon dioxide per square meter) by 8%.

The hotel business has prepared a greenhouse gas inventory by collecting data from various greenhouse gas emissions sources in operation, including following up on data and reporting the results of greenhouse gas emissions in Scope 1 from energy and refrigerant use, Scope 2 from electricity use, and Scope 3 from employee's air travel data, water consumption, and the amount of general waste sent to landfills.

In 2023, the hotel business generated greenhouse gas emissions of 100,640.34 tons of carbon dioxide equivalent. The greenhouse gas emissions intensity per unit area was 86.65 kilograms of carbon dioxide equivalent per square meter, which decreased from the previous year by 10% and from the base year (2019) by 32%. Meanwhile, the greenhouse gas emissions intensity per occupied room was 40.81 kilograms of carbon dioxide equivalent, decreasing from the previous year by 21% and from the base year (2019) by 28%. Additionally, the proportion of greenhouse gas emissions in Scope 2 was 67% of the total amount of greenhouse gas emissions.

Total Green House Gas Emission (tCO2e)

Year	Emission (tCO2e)
2019 (17 Hotels)	64,267.97
2020 (17 Hotels)	37,569.88
2021 (17 Hotels)	31,298.53
2022 (34 Hotels)	75,900.93
2023 (47 Hotels)	100,640.34

Total Green House Gas Emission (tCO2e) Scope 1,2,3

Bar chart data:

- 2019 (17 Hotels): Scope 1 = 17,384.49; Scope 2 = 39,873.19; Scope 3 = 7,010.29
- 2020 (17 Hotels): Scope 1 = 9,214.31; Scope 2 = 24,572.99; Scope 3 = 24,572.99
- 2021 (17 Hotels): Scope 1 = 9,912.75; Scope 2 = 18,523.35; Scope 3 = 2,862.43
- 2022 (34 Hotels): Scope 1 = 14,793.45; Scope 2 = 50,372.26; Scope 3 = 10,735.22
- 2023 (47 Hotels): Scope 1 = 17,046.90; Scope 2 = 67,121.41; Scope 3 = 16,472.03

● Scorpe 1 (tCO2e)   ● Scorpe 2 (tCO2e)   ● Scorpe 3 (tCO2e)

Greenhouse Gas Emission Intensity (kgCO2e)

Line chart data:

	2019 (17 Hotels)	2020 (17 Hotels)	2021 (17 Hotels)	2022 (34 Hotels)	2023 (47 Hotels)
Total GHG (1+2) (kgCO2e) / sqm	48.54	66.09	56.26	76.21	75.08
Total GHG (1+2) (kgCO2e) / Occupied room	111.70	78.29	93.46	43.51	33.46

--- Total GHG (1+2) (kgCO2e) / sqm   --- Total GHG (1+2) (kgCO2e) / Occupied room
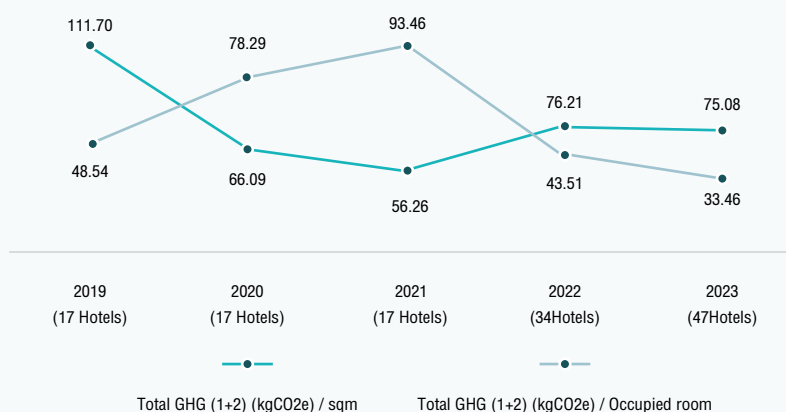
Water Consumption and Wastewater Management

Goal for 2023: To reduce the intensity rate of water consumption by 8% (unit: liters per square meter) compared to the base year (2019). The actual intensity rate of water consumption decreased by 24%.

The hotel business uses water from various sources for business operations. The main source of water used is tap water, followed by groundwater. To prevent and reduce the risk of water shortages in surrounding areas, which may affect business operations, the Company has therefore implemented water management to reduce risks by assessing the water risk. Using the World Resources Institute's AQUEDUCT tool, the results of the assessment found that 13% of hotels are located in areas with an extremely high risk of water shortages.

Based on the results of the water risk assessment, the Company has prepared a policy and established guidelines for more efficient water usage, such as the installation of an automatic faucet system in sinks and dual flush toilet systems in the hotel's common toilet areas to conserve water. Additionally, aerated and low-flow faucets have been installed to reduce water flow, and treated water is reused for increased efficiency in water consumption. Monthly monitoring of both used water and treated wastewater quality ensures compliance with used water quality standards and control of wastewater quality standards, aiming to prevent adverse impacts on the environment and surrounding communities.

In 2023, the hotel business sourced its total water consumption from various sources, including municipal water, groundwater, tanker water, and desalinated water. The total amount of water consumption amounted to 3,184.13 megaliters, with a water intensity rate per unit area of 2,741.60 liters per square meter. This represents a 16% increase from the previous year but a 24% decrease from the base year. Meanwhile, the intensity of water consumption per occupied room was 1,291.12 liters, marking a 17% decrease from the previous year and a 19% decrease from the base year.

Total Water Usage (Megalitres)

Year	Value
2019 (17 Hotels)	1,811.05
2020 (17 Hotels)	1,189.27
2021 (17 Hotels)	900.95
2022 (34 Hotels)	2,275.56
2023 (47 Hotels)	31,84.13

Water Intensity (Litres)

Year	Intensity-Litres/sqm	Intensity-Litres/Occupied room
2019 (17 Hotels)	1,594.83	3,600.53
2020 (17 Hotels)	2,833.34	2,364.38
2021 (17 Hotels)	3,042.09	1,791.17
2022 (34 Hotels)	2,372.04	1,552.30
2023 (47 Hotels)	2,741.60	1,291.12

Type of Water Usage (Megalitres)

Year	Tanker Water	Desalinated Water	Groundwater	Purchased Municipal Water	Rain Capture
2019 (17 Hotels)	16.94	165.05	464.09	1,164.97	
2020 (17 Hotels)	18.24	106.56	2993.25	765.22	
2021 (17 Hotels)	2.47	138.44	215.12	544.92	
2022 (34 Hotels)	15.91	156.26	708.84	1,394.32	
2023 (47 Hotels)	32.01	158.356	1,082.74	1,910.78	

Type of Water Usage (Megalitres)

Year	Total Water (ML)	Total Water Dischage	Total Wastewater Trement (ML)	Total Water Recycle (ML)
2019 (17 Hotels)	1,811.05	1,051.18	621.64	320.72
2020 (17 Hotels)	1,189.27	835.18	403.46	221.86
2021 (17 Hotels)	900.95	588.20	316.65	201.89
2022 (34 Hotels)	2,275.56	1,458.60	798.01	329.56
2023 (47 Hotels)	3,184.13	2,094.52	1,261.11	460.40

In addition, customers are encouraged to participate in saving water usage by inviting those staying more than one night to join the My Green Day Project, allowing them to opt out of room cleaning services, and the Going Greener Project, which encourages customers to reuse bedsheets and towels to reduce water and chemical usage for cleaning. This initiative includes training to provide employees with knowledge about water conservation and ensuring consistent maximum efficiency in water usage. Furthermore, Centara Reserve Samui runs the **Reserve Water Drop Project** to raise awareness among customers. If the customer chooses to repeat the use of towels and not change the bedsheets, a **"water drop"** symbol can be placed on the bed to notify staff. Since the cooperation began in 2023, there have been 4,034,929 pieces of bedsheets and towels that did not need to be changed for customers, reducing the cost of using water and chemicals for cleaning by 23 million Baht. Through the My Green Day Project, 141,418 rooms of customers are requesting to join, which can reduce room cleaning costs by 7 million Baht. Customers will receive cash cards to exchange for drinks during their stay as the hotel's appreciation for their participation in this environmentally friendly initiative.

Wastewater Treatment

The Company has established guidelines for wastewater management, which involve analyzing wastewater quality on a monthly basis and preparing a report on the results of the annual wastewater treatment system inspection by certified external auditors. This is done to ensure that wastewater from the hotel business will not have an impact on the surrounding community. In 2023, data will be collected from 32 hotels that have basic wastewater treatment systems within the hotels. The amount of wastewater that has been treated before releasing into public waterways is 1,261.1 megaliters, and the total amount of treated water to be reused is 460.4 megaliters, accounting for 36% of treated wastewater. This treated wastewater is used for watering trees, lawns, and washing the floor in order to reduce the amount of water used.

Waste Management

Goal: To reduce the average rate of general waste and waste sent to landfills by 8% (unit: kilograms per occupied room) compared to the base year of 2019.

The hotel business has established guidelines for general waste and waste management to ensure proper operations for all hotels in the Centara Group. Waste is separated at its source and then sent to disposal operators for appropriate handling. It is categorized into 4 main types: general general waste, food waste, hazardous waste, and recycle waste, such as various types of plastic, paper, aluminum, organic waste, and food waste. These are then transformed into fertilizer, animal feed, or converted into energy. Contractors or waste disposal service providers must possess proper licensing, or local agencies in each area are responsible for general waste disposal. This ensures that general waste and waste generated from hotel operations do not adversely impact or slightly affect the community or society in the area where the hotel operates and aims to minimize the amount of general waste sent to landfills. Recycle waste is processed to be reused.

Reviewing the knowledge on waste segregation for employees is an ongoing initiative within the Company. The aim is to raise awareness and ensure employees have a comprehensive understanding of waste segregation. Information is regularly communicated to employees, and educational materials are prepared for this purpose. Furthermore, general waste management training sessions were organized for 61 Centara Earthcare Champions from the hotel to enable them to apply their knowledge and adopt correct practices in accordance with the Centara Waste Management Plan. Additionally, the Company has communicated with suppliers to reduce single-use packaging. Moreover, it is required that fruit and vegetable raw materials be deposited into separate containers provided by the hotel as part of the effort to minimize waste.

In 2023, the total amount of general waste was 8,303.01 tons, equivalent to an average of 3.37 kilograms of general waste per occupied room, representing an 18% decrease compared to the previous year and a 23% decrease compared to the base year (2019).

The total amount of waste sent to landfill was 5,947.28 tons, representing an average amount of waste per occupied room of 1.68 kilograms, a 46% decrease compared to the previous year, and a 29% decrease compared to the base year (2019).

The total amount of hazardous waste was 19.84 tons, representing an average amount of hazardous waste per occupied room of 0.01 kilogram. This indicates a decrease of 50% compared to the previous year. These wastes will be disposed of by external agencies that are properly authorized and can be inspected, such as municipalities or specialized hazardous waste disposal companies.

Total Waste Generated

Year	Total Waste (ton)	Total Waste (Kg) / Occupied room
2019 (17 Hotels)	4,962.12	4.36
2020 (17 Hotels)	2,666.80	5.98
2021 (17 Hotels)	1,865.78	5.57
2022 (34Hotels)	6,094.68	4.10
2023 (47Hotels)	8,303.01	3.37

■ Total Waste (ton)   ●— Total Waste (Kg) / Occupied room

Total Waste to Landfilled

Year	Total Waste to Landfilled (ton)	Total Waste to Landfilled (Kg) / Occupied room
2019 (17 Hotels)	2,663.24	3.1
2020 (17 Hotels)	1,552.83	3.95
2021 (17 Hotels)	1,210.25	4.34
2022 (34Hotels)	4,217.84	3.34
2023 (47Hotels)	5,947.28	2.42

■ Total Waste to Landfilled (ton)   ●— Total Waste to Landfilled (Kg) / Occupied room

Total Hazardous Waste

Year	Total Hazardous Waste (ton)	Hazardous Waste (Kg) / Occupied room
2019 (17 Hotels)	9.8	0.01
2020 (17 Hotels)	6.38	0.02
2021 (17 Hotels)	48.84	0.17
2022 (34Hotels)	24.43	0.02
2023 (47Hotels)	19.84	0.01

■ Total Hazardous Waste (ton)   ●— Hazardous Waste (Kg) / Occupied room

Recycled Waste

The establishment of a general waste separation policy to reduce the amount of general waste going to landfills enable the Company to separate different types of recyclable waste, including plastic, paper, cardboard, metal, glass, and used oil from hotel kitchens. Additionally, some food waste will be used as animal feed, composted, and converted into biogas, thereby decreasing the amount of general waste sent to landfills. In 2023, the total amount of recycled waste was 2,335.89 tons, with an average rate of recycled waste per occupied room of 0.95 kilograms, marking a decrease of 35% from the previous year.

In 2023, Centara Mirage Beach Resort Dubai collaborated with UNISOAP in the United Arab Emirates through Goumbook, a social enterprise organization dedicated for society and sustainability drive. A total of 118 kilograms of used soap were collected from guest rooms, cleaned, and delivered to the UNISOAP to be melted down into new soap, which would then be distributed to vulnerable groups in the local community, providing them with greater access to basic hygiene. Furthermore, the hotel has also participated in the 'Save the Butts' project with the Goumbook by collecting cigarette butts from within the hotel premises and gathering beach trash. A total of 6,250 pieces, equivalent to a weight of 1.25 kilograms, were collected to aid in reducing the problem of marine trash that adversely affects beach and sea ecosystems. This initiative also aims to raise environmental awareness among employees, customers, and members of the community.

Centara Reserve Samui has collected broken glass from its usage and donated it to the Baan Maprao community at Nathon Beach, Ko Samui, to be repurposed into bricks for paving the road foundation. Totally 1,140 kilograms of glass scraps were contributed to the recycling process.

Total Recycle Waste (ton)

	2019 (17 Hotels)	2020 (17 Hotels)	2021 (17 Hotels)	2022 (34 Hotels)	2023 (47 Hotels)
Total Recycle Waste (ton)	2,289.01	1,107.59	606.66	1,852.41	2,335.89
Recycle Waste (Kg) / Occupied room	2.02	2.66	2.05	1.27	0.95
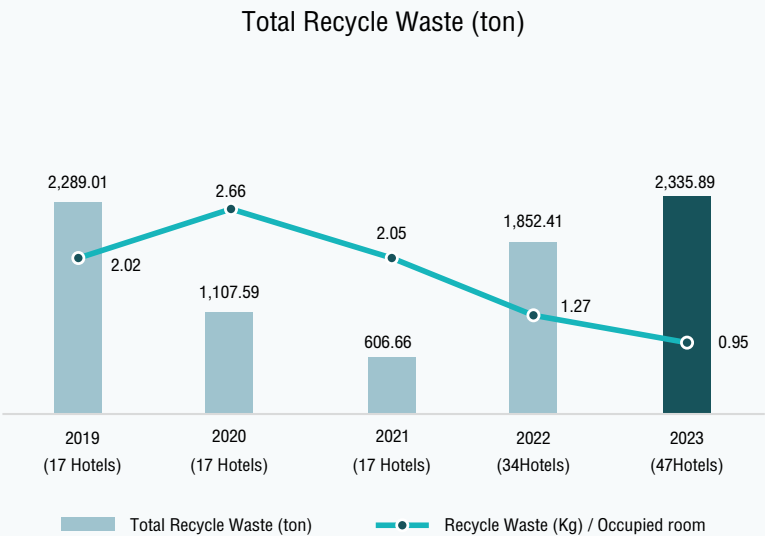
Food Waste

The hotel business separates food waste to reduce the amount of general waste sent to landfills. From business operations, 29% of food waste is used as animal feed, 22% is utilized to make compost for use in hotels, and 1% is converted into biogas energy. In 2023, the total amount of food waste generated was 3,205.14 tons, with 1,548.21 tons sent to landfills. Therefore, 48% of the total amount of food waste was sent to landfills. The goal is to decrease the amount of food waste sent to landfills.

Total Food waste (ton)

Year	Value
2019 (17 Hotels)	1,945.19
2020 (17 Hotels)	769.02
2021 (17 Hotels)	517.75
2022 (34Hotels)	1,133.20
2023 (47Hotels)	3,205.14

Food Waste

Year	Food Waste to Landfilles	Food Waste to Fertilizer	Food Waste to Energy	Food Waste to Farm feed
2019 (17 Hotels)	240.58	448.68	36.26	1,219.67
2020 (17 Hotels)	88.10	92.06	19.59	569.27
2021 (17 Hotels)	86.70	139.73	28.43	262.89
2022 (34 Hotels)	144.72	222.04	46.51	719.94
2023 (47 Hotels)	1,548.21	335.67	25.78	915.15

Donation of Food Surplus

The hotel business has been continuously implementing a project to donate food surplus to the Scholars of Sustenance (SOS) Foundation in Thailand since 2017, in accordance with operating guidelines to collaborate with social partners. The aim is to deliver food surplus that is still edible to the poor and vulnerable groups in need, thereby creating a better quality of life for people in society and reducing environmental impacts by decreasing the amount of food waste. In 2023, 6 hotels participating in the project donated 25,630.16 kilograms, equivalent to 107,647 meals, and were able to reduce greenhouse gases by 64.84 tons of carbon dioxide equivalent.

From day one of year 2017, the hotel business has donated a total of 108,992.04 kilograms of food surplus, equivalent to 420,429 meals, resulting in a reduction of 231 tons of carbon dioxide equivalent in greenhouse gas emissions.

Surplus Food Donation

Legend: ● Surplus Food ● Saving (Meal) ● GHG (kgC02e)

Year	Surplus Food	Saving (Meal)	GHG (kgC02e)
2017	2,654.00	7,961	5,042
2018	28,795.00	86,384	54,710
2019	28,383.00	119,207	53,927
2020	9,486.00	39,930	18,024
2021	2,929.65	12,305	6,152
2022	11,114.23	46,995	28,309
2023	25,630.16	107,647	64,844
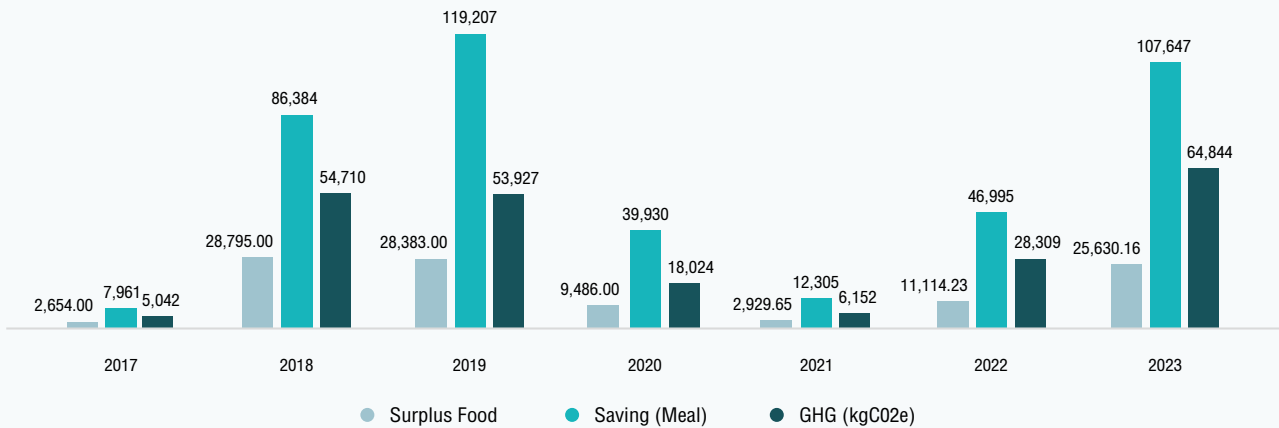
Bio Diversity

The Company is committed to preserving biological diversity and ecosystems by formulating policies that support and promote participation in the conservation of biological diversity. Emphasis is placed on protecting natural areas and areas with high biodiversity to minimize the impact on the natural ecosystem. Measures are established to prevent the introduction of foreign animals and plants into the local ecosystem. When interacting with wild animals in nature, this is done without disturbing them and while considering the impact on their natural behavior. Additionally, there is a strict prohibition on finding, breeding or keeping any species of wild animal in captivity. The Company will not allow the hunting, consumption, displaying, selling, or trading of any wild species unless it is conducted as part of regulated activities and in accordance with the requirements of local and international laws. Employees receive training to acquire knowledge and effectively communicate with guests to avoid potential consequences.

The hotel has organized activities to preserve biodiversity and ecosystems, such as restoring coral reef ecosystems surrounding two hotels in the Maldives: Centara Grand Island Resort & Spa Maldives and Centara Ras Fushi Resort & Spa Maldives, organized an activity with customers, employees, and the Best Dives team to restore coral reefs using coral transplantation. Acropora coral and Pocillopora coral were utilized for transplantation, each tied to a rebar structure. The steel frame was then placed underwater on the sand. In total, 1,000 coral branches were transplanted, with 130 people participating in the activity.

Centara Reserve Samui joined the activity of "Returning Blue Crabs to Thai Sea" with Ban Tai Blue Crab Bank, Ko Samui, including listening to lectures, visiting aquatic nursery, and participating in releasing a total of 40,000 baby blue crabs as part of increasing the population of blue crabs in nature and also provide a sustainable source of food for local people. Twenty-six employees participated in the activity.

In addition, domestic and international hotels have joined together to plant 44,834 trees, both within the hotel premises and in public areas surrounding the hotel, aiming to increase green space for absorbing carbon dioxide and to conserve biodiversity in the area surrounding the hotel.

Cultural Heritage

The Company is committed to preserving cultural heritage and minimizing damaging impacts on it by creating policies and guidelines according to international and national standards, as well as guidelines for entering local community areas, historical sites, or cultural heritage sites. The aim is to reduce the impact that may cause harm to the community as much as possible and create value for the local area, thus ensuring maximum satisfaction for tourists. The Company emphasizes and incorporates the authentic characteristics of local traditional and contemporary culture into design, decoration, and cuisine, while also respecting the wisdom of the local community. Importantly, there is an emphasis on not acquiring antiques or any objects of historical value that may not be sold, traded, or displayed unless permitted by applicable local and international laws.

The Company has communicated information to customers and service users through various products and services. These include organizing local food festivals, traditional activities, dressing in local clothing, and providing advice on local language for basic communication. This includes offering basic information about do's and don'ts, aimed at facilitating communication with customers to enhance their understanding of local culture and learn about the diversity of lifestyles in different localities. Various channels such as websites, social media platforms, and digital channels within the hotel are utilized for communicating with customers.

Participation in Environmental Conservation

The hotel business supports and encourages employees and customers to participate in environmental conservation through various projects, such as:

The **Fish POP 'Plastic Only Please!'** Project aims to raise awareness and emphasize the importance of plastic waste management. In June 2023, during World Environment Day, we encouraged everyone, both customers and employees, to help separate plastic waste and place it in the POP fish. Once the POP fish is full, the hotel will collect the plastic for recycling, thus helping to reduce the amount of general waste sent to landfills. A total of 37 hotels participated in organizing the Fish POP initiative, collecting 1,697.31 kilograms of plastic waste.

Earth Hour Project

Centara Hotels & Resorts, both in Thailand and abroad, totaling 42 hotels, participated in the project "Turn off the lights for 1 hour to reduce global warming" (Earth Hour) on March 31, 2023. The initiative aimed to turn off unused and unnecessary lights, serving as a symbolic gesture in energy conservation and reducing greenhouse gas emissions. This activity resulted in saving up to 10,455 kWh of electricity, reducing greenhouse gas emissions by 5.23 tons of carbon dioxide equivalent. A total of 2,303 customers within the hotel participated in the activity, along with 1,305 employees.

Other environmental projects include Big Cleaning & Beach Cleaning, in which 2,545 hotel employees participated in trash collection and cleaning activities in various areas surrounding the hotel, including the beach, desert, underwater, rivers, canals, and nearby areas. These efforts aim to maintain a beautiful environment. Additionally, the promotion of environmentally friendly vehicles for customer use, such as bicycles for rent, kayaks, and electric-powered shuttle buses within the hotel premises, supports various projects, etc.

Environmental Impact Assessment (EIA)

The hotel business conducts environmental impact assessments and prepares reports on compliance with measures to prevent and correct environmental impacts and measures to monitor environmental quality (Monitoring Report) annually, twice a year, in accordance with the law under the regulations of the Office of Natural Resources and Environmental Policy and Planning. It also conducts environmental impact assessments for new projects, addressing four environmental issues as per regulations. These assessments report potential impacts, outline measures to prevent and mitigate environmental impacts, and ensure compliance with these measures. Authorized personnel from the Office of Natural Resources and Environmental Policy and Planning are responsible for preparing these reports.

Global Sustainable Tourism Council-GSTC for Hotel

The Global Sustainable Tourism Council (GSTC) has established standards and guidelines for hotel sustainability across four main sections and 24 topics, encompassing 167 sustainability issues. These sections include: Section 1 - Sustainability Management, Section 2 - (Social & Economic Benefits, Section 3 - Cultural Heritage, and Section 4 - Environment. The Company has set a goal for all hotels and resorts within the Centara Group to achieve tourism sustainability certification from the GSTC by 2025.

In 2023, 24 hotels and resorts under Centara Group passed the assessment and inspection for global sustainable tourism standards in the hotel category conducted by Verio and Bureau Veritas, an expert inspection agency certified by GSTC. Additionally, 1 hotel was certified as Green Key, which is a GSTC-recognized.

In addition, Centara Grand & Bangkok Convention Centre at Central World has also been certified to ISO 22000:2018 food Safety Management and ISO 20121 – Event Sustainability Management Standard. The Company has food safety management system standards, along with HACCP and GHP, standards for controlling safety in every food production process.

Green Hotel Standard

Centara Reserve Hotel has received the gold-level Green Hotel Award (G Mark) from the Department of Environmental Quality Promotion, Ministry of Natural Resources and Environment. With this addition, the total number of hotels and resorts under the Centara Group certified as Green Hotels now stands at 16.

In addition, 10 hotels of Centara Hotels & Resorts have been certified with the Hotel Standard 2023-2025 emblem by the Ministry of Tourism & Sports, in collaboration with the Tourism Authority of Thailand (TAT), Thailand Hotel Standards Foundation, and Thai Hotels Association.

No.	Hotel	GSTC	Green key	ASEAN Green Hotel	Green Hotel			STAR Rating by TAT			TSEMS*	AMVS**	TMVS***	Dubai Sustainable Tourism Awards
					Bronze	Silver	Gold	3 stars	4 stars	5 stars				
1	Centara Reserve Samui	✓												
2	Centara Grand & Bangkok Convention Centre at CentralWorld	✓					✓			✓	✓	✓	✓	
3	Centara Grand at Central Plaza Ladprao Bangkok	✓		✓		✓				✓	✓	✓	✓	
4	Centara Grand Beach Resort & Villas Krabi	✓												
5	Centara Grand Beach Resort & Villas Hua Hin	✓		✓			✓			✓				
6	Centara Grand Mirage Beach Resort Pattaya	✓					✓							
7	Centara Grand Beach Resort Phuket	✓				✓		✓					✓	
8	Centara Grand Island Resort & Spa Maldives	✓												
9	Centara Villas Samui	✓												
10	Centara Villas Phuket	✓				✓								
11	Centara Kata Resort Phuket	✓												
12	Centara Hotel Hat Yai	✓		✓		✓				✓				
13	Centara Udon						✓					✓	✓	
14	Centara Anda Dhevi Resort & Spa Krabi					✓								
15	Centara Watergate Pavilion Hotel Bangkok	✓												
16	Centara Azure Hotel Pattaya				✓									
17	Centara Q Resort Rayong	✓								✓				
18	Centara Ao Nang Beach Resort & Spa Krabi	✓								✓				
19	Centara Ubon									✓				
20	Centara Riverside Hotel Chiang Mai				✓					✓				
21	Centara Ras Fushi Resort & Spa Maldives	✓												
22	Centara Mirage Beach Resort Dubai	✓												✓
23	Centara Sonrisa Residences & Suites Sriracha	✓												
24	Centara West Bay Hotel & Residences Doha		✓											
25	Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana	✓					✓			✓				
26	Centara Life Maris Resort Jomtien	✓					✓							
27	Centara Life Phu Pano Resort Krabi						✓	✓						
28	Centara Life Hotel Mae Sot							✓						
29	Centara Life Cha Am Beach Resort Hua Hin	✓												
30	Centara Life Hotel Bangkok Phra Nakhon									✓				
31	COSI Samui Chaweng Beach	✓												
32	COSI Pattaya Wong Amat Beach	✓												
33	COSI Krabi Ao Nang Beach	✓		✓			✓							
34	Centara Hotels and Resorts Head Office	✓												

* Thailand Sustainable Event Management Standard
** ASEAN MICE Venue Standard
*** Thailand MICE Venue Standard

Task Force on Climate-related Financial Disclosures (TCFD)

CORE ELEMENTS OF RECOMMENDED CLIMATE-RELATED FINANCIAL DISCLOSURES

● **GOVERNANCE**
The organisation's governance around climate-related risks and opportunities

● **STRATEGY**
The actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.

● **RISK MANAGEMENT**
The processes used by the organisation to identify, assess and manage climate-related risks.

● **METRICS AND TARGETS**
The metrics and targets used to assess and manage relevant climate-related risks and opportunities.

The Company is aware of the climate change risk, which affects both its business operations and stakeholder groups. Consequently, it has established a goal and plan to transition into an organization that emits net-zero greenhouse gas emissions from its operations (Scope 1 and 2) by 2050. Additionally, the Company continuously evaluates risks and opportunities within its business operations in order to promptly implement the plan and prepare for evolving changes in technology, rules, regulations, and standards.

The Company has prepared a report in accordance with the framework of Task Force on Climate-related Financial Disclosures, consisting of four main areas as folllows:

- **Governance**   The Company oversees and manages climate-related opportunities and risks, the Board of Directors and the Governance and Risk Management Committee oversee the work of the risk management department and the working group on sustainable development in hotel and food businesses.
- **Risk Management**   The Company has carried out a risk assessment, identified risks, and determined guidelines for climate change risk management.
- **Strategy**   The Company establishes business guidelines and financial planning to manage the impacts and opportunities arising from climate change by creating an action plan to reduce greenhouse gas emissions to net zero and analyzing the effects under Climate-related Scenario Analysis.
- **Indicators and Goals**   The Company has set indicators and goals to manage risks and opportunities arising from climate change. It has set a target of achieving net-zero greenhouse gas emissions from the Company's operations by 2050 (Scope 1 and 2).

The Company has assessed risks using 3 analytical scenarios:

1. High Climate Change Scenario (RPC 8.5), characterized by high levels of greenhouse gas emissions resulting in temperatures increasing above 4.5 degrees Celsius (4.5°C), the impacts are severe.
2. Moderate Climate Change Scenario (RPC 4.5), characterized by a moderate reduction in greenhouse gas emissions resulting in temperatures increasing above 2 degrees Celsius (2°C).
3. Low Climate Change Scenario (RPC 2.6) characterized by operating a business with low greenhouse gas emissions resulting in temperatures not exceeding 2 degrees Celsius (2°C). This scenario prompts an urgent push for climate policy.

The financial risks related to climate are analyzed under various assumptions as follows:

Transition Risk

- Changes in policies, laws, and regulations (Policy Risk): It is expected that if laws regarding climate change, including carbon tax policies, are enforced in the future, the Company may be affected by increased expenses. However, the Company has established operational guidelines with the goal of achieving Net Zero by 2050 (Net Zero 2050) and has already increased the proportion of renewable energy use to support this goal.
- Market Risk-Suppliers Carbon Pricing Risk: Forecasted under various carbon price scenarios by experts, the Company may face increased prices for certain products and raw materials if its trading partners are mandated to cover the cost of carbon emissions from their production processes, including carbon taxes. This could impact prices for items such as hotel construction equipment, electrical equipment, textile products, and packaging materials for the food business.
- Technology Risk: The assessment of technology risks in the hotel and food businesses suggests that the Company may be more affected. This could involve implementing equipment improvements and adopting new technologies in operations to reduce greenhouse gas emissions.
- Reputation Risk: The risk assessment of this issue suggests that the Company may be more affected. This is due to the increasing demand from customers, suppliers, and stakeholder groups for environmentally friendly products and services, which reduce more greenhouse gas emissions.

Physical Risk

Based on the physical risk assessment, the Company may encounter risks associated with sea level rise, heatwaves, and sudden water-related events such as storms, floods, and droughts. These events could significantly impact business operations, potentially causing disruptions. Prevention efforts may entail additional costs and expenses, while mitigating increased damage from natural disasters may require further investment in future projects.

*Read more " Task Force on Climate-related Financial Disclosures Report"

Environmental Management of Food Business

The food business under the operations of Central Restaurants Group (CRG) places importance on the environment, aiming to reduce the impacts from business operations. This effort involves pushing for work environment management, starting with the management team setting guidelines, leading to the adoption of practices and actions across various brands. Additionally, efforts are made to raise awareness among employees of the food business group regarding the importance of the impacts of climate change. Employees are encouraged to perform their duties according to the established guidelines, with the goal of minimizing greenhouse gas emissions, optimizing energy and water resource usage, and integrating more efficient waste management practices.

Environmental Performance of Food Business

Goal for 2023: To reduce energy consumption by 5% compared to the previous year.

Energy Management

The total energy consumption of the food business in 2023, based on data on electricity and LPG usage, amounted to 93,147,495 kilowatt-hours, marking a 3% decrease compared to the previous year. This reduction was achieved through strategies such as optimizing space utilization in each branch to maximize energy efficiency. The energy intensity rate per unit area was 729.94 kilowatt-hours per square meter. Additionally, the intensity of energy use per revenue (million Baht) decreased by 10% from the previous year, reaching 7,3838.87 kilowatt-hours per revenue (million Baht).

Total Energy Usage (kWh)

Year	Value
2019	94,998,701.05
2020	85,818,718.53
2021	81,946,852.92
2022	96,053,976.95
2023	93,147,494.58

Energy Intensity (kWh/Revenue : Million)

Year	Value
2019	7,726.61
2020	8,470.07
2021	8,808.65
2022	8,227.32
2023	7,383.87

Energy Intensity (kWh/sqm)

Year	Value
2019	874.85
2020	759.55
2021	708.55
2022	690.77
2023	729.94
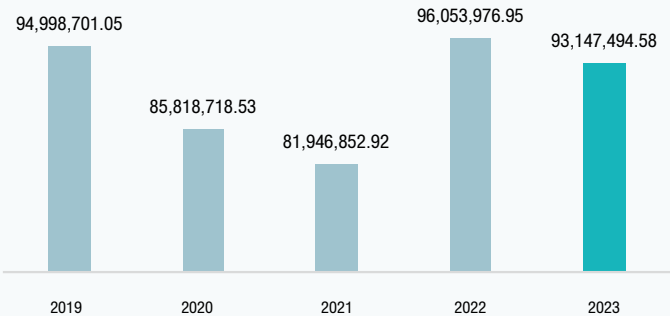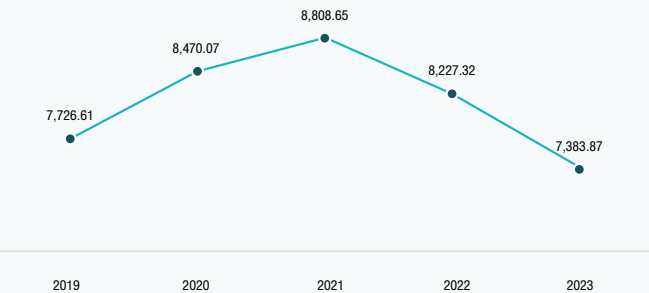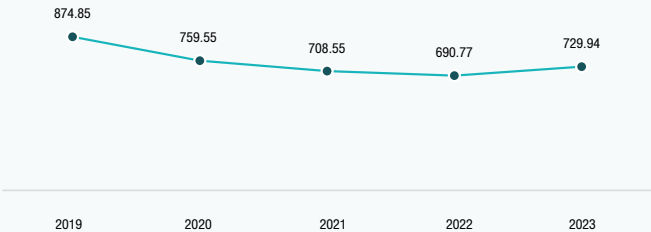
Meanwhile, the electricity intensity per unit area was 709.09 kilowatt-hours per square meter, representing an increase of 6% compared to the previous year. The electricity intensity per revenue was 7173 kilowatt-hours per million Baht, reflecting a decrease of 10% from the previous year.

Total Electricity Usage (kWh)
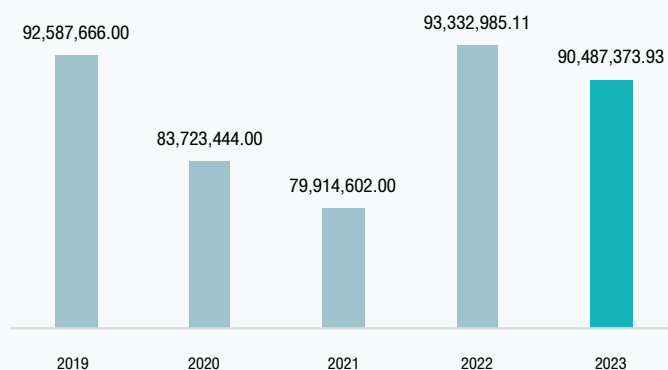
Year	Value
2019	92,587,666.00
2020	83,723,444.00
2021	79,914,602.00
2022	93,332,985.11
2023	90,487,373.93

Electricity Intensity (kWh/Revenue : Million)

Year	Value
2019	852.65
2020	741.00
2021	690.98
2022	671.20
2023	709.09

Electricity Intensity (kWh/Revenue : Million)

Year	Value
2019	7,530.51
2020	8,263.27
2021	8,590.20
2022	7,994.26
2023	7,173.00
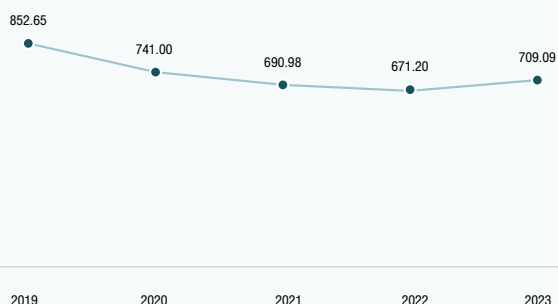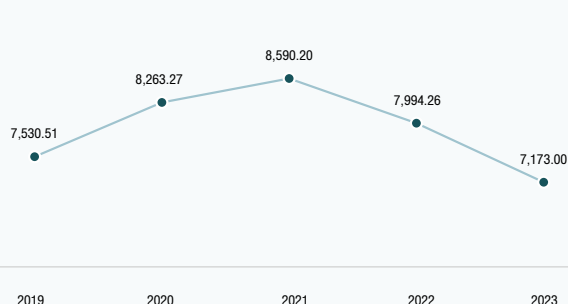
Renewable Energy

The food business utilizes renewable energy in its operations by installing solar panels in its production plant, which can produce 312,133.57 kilowatt-hours of electricity from solar energy, reducing greenhouse gas emissions by 156.04 tons of carbon dioxide equivalent. The food business is further optimized to reduce energy usage by considering materials in the construction process and implementing technology within the store. In addition to using solar cells to save electricity, energy-saving glass is installed to block heat from passing through while allowing plenty of light to penetrate. Additionally, an efficient air conditioning system is employed, along with a reduction in the use of ceiling light bulbs.

Renewable energy Usage (kWh)

Year	Value
2021	32,564.58
2022	314,842.03
2023	312,133.57
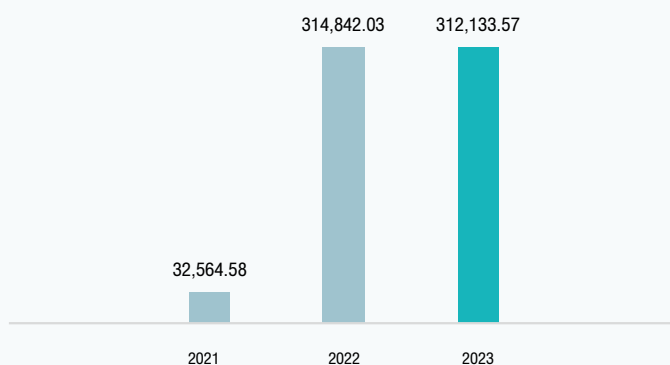
Green House Gas Emission

In 2023, the amount of greenhouse gas emissions from the operations of the food business totaled 60,957.68 tons of carbon dioxide equivalent, representing a decrease of 1% from the previous year. The amount of greenhouse gas emissions in Scope 1 was 608.97 tons of carbon dioxide equivalent, while in Scope 2, it was 45,234.64 tons of carbon dioxide equivalent, and in Scope 3*, it was 15,114.07 tons of carbon dioxide equivalent. The proportion of greenhouse gas emissions in Scope 1 and 2 from the operations of the food business accounted for 75% of the total greenhouse gas emissions from operations.

In 2023, the concentration rate of greenhouse gas emissions per unit area was 2.09 tons of carbon dioxide equivalent per square meter, marking an 8% decrease from the previous year. Additionally, the concentration rate of greenhouse gas emissions per unit of million Baht of income was 4.83 tons of carbon dioxide equivalent per million Baht of income, also showing an 8% decrease from the previous year.

*The collection of data for Scope 3 involves gathering information on water usage and the quantity of solidwaste sent to landfill.

Total Greenhouse Gas Emission (tCO2e)

Total Greenhouse Gas Emission (tCO2e) Scope 1,2,3

Greenhouse Gas Emission (tCO2e/sqm)

Greenhouse Gas Emission (tCO2e/Revenue-Million)

Toal Water Usage (m3)
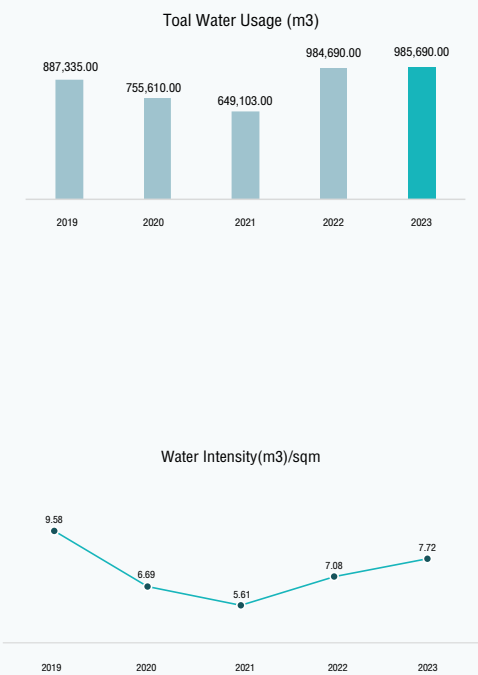
Water Resources Management

In the servicing process, the food business utilizes tap water totaling 985,690 cubic meters, equivalent to 984.69 megaliters, marking a 0.1% increase from the previous year, attributed to efficient water management across all branches. Meanwhile, the water usage intensity rate per area was 7.72 cubic meters per square meter, or 0.007 megaliters, representing a 9% increase from the previous year. The water usage intensity rate per unit of million Baht of income stood at 78.14 cubic meters per unit of million Baht of income, showing a 7% decrease from the previous year.

Water Intensity(m3)/sqm

Water Intensity(m3)/Revenue:Million
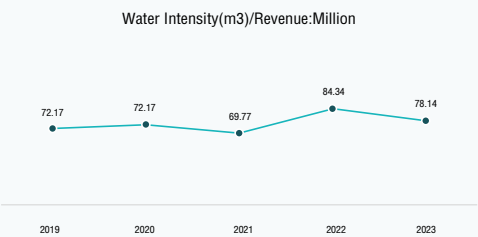
Waste Management

In 2023, the food business generated a total of 6,177 tons of general waste and waste, marking an 11% increase from the previous year, attributable to branch expansion and increased sales. The average amount of general waste and waste per square meter is 48.41 kilograms, reflecting a 21% increase from the previous year. Additionally, the waste generated per unit of million Baht of income was 489.66 kilograms, representing a 3% increase from the previous year. The food business emphasizes the importance of raw material management to minimize waste during cooking processes. Raw material purchases are meticulously calculated using a system that analyzes and forecasts sales to ensure minimal leftover inventory. In addition, the Company began to promote various brands to carry out waste separation. This year, it has partnered with Central Pattana to launch the "Don't Pour and Mix Project," aimed at managing food waste and organic general waste separation from various branches, which will be launched in shopping centers, to be used as animal feed and fertilizer. The project is set to commence in April. There are Japanese food brands, Terrace brand, and Somtam Nua brand present in 78 branches across 22 shopping centers in Bangkok and other provinces, they can separate 46,610 kilograms of food waste, thereby reducing the amount of waste sent to landfills. Additionally, this effort has led to a reduction of 108.13 tons of carbon dioxide equivalent in greenhouse gas emissions. The Company plans to expand this project further in the following year.

Total Waste (Ton)
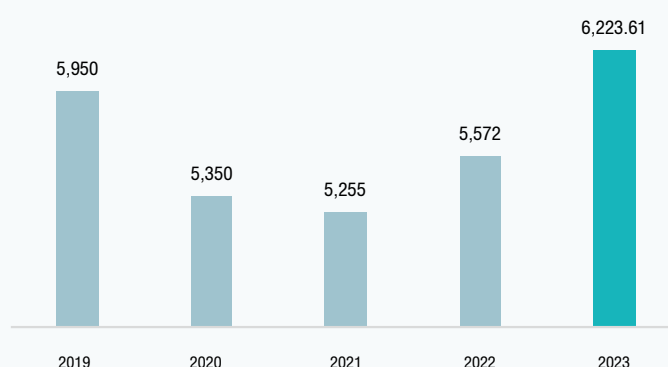
The food business also separates cooking oil and delivers it to an oil purchasing agency along with proper certification documents. This cooking oil is then used in the production of 902,682 kilograms of biodiesel oil, generating an income of 25.5 million Baht.

The food business has joined the project to donate food surplus to the Scholars of Sustenance Foundation (SOS Thailand) for distribution to the poor and vulnerable groups since 2020. It began by donating donuts from the Mister Donut brand at 5 branches and has now expanded to 20 branches. Additionally, it has collaborated with the VV Share Foundation, adding another 11 branches to the initiative, thus donating food to the poor as well. Currently, both projects have expanded operations to a total of 31 branches across 7 provinces: Bangkok, Phuket, Prachuap Khiri Khan, Chiang Mai, Samut Prakan, Chiang Rai, and Chonburi. In 2023, the total amount of food surplus donated was 27,587.580 kilograms, equivalent to 115,867 meals, thereby helping to reduce greenhouse gas emissions by a total of 69,796.37 kilograms of carbon dioxide.

CRG Surplus Food Donation
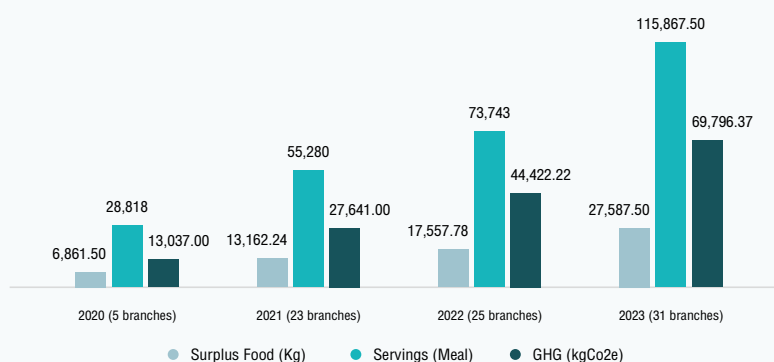
Social Dimension

Goal and Performance of year 2023

	Goals	Performance results 2023	
Social Performance Results	Average training hours for hotel business employees: 30 hours/person/year	59 hours/person/year	↻
	Work-related fatality rate: 0	0	↻
Goal 5.1 / Indicator 5.1.1 Goal 5.5 / Indicator 5.5.2	Hiring of disabled employee in compliance with legal requirements	100%	↻
Goal 8.8 / Indicator 8.8.1	Total number of female executives in hotel and food business at manager level or higher is over 50%.	69%	↻

↻ Achieved the goal　　　↻ Achieving the goal

The Company's social operations have key objectives which include developing the potential of its employees and creating a good quality of life for them. The Company also emphasizes the importance of promoting human rights and steadfastly assisting and developing communities in all areas where it conducts business. The Company believes in creating jobs, careers, and communities that have sustainable growth and a high quality of life. To achieve this goal, the Company supports local employment to reduce relocation issues and provides opportunities for vulnerable groups to generate income for themselves and their families. It also supports the employment of persons with disabilities, disadvantaged individuals, and the elderly to create income for people in the community. The Company promotes the purchase of goods, products, and services from communities in the area to stimulate economic growth for the community and the surrounding society and to reduce the environmental impact of cross-border transportation of goods.

Human Rights Operations

The Company has focused on conducting businesses that do not involve any form of human rights violation. It has prioritized and adhered to the principles of human rights in accordance with the human rights policy framework established under the framework of respecting the honor and dignity of each individual equally, according to the law, the United Nations Guiding Principles on Business and Human Rights (UNGPs) framework, and the ILO Declaration on Fundamental Principles and Rights at Work. This commitment extends to ensuring there is no discrimination on the basis of race, religion, gender, skin color, language, ethnicity, or any other status. This includes compliance with the labor laws of each country in which the Company operates, covering significant human rights issues such as child labor, forced labor, discrimination, and sexual harassment, etc. The Company has also raised awareness of respect and compliance with international human rights principles among employees and trading partners, aimed at preventing and avoiding violations of human rights for all stakeholder groups. This involves conducting annual reviews of human rights policies to stay abreast of changes and address key issues related to human rights.

The Board of Directors and management team have attached great importance to human rights risks; therefore, the assessment of the Company's human rights risks is conducted to identify, prevent, and mitigate human rights impacts that may occur throughout its value chain, covering all groups of stakeholders. This risk assessment process is based on the United Nations Guiding Principles on Business and Human Rights (UNGPs), which provide guidelines for organizations to respect human rights. The comprehensive human rights examination process consists of policy setting, identification of risks and impacts, integration and implementation of risk responses, performance monitoring, report preparation, and grievance mechanisms and remedy processes.

Human Rights Due Diligence Framework

Policy Commitment	Human Rights Due Diligence	Access to Remedy

Human Rights Policy Commitment

Announce Human Rights Policy to exolain how the Company respects human rients

Human Rights Risk Identification

- Identify actual and or potential risks and assess its impact.

Integrating and Acting on Identified Risk

- Integrate findings to activities and ensure effective implementation.

Grievance Mechanisms & Remediation

Set up contact points for receiving report anc develop process to investrare

Embedding the Responsibility

Embed Human Rights policy into management systems and oversight bodies

Communicating

- Disclose performance with external stakeholders regarding how we handle impacts

Tracking Implementation and Result

- Track effectiveness of the response

Human Rights Risk Assessment Process

The Company has developed methods to assess and identify human rights risks in order to mitigate their impacts. It has inspected and reported performance results, leading to the development of a comprehensive inspection process aiming to plan and manage human rights risks in the Company's operations and supply chain through existing and additional response measures. This process covers the hotel and food businesses, including all relevant customers, trading partners, and external stakeholders of the Company. The process involves the following steps:

1. Identifying human rights risks by analyzing data from the same industry group, compared with internal risks identified from internal discussions. The human rights risks that may occur include issues regarding forced labor, child labor, working environment, labor practices, discrimination, freedom of association and empowerment in negotiations, freedom of expression, environmental and community rights, access to remedy processes, cybersecurity, and maintaining data privacy.
2. Risk Management: The Company is unable to manage all identified risks at once. Therefore, the process of identifying impacts and prioritizing risks will enable the Company to manage them appropriately, taking into consideration risk categorization into three types: risks before control, outstanding risks, and target risks consistent with the organization's risk level. This is achieved through control activities aimed at improving risk management by assessing risk levels based on impacts and likelihood using a scale of 1 to 5, considering factors such as size, scope, and the difficulty of correction and remediation for impacts to resume the situation. These risks are then analyzed and prioritized, and necessary actions are taken to reduce them. In cases where outstanding risks are high, the Company must determine measures to respond to them.
3. Performance monitoring: The Company has monitored risk management outcomes over a defined timeframe to ensure the effectiveness of actions in mitigating human rights impacts.
4. Communication of impact remediation: The Company has communicated and explained its operational guidelines to both internal and external stakeholders through various communication channels, including its website, Annual Report, and other public platforms.

Grievance Mechanism Management

The Company has established a Whistleblowing Policy to monitor human rights violations resulting from its activities. This policy specifies the process and designated agencies responsible for receiving complaints, as well as measures to protect whistleblowers. Remedial measures will be selected based on the impact level of the human rights risks in respective issues.

In 2023, the Company conducted a comprehensive human rights risk assessment concerning issues related to providing services in Thailand. This assessment covered 100% of service business units and evaluated the human rights risks associated with trading partners in Thailand, which accounted for 36% of the main trading partners. The result of the risk assessment conducted by external experts revealed that human rights risk issues in the operational process include complaint handling, cyber and personal data security, and working environment. The Company has assigned relevant departments to take action on all risk issues in order to control them. Regarding human rights risks associated with trading partners, it has been identified that complaint handling, cybersecurity, personal data security, and the use of child labor are all pertinent issues. The Company has communicated with its trading partners to address and mitigate these risks.

Policy on Human Rights: https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-human-rights-policy-en.pdf

Human Resources Management Strategy

Human resource management is considered a key issue in the Company's operations, aimed at driving the business and organization forward for steady and sustainable growth. Quality 'employees' are an important resource in running a business. The Company therefore has a policy to focus on the development and improvement of processes and the human resources management system to be modern, in line with the rapid changes in technology. The Company has also supported and developed the potential of its employees for maximum efficiency in order to make the Company a sustainable organization. The Company focuses on recruiting suitable human resources, supporting personnel training and development, ensuring fair remuneration and benefits, managing employment rates to match workload demands, enhancing work efficiency, conducting performance evaluations, and addressing problem-solving, conflict resolution, and relationship-building among employees within the organization or labor relations.

The Company has established a human resources strategy for the 5-year plan (2022-2026), which involves changing leadership and corporate culture to align with emerging economic conditions. It has increased the efficiency of work systems, developed leadership, enhanced organizational sustainability according to corporate governance codes, and strengthened employee engagement. In addition, the Company adheres to the principle of taking care of employees as if they were family members. It treats employees with fairness and equality in hiring, appointment, transfer, and promotion. The Company considers moral principles and international human rights practices to unleash the potential of employees for the maximum benefit of the organization. It is committed to building the organization as the 'Best Workplace' based on four main guidelines: Leadership, Process and Efficiency, Training and Development, and Workplace and Employer Branding. Furthermore, the Company has the following operational plans:

1. The development of leaders and effective management aim to cultivate a new generation of leaders equipped with proficient team management, communication, and decision-making skills. They will guide the organization to excel and become a leader in the industry.
2. Process improvement and optimization involve reviewing and improving work processes in the organization to increase efficiency and reduce operating time.
3. Employee training and development involve allocation of budget and resources for training, aimed at developing skills and knowledge of employees to respond to market and industry needs.
4. Creation of a good working environment involves development of working environment that is conducive and supports employees to be happy and have good mental health, including creating a sense of ownership and commitment to the organization.
5. Diversity and inclusion management involve creation of policies and practices that emphasize accepting and promoting diversity in the workplace, aimed at creating corporate culture that is open to everyone.
6. The use of technology for effective human resource management involves applying technology and automation systems in human resource management, with the aim of increasing flexibility and reducing complexity in various processes.
7. Building a strong employer brand involves developing and promoting the organization's image as an attractive employer, with a focus on values, corporate culture, and growth opportunities for employees.
8. Moreover, it's crucial to cultivate internal talents and retain them (Talent Marketplace and Retention), while also promoting and supporting new working styles and employment models (Future Workforce).

Corporate Culture of Diversity and Inclusion

The Company has prioritized the value and dignity of all individuals equally, regardless of nationality, culture, or beliefs, fostering a conceptual framework that promotes diversity and inclusion. Recognizing the inherent value in the diversity among its employees, the Company aims to establish guidelines ensuring equal treatment for all, free from discrimination and efforts to alienate any individual within the organization. Additionally, the Company has cultivated an appropriate working environment, with executives leading by example in respecting diversity and embracing differences among employees.

Employee Recruitment

The Company's personnel recruitments for both hotel and food businesses have prioritized compliance with human rights principles, emphasizing equality, dignity, and the right to be treated without discrimination based on race, skin color, gender, age, religion, or belief. Furthermore, the Company provides opportunities for individuals of all nationalities to become employees, considering their qualifications and competence for various positions. In addition, its employees can rotate or transfer to work in different areas as appropriate, aimed at developing their skills and increasing career advancement opportunities. All new employees will receive orientation to understand the organization's vision, values, and culture, including the requirements of welfare for the Company's business operations covering many locations around the world. Labor treatment in compliance with the law and human rights principles is therefore a priority for the management team. Appropriate remuneration and benefits are determined based on experience and abilities, compared with the remuneration of other companies in the same business group, ensuring that employees at all levels, regardless of gender, receive equal compensation.

The hotel business has established employee recruitment guidelines as follows:

1. Planning the recruitment and selection of employees based on the business's current needs
2. Clearly defining job descriptions and required qualifications
3. Utilizing communication channels effectively to recruit employees, ensuring communication reaches the targeted group of applicants the Company needs
4. Screening applicants and selecting those whose qualifications match the job position. Recruitment is divided into two approaches: internal recruitment and external recruitment. The internal recruitment approach focuses on hiring employees from within the organization, entailing the selection of personnel or applicants from various departments to fill vacant positions. When a position becomes available, an announcement is made to recruit personnel currently working within the organization who meet all the required qualifications. They will then have the opportunity to be considered for a rank upgrade, promotion, or transfer within the same department or to different departments as deemed suitable. Conversely, the external recruitment approach involves hiring from outside the organization, which includes selecting employees or applicants from external sources.

Meanwhile, the food business has established guidelines for recruiting employees, categorized by employee groups as follows:
1. For office employees, selection criteria include applicants possessing the necessary knowledge and abilities outlined in the job description, this involves utilizing suitable media for public relations, implementing a structured job interview process, and conducting tests to assess applicants' qualifications and suitability for the position
2. For employees of store management team, selection focuses on recruiting individuals with 1-5 years or more of restaurant management experience, including promoting employees with potential to grow in their careers, a public relations medium for recruiting employees are divided into offline and online channels
3. For operational-level employees, the Company opens to applicants with or without prior restaurant service experience, encompassing both permanent and temporary roles.

The Company has chosen to utilize public relations mediums for recruitment, divided into appropriate offline and online categories. These include job announcements to recruit internal employees of the hotel business, food business, and those in the Central Group, as well as organizing Career Day Events and Open House events with educational institutions. The recruitments are conducted through various offline and online channels, utilizing job recruitment websites chosen for their appropriateness and alignment with the target group. Additionally, various social media platforms such as LinkedIn, Facebook, Instagram, Line Group Posting, and LineOA @NooYimCRG are utilized for recruitment purposes. In addition, the Company has initiated a friend referral project where employees recommend their friends or acquaintances for job openings. Furthermore, the Company sets up public relations booths, organizes or attends job fairs to recruit local applicants, participates in educational institution activities such as road shows to communicate recruitment opportunities for students or interns in cooperative and bilateral courses, and establishes the Young Freelancer project aimed at providing virtual work experience training at the higher education level.

In 2023, the expenses for employee recruitment in the hotel business amounted to 7.4 million Baht, while those for the food business totaled 0.6 million Baht, resulting in a combined total of 8 million Baht.

Fair Labor Practice

The Company has established the Welfare Committee, Employee Committee, and Welfare Working Group in accordance with the Labour Protection Act B.E. 2541 (1998). In 2023, the Welfare Committee consulted with the management team to amend employee regulations and benefits by implementing Employee Support Programs related to the health and well-being of employees. This included organizing 5S activities and a Big Cleaning Day to maintain work areas, as well as implementing a program to encourage employee exercise, aimed at promoting good health among them.

In the food business, the Company has established a policy for labor operations that focuses on management with good governance throughout the entire process. In 2023, the Welfare Committee expanded the welfare limit for eyeglasses and contact lenses from previously not exceeding 1,000 Baht per year to not exceeding 1,500 Baht per year, effective from January 1, 2024. The medical facilities have also been expanded for medical expense referrals, from previously 92 medical facilities to a total of 125. Additionally, the Company plans to further expand medical facilities in Bangkok, the surrounding area, the western region, the southern region, and the northeastern region. In 2024, the Company created the project 'CRG Deaf Community - a space aimed at fostering happiness for the voiceless', for both internal employees and outsiders. The project is committed to providing opportunities, fostering equality, building careers, and developing the potential of people with disabilities in a sustainable manner. This initiative aims to enable them to live happily and with dignity in society, through projects organized according to the Employee Journey Plan, ensuring continual support for special employees within the organization. The following initiatives have been conducted: Employee Support Programs related to employee health and the Happy Body Activity aimed at addressing office syndrome for employees. The Company provides welfare benefits to promote equality. These benefits have been extended to cover LGBTQ couples, unregistered married couples, and legally adopted children. This allows employees to exercise their welfare rights, including marriage leave, marriage allowance, and leave for funeral ceremonies, including providing patient gifts for employees, all has been commenced in 2022.

Performance Appraisal

The Company has performance evaluation criteria that involve setting individual performance goals. Such goals must be consistent with and drive results at the organizational level. Key Performance Indicators (KPIs) are clearly determined, such as the extent of achievement of the objectives, specified period, and the feasibility of the goals. The measurements also encompass a proportion of skill, expertise, and necessary individual characteristics, collectively referred to as core competencies. Employees will be evaluated to demonstrate their core competencies aligning with the objectives and goals of the organization. Performance evaluations will occur mid-year between employees and supervisors, with a reporting period for success, and will assess the performance of the current year at year-end. This process facilitates communication between employees and supervisors, allowing for adjustments in processes or work methods to achieve established objectives.

In the food business, goals are established, and success is measured through two main components: 1) Objective or Key Performance Indicator (KPI): it focuses on monitoring progress and achievement aligned with predetermined goals. These KPIs compare performance results against agreed-upon standards or goals, categorized into three levels: organizational, departmental or team, and individual. GBEST is a new project or work guideline created to improve or elevate core performance; and 2) Core Competency: it evaluates competencies and behaviors expected by the organization based on Proficiency Levels, serving as the primary key for career development.

For the annual performance evaluation, it is calculated from two parts: objectives/KPIs and core competencies, with different proportions according to position level based on guidelines for determining the annual ranking distribution, reflecting actual performance results. Supervisors are responsible for considering the results of the evaluation and the performance calibration, as another step.

The company utilizes the results of performance evaluations to determine annual salary adjustment levels, allocating different proportions of salary increases to ensure compensation aligns with established principles. Additionally, the outcomes of performance evaluations are utilized to analyze and establish guidelines for fostering employee potential. In the event of a change in position, such as a promotion, the Company relies on performance evaluation analyses for consideration and utilizes them as information for managing key personnel within the organization. For the food business, performance results together with employee potential assessment results will be used to develop employee potential. Employees can be divided into 3 groups:

1. Talent: participating in leadership development courses or courses that meet growth needs according to individual development plans
2. Key Contributor: unlocking potential through coaching, and developing according to the individual development plan
3. Concern: creating a development plan to improve performance, behavior, or modify works to match abilities.

Employee Remuneration and Benefits

The Company considers employee compensation based on established principles, providing employees with appropriate compensation compared to industry standards, without discrimination based on gender, race, religion, or belief. Additionally, the Company adheres to the principle of equality

in determining compensation based on work performance and prioritizes maintaining salary and basic compensation parity between male and female employees as much as possible. Regarding the policy for regular salary increases, the Company has established guidelines and procedures for evaluating performance and managing compensation according to established criteria.

The Company has provided various welfare benefits for employees as required by law, as well as additional welfares such as weekly holidays, public holidays, annual leave, uniforms, meals, life insurance, health insurance, annual health check-ups, staff-priced rooms, dormitories (in some branches), shuttle buses (in some branches), outpatient medical and dental expenses (in some branches), workmen's compensation fund benefits (in some branches), provident funds (for business units only), financial aid, savings cooperatives, and cremation association memberships. Additionally, the Company has provided financial assistance to 16 employees' children in the form of scholarships, totaling 134,000 Baht.

In 2023, the Welfare Committee discussed with the management team and established a provident fund benefit for employees in the hotel group, aimed at helping employees plan their future finances. The Company has also studied the expansion of group insurance benefit plans and improving welfare, including additional outpatient medical expenses, aimed at providing employees with better benefits appropriate to current medical treatment standards.

In 2023, for the food business, the management team improved and added new benefits for employees as follows: reviewing travel expenses to accommodate current lifestyles, and considering the increased cost of eyeglasses and contact lenses for employees with eye health problems. In addition, the Company coordinated with over 40 dormitories surrounding the Bangkok Metropolis to request special discounts on deposits and monthly dormitory fees for employees. Furthermore, it has prepared to conduct a study and propose adjustments to welfare regarding leave arrangements for male employees whose wives have given birth. The Company conducted a Salary Survey to assess its ability to remain competitive in the market, plan improvements in its salary structure and hiring rates, and prepare for expanding eligibility criteria to enable more individuals to apply for a provident fund.

Health and Safety in the Working Environment

The Company has strictly complied with the law. The Occupational Safety, Health, and Working Environment Committee (OSH&E Committee) is appointed by selecting representatives from employer and employees in proportion as required by the law, and regular meetings are held every month. Issues identified from the inspection of the OSH&E Committee are presented to senior executives for improvement and correction if there is a risk to employee safety. In addition, the Company also utilizes the assessment results of safety, occupational health, and working environment risks to enhance operating procedures, work areas, and to provide training for employees on health and safety issues in the workplace. The goal is to reduce workplace accidents by 50% compared to 2022. The Company has also prepared standard procedures for work related to chemicals, emergency drills in case of a chemical leak, including reading chemical labels, storage, storage areas or rooms, personal protective equipment, and random inspection of contaminated waste within the area, which is operated by nursing staff because the waste is generated from medical treatment. Other hazardous waste, such as light bulbs and batteries, is also handled.

The Company places importance on managing employees' work-related stress by implementing various strategies. These include organizing regular activities such as an annual party, internal sports events, outing trips, birthday celebrations, and special monthly food menus for employees. Additionally, the Company actively listens to employee opinions through various channels, utilizing data analysis to take corrective actions aimed at reducing stress among employees.

Driving Corporate Culture "I•CARE"

The Company has organized training to provide knowledge about the corporate values "I-CARE" to all employees. New employees will receive this knowledge through new employee orientation, while existing employees will have opportunities for knowledge refreshment and understanding through campaigns and training sessions on I-CARE board games. The Company has also striven to instill values in the actual work of employees, such as a focus on innovation, by organizing Design Thinking training for employees and applying it to real work, leading to the submission of innovative projects to compete in the Innovation Convention Event. Additionally, the importance of customers is taken into account; this is defined as one of the KPIs that every department must evaluate regarding service or customer satisfaction.

Evaluation of Employee Engagement

The Company has evaluated employee engagement, or CHR&CRG Voice, along with companies under the Central Group, in collaboration with Kincentric, to conduct a survey for employees at all levels. In 2023, the results of the employee engagement assessment were separated into results for the hotel business and the food business, as follows:

Hotel Business: The results of the employee satisfaction assessment in 2023 were very satisfactory overall. The satisfaction rate was 88%, which exceeded the target by 1% (the target was set at 87%). Moreover, compared to the results of the employee satisfaction assessment in 2022, there was a notable improvement of 3% from the previous year (the 2022 satisfaction survey yielded an 85% satisfaction rate). Additionally, when compared to the general average value, the organization's satisfaction assessment results for the current year are 18% higher than the average of companies in the labor market (the market satisfaction average is 70%).

	Total Employee	Male	Female
Number of satisfaction survey participants	3,455	1,933	1,522
%	99%	99%	99%
% of high engagement	49%	N/A	N/A

The issues that employees want to improve include infrastructure in terms of tools and work equipment, compensation and welfare structure, and the creation of increased employee engagement in every dimension. On the other hand, the issues that employees appreciate include morality and ethics, opportunities to learn and develop themselves, and the promotion of corporate values. The Company has prepared an action plan to create employee satisfaction by improving the organizational structure to be more flexible and increase work efficiency. Salary and benefits structures in the labor market are surveyed in order to compete and attract workers. The feasibility of changing the working style, rules, and regulations is also analyzed, aimed at making them up-to-date and applicable. Furthermore, internal communication is to be made more effective to ensure a clearer understanding of the organization's goals.

Food Business: The level of employee engagement was 64%, with a total of 4,475 employees participated in the employee engagement survey, the same as the previous year, 6% lower than the average for organizations in Thailand, and 22% lower than top employers. This year's level of employee engagement is moderate. It was found that the top 3 issues that employees were satisfied with included: 1) Customer care, 2) Manager, 3) Diversity & Inclusion. The top 3 issues that needed improvement included: 1) Rewarding and Motivation, 2) Development of supervisor's potential, 3) Tools and equipment for work. Based on the evaluation results, Human Resources Department and related departments have collaboratively planned and executed initiatives aimed at enhancing employee satisfaction. These initiatives include considering adjustments to the minimum wage, offering special benefits, developing training courses for leaders at all levels, and fostering the CRG DNA for corporate culture. Additionally, the Company has enhanced its technology systems in alignment with the plans of Information Technology Department to establish a Digital Workplace system and implement a business sandbox project within the organization. Human Resources Department has explained these results to the management team and communicated the preparation of operational plans across all departments.

Employee Satisfaction Survey Hotel Business

2017	2018	2019	2020	2021	2022	2023
90.53	75	81	85	82	85	88
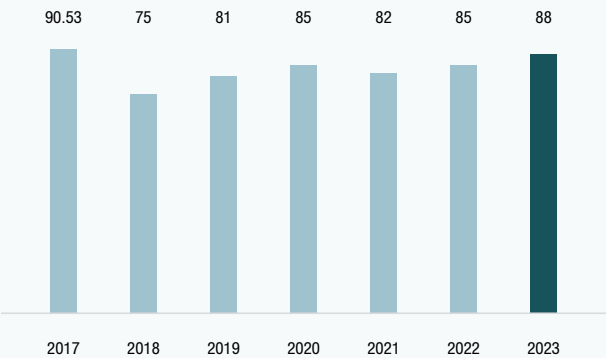
Employee Satisfaction Survey Food Business

2017	2018	2019	2020	2021	2022	2023
70	66	66	63	63	64	64
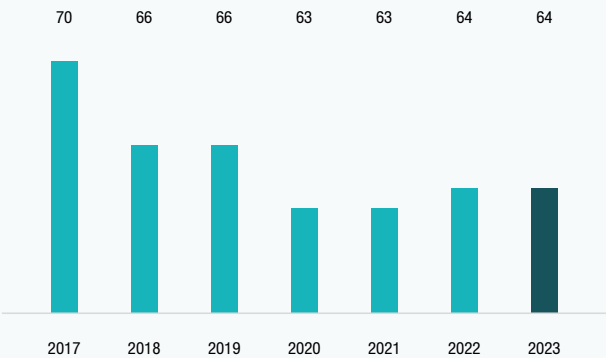
Employee Engagement Activities

The Company has continuously organized activities to promote employee engagement, aiming to create a feeling of being part of the organization, and to foster a sense of joint ownership. This, in turn, leads to loyalty towards the organization, affecting work motivation and increasing work efficiency. Senior executives and supervisors play crucial roles in fostering employee engagement by creating a positive work atmosphere and fostering good relationships among employees. Factors that contribute to building employee engagement include providing opportunities for employees to express themselves, organizing various activities, offering appropriate rewards or recognition, and continually measuring employee engagement.

In 2023, the Company organized various activities for employees, including CHR Town Hall meetings, annual meetings held twice to ensure employees are informed about new policies and directions, Team Building activities aimed at fostering teamwork and cooperation, Staff Gatherings as appreciation events where employees and executives from different departments can socialize and strengthen relationships, Staff Birthday celebrations for employees with birthdays each month, Sports Day to encourage camaraderie among hotels within the Group, Big Cleaning Day for employees to collectively improve their work areas and create a more pleasant environment, Special Menu of the Month featuring a monthly special menu prepared by the Company for the staff canteen, and health and wellbeing activities to promote employee health and wellness.

The food business has organized a CRG Townhall Meeting activity to communicate business directions or situations to employees, regarding operating results in the previous year, common goals, and the business direction of the Company, including guidelines for taking care of employees. Additionally, a Functional Townhall event has been organized twice a year, during which each department, together with Human Resources Department, will organize for executives and staff of each department. This activity provides an opportunity to closely discuss the direction of each department's work, including planning and organizing various activities to enhance bonding within the department.

This year, the food business has prioritized activities involving storefront employees. It organized a CRG Retreat event for store manager teams nationwide and presented the People Manager Award to store managers who demonstrated exceptional people management skills aligned with the Company's policies. Additionally, a team building event was held to foster stronger relationships within departments, contributing to the overall plan to enhance employee engagement across all departments. Additionally, there are activities to create a corporate culture of Diversity & Inclusion, which is a focus of the Company and has been continuously implemented for over 10 years. This year, there was a campaign to decorate special donuts with rainbow colors and deliver them to employees and customers during Pride Month to showcase the Company's stance on supporting diversity and equality in society.

Furthermore, the Company has supported innovation within the organization, as evidenced by the continuous organization of the Innovation Convention for the sixth consecutive year, with the competition theme being 'The Next Chapter of Growth' This year, alongside the innovation contest, seminars are being held to provide knowledge and prepare individuals for the next steps in business. These seminars focus on cultivating the right attitudes, essential future skills, and fostering a corporate culture that encourages readiness for change and innovation. Additionally, there is the Bizlab project, aimed at developing high-potential employees through experiments that propose solutions to business problems based on real organizational challenges.

Training for the Development of Employees' Potential

Training Plans and Development of Potential for Employees in Hotel Business

In 2023, the Company has focused on training and developing the potential of employees at all levels. This varies according to the needs of the business, for example, operational staff will focus their training on providing excellent service to customers. Additionally, they must practice raising service standards to meet the diverse needs of customers. Employees at the supervisory level will focus on training in subjects related to people management and adjusting their mindset for both work and life. The Company has also conducted public relations campaigns to introduce online courses from various sources, including platforms, websites, and live learning sessions, all offered free of charge. The target is to ensure that each employee attends at least 30 hours of training per year.

The Company has created a Training Needs Analysis Metric to analyze training needs and plan the development of employee potential by analyzing the position and evaluating their performance, including selecting compulsory courses that require all employees to complete training as specified. For example, the "Leader as Coach" course targets general managers of every hotel and mandates 100% attendance, while 90% of senior executives are required to attend the following courses: Code of Conduct, PDPA, and Cyber Security Awareness. Additionally, all employees must attend the basic knowledge course on sustainability.

The roadmap for personnel training and development is prepared for employees at all levels to outline the topics that need to be trained on each year. In 2023, a total of 7 courses were organized with the aim of developing the potential of employees as follows: 46 Management & Leadership courses, 398 Basics of Management courses, 796 Compulsory courses, 3,461 Selective courses, 21,537 Functional courses, 333 Basic Program & Language courses, and 2 Onboarding Programs, totaling 26,573 courses. These were organized through online training, accounting for 14%, and training in conference rooms, which accounted for 86%.

In evaluating the success of training courses organized for employees, the Company conducts additional assessments beyond merely counting the number of employees who attended the training. These evaluations focus on how effectively employees apply the knowledge and techniques gained from the training to improve work efficiency.

Training Plans and Development of Potential for Employees in Food Business

The development plan for employees in the food business focuses on four main issues: Resilience Skill to enable employees to quickly learn and recover when facing problems or obstacles; Empathy & Mindfulness to help employees deal with stress and anxiety appropriately, even in stress and pressure situations; Change & Adaptability to help them understand and analyze the changing context and adjust work methods without adhering to old styles; and Learning Agility to enable employees to understand new methods and apply them to increase work potential and create competitiveness for the organization. The development plan is designed according to competencies that address three important goals: 1) business direction; 2) current and future working trends; and 3) the needs of employees in their work. There are six curriculum groups, consisting of pre-employment programs totaling 9 courses; leadership development programs totaling 19 courses; talent and executive development programs totaling 10 courses; digital skill and future skill development programs totaling 18 courses; work-specific programs totaling 10 courses; and employees' quality of life development programs totaling 10 courses. In total, there are 76 courses. The Company has organized knowledge training in many formats to be flexible with the situation in each period, including online training and physical training. In 2023, the number of online training courses were accounted for 60.53%, physical training courses were accounted for 32.89%, and self-learning training courses was accounted for 6.58%. In addition, all executive-level employees receive leadership development through the Open Leadership course, one of the courses offered in the Leadership Mastery program. The objective is to cultivate a positive culture and working atmosphere within the organization. Furthermore, employees have the opportunity to learn and develop themselves through new online courses, especially the Digital & Future Skills courses. Up to 14 courses have been organized. Additionally, all management-level employees receive coaching skills development in the Leader as Coach course, which lays the foundation for a Coaching Culture to occur in the organization. In 2023, there are plans to continue expanding to the manager level.

In evaluating the success of training courses, the People Development Department has organized a total of 231 training courses with 12,197 employees receiving training. The satisfaction evaluation scores for the lecturers and content were 96.6% and 93.4%, respectively. A total of 9,288 operational employees have completed food sanitation training courses, with certificate-holding employees accounting for 81.38% of the total 10,481 employees.

Training Project for the Development of Potential Employees (Succession Plan)

The Company has implemented a project to develop the potential of employees in the food business. In 2023, 113 employees participated in the Biz Lab project, a collaboration with MindDojo aimed at designing a leadership development course for manager-level employees with potential, enabling them to be ready to lead the business. The objective of this project is to develop business management knowledge and provide opportunities for applying this knowledge to solve actual organizational problems. The executive team will serve as mentors, providing a sandbox environment for experimentation, learning, and making mistakes. They will participate in the Restaurant Operational Excellence (Kitchen Rush) course with the objective of developing potential employees at the employee to supervisor levels. This will enable them to gain knowledge and understanding of running a restaurant business through the use of board games.

For employees with potential at the management level, the Company encourages them to participate in potential development through Central Group courses, which include the Management 1 Development Program (MDP1), Management 2 Development Program (MDP2), Growth in Role course, and Communicating with Infographic course. The main objective is to develop leadership characteristics necessary for driving business growth. Additionally, it fosters a network among executives within the Central Group, aiming to cultivate strong relationships and cooperation across business groups.

Project for Developing External Personnel using Organizational Knowledge

The Company has prioritized sharing experiences and knowledge within the organization with agencies and educational institutions. Therefore, a project has been created to support students' internships, aiming to provide an opportunity to accumulate knowledge from real work experiences and prepare for future employment.

In 2023, Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana, in collaboration with the Asia-Pacific Development Center on Disability (APCD), organized a training course to develop skills for people with disabilities to work in the hotel business sector, Class 3, for 1 month. The hotel accepted these interns into a real workplace to gain practical experience and skills in working with others.

The food business has continued to implement dual-system projects, cooperative education, and internships in cooperation with more than 362 educational institutions nationwide. It accepts more than 1,600 students per year, ranging from vocational certificate, high vocational certificate, Bachelor's degree to Master's degree levels, and provides scholarships throughout the course. The aim is to develop the quality of students, enabling them to acquire theoretical knowledge from educational institutions and gain professional training experiences, thereby developing professional skills through actual work at the workplace. In 2022, the Company accepted a total of 1,000 students from the dual system project, cooperative education,

and internships. They also received professional vocational certificates upon graduation, enabling them to immediately pursue employment in the food business with continuous employment counting. This aims to prepare and create a new generation of executives who possess both quality and expertise, facilitating their efficient entry into the labor market according to the concept that "More than the experience gained from an internship is the opportunity for career advancement." The Company plans to accept additional students from educational institutions in the ASEAN region next year.

Furthermore, executives from the food business have engaged in various activities, such as serving as lecturers to impart knowledge to diverse agencies like the Thai Health Promotion Foundation (ThaiHealth). They have also participated in workshops aimed at developing proposals for high-level vocational innovation scholarship projects for students with special needs. Additionally, these executives have acted as speakers representing model organizations for the employment of people with disabilities, thereby fostering understanding and awareness regarding the capabilities of individuals with disabilities and aiding in their successful employment. They have also contributed as speakers in the executive development project of the Government Pension Fund, focusing on topics like Coaching & Mentoring for middle management groups as part of a program to groom them for future senior executive roles. Moreover, the Company serves as a model organization for knowledge transfer regarding the employment of people with disabilities to the Graduate School of Srinakarinwirot University and the Office of the Public Sector Development Commission. This transfer of knowledge occurs within the framework of a study and training program aimed at promoting good governance for sustainable development among senior executives.

Cooperation with Domestic Educational Institutions

The hotel business conducts professional development programs in hotels and services in collaboration with nine universities under the Rajamangala University of Technology. These programs are aimed at developing school curricula, providing professional training, offering academic services, and providing students with opportunities to engage in work and cooperative education within hotel chains, both domestically and internationally. In addition, the Company supports intern students within the country, accepting a total of 1,287 students from educational institutions nationwide to take internships at various hotels. The Company also supports cooperation with educational institutions abroad, with a total of 53 participating students. Additionally, the Company has created projects in cooperation with foreign universities, such as the University of Baguio in the Philippines, which accepted 43 intern students, and Wenzao University in Taiwan, which accepted 10 intern students. The main objective of this collaborative project with educational institutions is to provide intern students with real work experience, and learning the working process, socialization, and working life. Additionally, its employees can develop coaching experiences and offer job advice to intern students. This provides employees with opportunities to practice leadership skills and communication skills simultaneously.

The food business has implemented professional experience training for students in the vocational education group, offering both short-term and long-term training to more than 500 educational institutions. In 2023, a total of 1,792 interns were accepted, with the curriculum adjusted to include a training period of more than 1 year. The Company has developed an employment project for the disabled in collaboration with Lampang Vocational College. Interns participating in the dual-system project are employed under Section 33, wherein their employment is on a rotational basis during the internship period each year. Furthermore, the Company has sustained its internship project for engineering work with Luang Pu Suang Wat Phrai Phatthana Technological College. This involves selecting interns in the field of electrical engineering with exceptional abilities for internship, in order to replace interns who are nearing the completion of their internships. The objective is to achieve workforce rotation in 2024. Furthermore, the Company has partnered with Dhurakij Pundit University to initiate the Recruitment Champion project. This project aims to recruit employees to support business expansion into employment, including one Recruiter CRG position and one Salad Factory position.

Safety, Occupational Health and Quality of Life

Target: 100% of employees receive training on safety and occupational health, with zero work accidents and zero lost-day injuries.

The goal of driving the Company's safety, occupational health, and quality of life policy is to reduce risks that may lead to fatalities, injuries, and illnesses among employees. This is achieved by ensuring occupational health, safety, and a conducive working environment for employees, which includes establishing management guidelines and practices compliant with international standards. Additionally, fostering an attitude and awareness regarding occupational health and safety among employees and related parties is crucial. The Company has a process to promote the good health of employees and conducts assessments of risks associated with its operational activities, alongside continuously reviewing control and prevention measures.

The Company has established the Safety and Occupational Health Committee in each business unit to work according to the guidelines set by the Company. Employees in departments involved in operations are provided with training to acquire knowledge about occupational health and safety, including an annual health check-up with a special examination program for employees who have to closely handle food, aimed at increasing safety for both employees and clients. Additionally, the Company provides knowledge and basic understanding of safety to raise awareness among employees and encourage its application in their work or service delivery to clients, thereby building confidence among clients and ensuring compliance with laws.

The hotel business has provided basic firefighting training and fire evacuation drills for 3,320 employees, in accordance with the law. This enabled them to learn correct basic firefighting techniques, familiarize themselves with equipment, and practice how to respond to fire emergencies safely. Additionally, the following trainings are also conducted: training on Food Safety & HACCP for 2,196 employees; CPR & First Aid Training for

969 employees; training on Explosive threat prevention for 224 employees; training on water activity security for 135 employees; Evacuation drills for earthquake scenarios for 210 employees; Evacuation drills for tsunami scenarios for 368 employees.

The food business has organized training sessions on safety and occupational health, including fire drills for 95 office employees, food safety training for 1,782 employees, and food sanitation training for business operators and food handlers for 8,482 employees. These trainings aim to instill an understanding of the principles of food sanitation, personal hygiene, and relevant laws, as well as promote good management practices in food distribution locations. Through these efforts, employees are equipped to apply their knowledge effectively and serve clean and safe food to consumers. Additionally, Safety For Staff CRG 2023 training was provided to 2,851 employees, ensuring that they are familiar with safety procedures at work.

In addition to providing training in various areas of knowledge, the Company has prepared a medical room staffed with a doctor and professional nurse to attend to any illnesses or initial injuries resulting from accidents before transferring individuals to a medical facility, particularly in cases where specialized medical equipment is necessary. The Company has also reviewed safety and occupational health practices to develop the knowledge about safety, occupational health, and the work environment in compliance with laws, regulations, and international standards. This initiative aims to further enhance the standard of work. Additionally, the Company has prepared a safety response plan.

Community and Social Support and Development

The Company has prioritized supporting the development of potential and the creation of a good quality of life for people in communities and society in every location where the Company operates. In 2023, the Company implemented projects and provided support for both products and services, with a total value of 15,102,284 Baht. The hotel business was supported with money, products, and services worth 1,401,500 Baht, while the food business received financial support amounting to 1,544,425 Baht and products worth 12,156,359 Baht. Details are as follows:

Hotel Business
1. The project for Centara's 40th Anniversary Celebration involves donating 40 Baht for every stay directly booked through Centara's official website to the Chaipattana Foundation, which supports and promotes social projects in various areas. A total of 7,533 room reservations resulted in a donation worth 391,020 Baht."
2. Centara Grand Beach Resort & Villa Hua Hin provides space for the community to sell locally produced products in the hotel, with 40 community shops participating. This initiative, named 'Chokdee Market,' is held every first Sunday of the month from 2018 to the present. Its objective is to support an event space valued at 1,200,000 Baht per year.
3. On World Food Day, Centara Grand at Central Plaza Ladprao Bangkok collaborated with the Scholars of Sustenance Foundation Thailand (SOS Thailand) to donate food to those facilitating public services, including homeless people and low-income groups in the Rama 8 community residing in Bang Phlat and Phra Nakhon Districts, as well as the Wat Chat Kaeo community. Additionally, Centara Grand Beach Resort Phuket contributed by donating food to charities in Krabi Province, while Centara Grand Mirage Beach Resort Pattaya donated 200 food boxes to the foundation.
4. Centara Grand at Central Plaza Ladprao Bangkok supported a training camp for two Thai youth representatives from 3 June to 19 July 2023. They competed in the 13th ASEAN Skills Competition in Food and Beverage Services, held in the Republic of Singapore. The hotel has provided continuous support every year.
5. Centara Grand Mirage Beach Resort Pattaya has continuously organized a Christmas tree lighting event every year. It is a charity activity where all proceeds will be donated to the Pattaya Redemptorist Technological College for People with Disabilities and the Pattaya Orphanage.
6. Centara Grand Mirage Beach Resort Pattaya supports community products by ordering real fish sauce, specifically Double Pla Brand, a 5-star product from Chonburi Province, to be used within the hotel. This serves as a model for driving the local economy and enhancing local products, thereby increasing their value, promoting income, and creating sustainable careers for people in the community.
7. Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana, in collaboration with the Asia-Pacific Development Center on Disability (APCD), organized a training course aimed at developing skills for people with disabilities to work in the hotel business sector, Class 3, from 3 April to 22 May 2023.

Food Business
1. The CRG Surplus Food Project, in collaboration with SOS Project, is a food conservation initiative partnering with the Scholars of Sustenance Foundation Thailand (SOS Thailand) to distribute high-quality surplus food from sales to underprivileged individuals in welfare institutions across various areas. Initially piloted by the Mister Donut Brand at 20 branches in Bangkok, Prachuap Khiri Khan, Phuket, and Chiang Mai Provinces, this project has donated a total of 364,499 surplus good-quality donuts from daily sales, valued at 10,570,471 Baht.
2. The CRG Surplus Food (Mister Donut) x VV Share Project has partnered with the VV Share Foundation to deliver high-quality surplus food from sales to support those in need of food assistance. The foundation provides and distributes this surplus food to impoverished individuals or those under the care of the foundation or welfare institutions selected by the foundation. The project commenced in December 2023 at 11 branches in Samut Prakan, Chiang Rai, and Chonburi Provinces, delivering a total of 51,272 donuts valued at 1,486,888 Baht.

3. The 'KFC, Full Meals for Children's program, part of the 'One Heart for a New Life' Project, collaborates with important partners and KFC customers nationwide. It involves donating proceeds from the 'KFC, Full Meals for Children's Satisfaction' initiative to the Children's Hospital Foundation. This contribution covers the expenses of surgeries for infants with critical heart diseases and provides continuous medical care in the intensive care unit until their full recovery. The project commenced in April 2023, with a total donation of 1,000,000 Baht. In May of the same year, the Salad Factory Brand contributed 30,000 Baht to the Children's Hospital Foundation as part of the 'Special Valentine's Charity' activity under the 'One Heart for a New Life' Project.

4. The CRG Deaf Community, a space that fosters happiness for the voiceless, has consistently provided excellent support for people with disabilities for over a decade, reinforcing the organization as a model for creating a society of sharing. By maintaining a policy that focuses on the value of individuals and emphasizes opportunities and equality, the Company has launched the meeting place 'CRG Deaf Community - a space that creates happiness for the voiceless' at the KFC Ban Silom Branch. The objective is to promote happiness and relaxation for special employees who are hearing impaired, as well as outsiders. This meeting place serves as a venue for exchanging experiences and receiving updates from CRG, providing outsiders with another opportunity to engage with the organization. It opened for service in December 2023.

In addition, the Company partnered with the Central Group to conduct a blood donation project for the Thai Red Cross Society. In 2023 the Company contributed a total of 101,050 cc of blood donations.

The project, initiated by the Salad Factory Brand in collaboration with Central, aims to encourage people with disabilities to raise egg-laying chickens, thereby promoting their career prospects and enhancing their quality of life through sustainable income. The Company has pledged 359,160 Baht to support the Disabled Persons Association of Saraburi Province in raising egg-laying chickens.

The Women Cancer Project invites people to perform good deeds to support women cancer patients. It encourages everyone to send encouragement to those who lack access to cancer treatment for women by donating funds for the purchase of medical tools and equipment for the Women Cancer 2023 Project. This initiative involves collaboration with 10 CRG restaurant brands, including Pepper Lunch, Chabuton Ramen, Terrace de Bangkok, Yoshinoya, Katsuya, Aroy Dee, Salad Factory, Brown Cafe, Shinkansen Sushi, and Ramen Kagetsu Arashi. The project, which ran from 15 September 2023, to 31 October 2023, collected a total donation of 155,265 Baht.

The 14th Million Gifts, Million Smiles - FROM THE HEARTS TO THE SMILES Project provides gifts from the heart to bring smiles to children and youth in three provinces in Southern Border areas and other provinces. CRG supports donations from the Mister Donut Brand, totaling 99,000 Baht.

Governance Dimension

Goals and Performance

Topic	Objective	Operation, 2022	
Corporate Governance	The Corporate Governance Report of Thai Listed Companies in the "Excellent" level.	🔺🔺🔺🔺🔺	🔴
	100 scores of Annual General Meeting of Shareholders (AGM). Assessment.	100 %	🔴
	A member of the Thai Private Sector Collective Action Coalition against Corruption.	CAC	🔴
Goal 16.5 / Indicator 16.5.1.	100% of employees have received training on Code of Conduct and Anti-Corruption	100%	🔴
Supply Chain Mangement	100% of the suppliers and business partners are aware of the Code of Conduct for Supplier and Business partners and practices guidelines.		
Cyber Security	100% of employees have received training on Cyber Security	71%	🔴

🔴 Achieved the goal 　　　🔴 Achieving the goal

Corporate Governance

The Company has made corporate governance operations a top priority, to foster confidence and reliability among all stakeholders and influence long-term investment decisions of investors. Operating under the principles of good corporate governance, transparency, and a focus on the Code of Conduct and anti-corruption will lead the organization to positively impact its operations and evolve into a sustainable organization.

The structure of corporate governance consists of the Board of Directors, which is responsible for supervising management to ensure transparency and operate according to the framework of good corporate governance policies. It is also tasked with managing risks arising from internal and external factors so that it can operate continuously. The Board of Directors has appointed sub-committees to assist with supervision and consideration of other important issues and to present findings to the Board. The Risk Management and Corporate Governance Committee is responsible for overseeing risk management, including a process for identifying risk issues and managing risks that cover sustainability issues throughout the supply chain. Operations are conducted to support a risk-aware culture, ensuring that all employees have knowledge and understanding of the importance of risk management throughout the organization. Policies, requirements, and regulations are reviewed to ensure that the Company's operations comply with established criteria.

Read more details in the Sections "Management Structure" and "Corporate Governance" in the Annual Report, 56-1 One Report and the principles of good corporate governance at https://investor.centarahotelsresorts.com/storage/download/cg-document/20230614-centel-cg-policy-th.pdf

Code of Conduct

At the core of crucial business operations lies the commitment to ethics, including fairness and morality in all interactions with stakeholders. The Board of Directors has established comprehensive principles and guidelines for all directors, executives, employees, and stakeholder groups, such as shareholders, customers, suppliers, business partners, trade competitors, society, communities, the environment, and government entities. These guidelines aim to provide clarity and ensure adherence to the Code of Conduct. To enforce strict compliance, the Board has implemented robust mechanisms and processes.

Read more details for Code of Conduct at   https://investor.centarahotelsresorts.com/storage/download/cg-document/20230614-centel-code-of-conduct-th.pdf

The Company has prepared the ethics for directors, executives, and employees, following the guidelines of the Central Group. This initiative aims to promote and support good corporate governance, emphasizing responsibility towards shareholders, customers, business partners, executives, employees, and society as a whole. The Code establishes a framework and guidelines for conducting one's duties, giving importance to customer relations, protecting the Company's interests, and outlining appropriate conduct toward society. Furthermore, the Company requires all employees to receive communication and annually review compliance with the Code of Conduct.

In 2023, the Company designed the employees and executives to review their knowledge and take a knowledge test on the Company's Code of Conduct through the e-learning system. The training division, within the Company's Human Resources Department, is responsible of the process for a total of 9,117 employees, which are divided into 3,974 in the hotel business and 5,143 in the food business. Every employee who has passed the training must complete a knowledge test to meet the set goal of 100%. Material of Code of Conduct will be prepared by representatives of executives to facilitate better understanding among employees. They will also report operating results to the management and the Board of Directors.

The Company provides orientation to newly appointed directors to inform them of their roles, duties, and responsibilities, including information about the Company, important policies, Code of Conduct, ethics for directors, executives, and employees. This serves as a practice for creating understanding among directors and providing continuous knowledge promotion and communication to the Board. Additionally, every newly hired employee must sign an acknowledgment of the Company's Code of Conduct to strictly adhere to the specified guidelines, including providing communication to suppliers and business partners for their acknowledgment as well. In 2023, the Company reviewed and improved the ethics for directors, executives, and employees by adding important points to keep up with the situation and changes in society.

Those who received training and communication	Number of those who received training and communication	Percenteage of those who received training
Directors	12	100
Employees	9,117	100

Internal Audit and Control

The Company recognizes the importance of a good corporate governance system and has therefore established the Internal Audit Unit. It reports directly to the Audit Committee, is independent in performing audit duties, and evaluates compliance with the internal control measures of each department to ensure that various operations are in accordance with policies and guidelines. It is also an important tool in supervising operations and administration in the correct direction, with the Director of the Internal Audit Office proposing the annual audit plan and improving the audit plan during the year. The audit results are reported directly to the Audit Committee, according to internal auditing standards and ethics of internal auditors, to reduce risks that may cause the Company's operations to not achieve the goals. This includes giving suggestions to those responsible and following up to ensure that improvements are made in a timely manner. If there is an issue that is significant to business operations, the issue will be presented to the Board of Directors or related executives.

Anti-corruption

The Company places importance on and is committed to conducting business with transparency, honesty, and strict adherence to the law, as well as fighting against corruption which is a factor that affects business operations, reputation, and image and is an obstacle to sustainable growth. In 2023, the Company undertook a review of its anti-corruption policy along with regulations, complaints, and fact-checking as follows:

1. The Company has carried out various risk assessments regarding actions that may cause corruption and has established policies to regulate them, which will be enforced. The aim is to prevent and deter corruption, considering it as part of a good internal control system.
2. The Company has established operational guidelines consisting of clear, detailed operating steps. These guidelines align with the anti-corruption policy and aim to prevent any corruption that may occur in business operations. They encompass operational activities such as charitable donations and sponsorships made on behalf of the Company, as well as the giving or receiving of gifts and hospitality (recreation), which includes offering money or benefits, as well as providing political support.
3. The Company has established an internal control system to ensure that the anti-corruption policy is efficient and effective, covering work processes in every department. The Company has an audit plan conducted by the Internal Audit Office, which checks for corruption regularly on an annual basis. If a suspected case of corruption arises, an inspection will be conducted, and the results will be presented to the Audit Committee. Subsequently, the Board of Directors will be informed.
4. The Company has established a complaint channel and a transparent and fair process for whistleblowing or complaints, along with various measures related to protecting those who report corruption. Safety and safeguarding whistleblowers from harm are the primary concerns.
5. The Company has communicated the anti-corruption policy internally and externally to all relevant parties, including customers, suppliers & business partners, and employees, by publishing the anti-corruption policy on the website, creating publicity boards, and sending emails. These efforts ensure that business operations in each section are conducted transparently in accordance with the applicable anti-corruption policy.
6. The Company has organized training for employees to provide them with knowledge and understanding of the applicable anti-corruption policy, along with examples of various cases, to make employees understand and be aware of the importance of cooperating in complying with the anti-corruption policy.
7. The Company has announced a No Gift Policy every year and communicated it to employees and all groups of stakeholders through its website to ensure that everyone strictly adheres to the guidelines.

The Company has published an anti-corruption policy on its website: http://centel-th.listedcompany.com/cg.html. Additionally, it has issued a letter informing business partners to ensure that business operations are honest and transparent, in line with the measures outlined. The letter also invites business partners to join in expressing their intentions for Thailand Private Sector Collective Action Coalition Against Corruption.

Member of Thailand's Private Sector Collective Action Coalition Against Corruption

CENTEL has joined Thailand's Private Sector Collective Action Coalition Against Corruption, a project co-created by the Thai Institute of Directors (IOD), the Thai Chamber of Commerce, Joint Foreign Chambers of Commerce in Thailand, Thai Listed Companies Association, the Thai Bankers' Association, the Federation of Thai Capital Market Organizations, the Federation of Thai Industries, and the Tourism Council of Thailand on 1 September 2011 and was certified as a member on 22 April 2016 and recertified in the three-year term.

Complaints and Investigation of Complaints

The Company has implemented a Whistle-Blowing Policy and established channels for all stakeholders to blow the whistle, lodge complaints, voice doubts, or report suspected violations, including corruption, that do not comply with laws, rules, regulations, or ethics. This encompasses sending evidence to relevant agencies and creating a manual for investigating complaints, aimed at determining the details and process for fact-finding. This includes specifying a process that begins with receiving complaints or whistleblowing from those with the right to do so, outlining the steps and procedures for investigating allegations of corruption and misconduct, until the end of the process. An inspection committee will be established to find out the facts and report to senior management and the Board of Directors for acknowledgement and consideration for penalties in the case of violations of the law, rules, and regulations of the Company. Prevention guidelines will also be provided to avoid complaints on such issues in the future. Therefore, the Company is confident that its measures are sufficient to prevent future misconduct, including setting guidelines for a fair remedy plan for those who have been damaged.

In addition, the Company has established measures to protect the rights of whistleblowers or complainants. This includes communicating the policy for receiving information, complaints, or whistleblowing to employees through the Speak Out project, ensuring that employees understand their roles, duties, and the importance of adhering to correct practices, and effectively communicating them to business partners, ensuring they are aware of the policy and requirements regarding the receipt and investigation of complaints.

Contact, Complaint or Whistleblowing Channels

The Company has established procedures and methods for making complaints/whistleblowing, reporting corruption, misconduct, non-compliance with laws, rules, regulations, the Company's orders, and good governance or ethics, in accordance with the Code of Good Governance and Ethics for employees. Those who have the right to make a complaint can send their complaint to the designated recipient through the following three channels:

1. Complain verbally directly to the person entitled to receive the complaint
2. Complain via electronic mail (E-mail) of the person entitled to receive the complaint or through the Company's website   https://investor.centarahotelsresorts.com/en/sustainability/whistleblowing
3. Complain by letter to the person entitled to receive the complaint or contact the following agencies:

Office of the Secretary of the Audit Committee

Email: whistleblower_centel@chr.co.th

Mailing address: Audit Committee of Central Plaza Hotel Public Company Limited

999/99 Rama 1 Road, Pathum Wan Sub-district, Pathum Wan District, Bangkok 10330

If case of having any questions regarding anti-corruption policies and measures, inquiries or advice can be requested to.

The Company Secretary Office

Email: co.secretary_centel@chr.co.th

Mailing address: The Company Secretary Office of Central Plaza Hotel Public Company Limited

999/99 Rama 1 Road, Pathum Wan Sub-district, Pathum Wan District, Bangkok 10330

Number of Complaints in 2023

Topics	No. of Complaint		No. of resolved complaint		No. of Complaints on investigated process	
	Hotel	Food	Hotel	Food	Hotel	Food
Anti-Corruption	0	0	0	0	0	0
Service	18	2	18	2	0	0
Occupational Health and Safety	0	0	0	0	0	0
Labor Practices	0	0	0	0	0	0
Human Rights						
• Sexual Harassment	0	0	0	0	0	0
• Discrimination	0	2	0	2	0	0
Social	-	1	-	1	-	-
Other						
• Failure to comply with rules and regulations of Area Manager AD&GK	0	68	0	55	0	13
• Supply Chian	0	1	0	1	0	0
• Ethic and Code of Conduct	8	8	8	0	0	0
Total	26	82	26	81	0	13

In 2023, there were no whistleblowing and complaints related to corruption or violations of the Company's corporate governance policy that significantly affected the Company, either monetarily or non-monetarily

Risk Management

The Company places importance on risk management to ensure stability in business operations and sustainable growth. Moreover, risk management is considered a tool to help executives identify and manage risks efficiently and effectively. The Board of Directors has therefore established a risk management policy in accordance with the principles of good corporate governance, aiming to separate risk management duties from units that may pose risks. This separation ensures that risk management is efficient and effective. The Risk Management Committee and risk management unit have been appointed, and there will be close coordination between the risk owner and the Risk Management Department.

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

The Company has established an organizational structure for risk prevention across three levels (known as the Three Lines of Defense) to enhance efficiency in risk management and control. The significant roles and responsibilities of the personnel involved have been clearly outlined in accordance with the Three Lines of Defense guidelines: 1st Line of Defense is the work units within each section; 2nd Line of Defense is the unit responsible for risk management, and the 3rd Line of Defense is the unit tasked with inspection, holding the status of an independent agency.

Risk Management Structure

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                        ┌─────────────────────────┐
                        │    Board of Director     │
                        └─────────────────────────┘
                                     │
              ┌──────────────────────────────────────────────┐
              │ Risk Management and Corporate Governance      │
              │            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
Operations			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

01 Internal Environment
02 Objective Setting
03 Risk Identification
04 Risk Assessment
05 Risk Response
06 Control Activity
07 Information and Communication
08 Monitoring

The risk management process is a continuous process.

The Company establishes procedures and methods for systematically and uniformly managing risks throughout the organization, following international standards as follows:

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

If the risk level cannot be reduced, the organization will have to evaluate and reconsider its risk management plan.

*Additional details can be found in the "Risk Management" section of the Annual Report 2023 (56-1 One Report).

In 2023, the Company appointed Mr. Thaschai Phattanagosai, Senior Director of Corporate Risk and Legal, to oversee and take responsibility for risk management. This includes supervising corporate risk management, verifying and monitoring risk management processes, and reporting operating results to the Company's Risk Management and Governance Committee for presentation to the Board of Directors.

Business Continuity Management

The Company has established a Business Continuity Management Policy to ensure uninterrupted operation, even in the face of crises, natural disasters, threats, or unexpected events, and to facilitate recovery within specified timeframes, thus preventing and mitigating damage. A Business Continuity Plan (BCP) is in place to support continuous business operations, which undergoes regular rehearsals and reviews to achieve maximum efficiency and remain up-to-date.ย

More details of Business Continuity Management are available at   https://investor.centarahotelsresorts.com/storage/download/cg-document/20240305-centel-policy-business-continuity-th.pdf

Risk Culture

The Company's Board of Directors and executives emphasize the promotion of risk culture throughout the organization, establishing guidelines for implementing the risk management framework. This framework serves as a tool for devising strategies and operations, while also using in critical decision-making. Every employee is tasked with identifying, managing, and reporting risks pertinent to their role. Both executives and employees are obligated to adhere to the Company's risk management policies and procedures. Furthermore, training sessions on risk management of business unit were conducted to equip employees with the necessary knowledge. These sessions aimed to enhance employees' comprehension of the risk management framework, their responsibilities regarding risk, and effective communication of risk-related information. Employees are expected to apply these guidelines across the Company's various business units. The Company has devised a plan to regularly review employees' knowledge and understanding of organizational risk management, ensuring that all employees comprehend risks and guidelines for managing emerging or risks that may arise in the future.

The Company has prepared a video knowledge set about risks to communicate to its employees, executives, and directors. The aim is to raise awareness and ensure understanding of risks within the organization. This initiative requires all employees and executives to undergo 100% knowledge training and plans to continue testing their understanding annually to review the risk knowledge of everyone in the organization.

The Company promotes and instills a risk culture awareness among employees, ensuring that everyone understands their ownership of risks related to their responsibilities and organizational risks. It provides opportunities for communication, enabling the exchange of opinions on various risk issues that have occurred or are likely to occur in the future and may affect the Company's operations. Employees can blow the whistle and notify information via the Whistleblower channel, and the Company has measures in place to protect whistleblowers according to the established policy.

Innovation in Service and Operations

In 2023, the Company focused on using digital solutions to create new experiences for customers and increase efficiency in customer service, particularly amidst hotels facing labor shortages due to the economic recovery following the improvement of the COVID-19 situation. It expanded the use of the Guest Digital Solution system to other hotels in the Group to develop ways to communicate with customers and accommodate changing customer behavior. This system allows for integrated communication with customers through a single channel. Customers can contact staff to request services and reserve service queues for the hotel's facilities through this system. The service requested by customers will go through the control center, which can deliver services and products, including effective follow-up.

The Company developed a Guest Digital Solution for front-end customers that can also be connected to the Staff Ticketing Application, through which customer-requested services are sent directly to the responsible staff. Employees can record customer requests and follow up on tasks at the specified time, as well as summarize pending or completed work orders to analyze the most common problems and response times to customer needs. This helps in planning problem prevention and improving service. The Food and Beverage Service Department, including spas, has revamped their services through the Digital Concierge Application to broaden sales channels and enhance convenience for both customers and employees. This system enables faster customer service and can generate income of more than 102 million Baht by utilizing this channel for communication with customers.

A customer service innovation developed and piloted this year is a mobile self-check-in system that allows guests to successfully check in via their mobile device before arriving at the hotel.
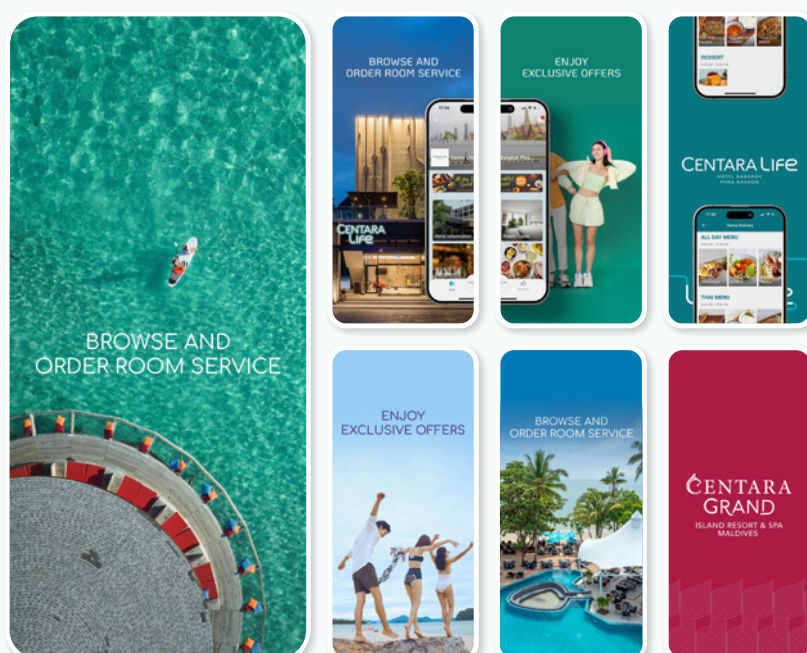
The food business has developed innovations and applied technology to work, such as creating an Inventory Application system. This system allows for the counting of products at the end of the day via mobile phones, reducing the work process for store employees without requiring them to re-key data from paper counting, as in the traditional work process. This innovation can reduce the working hours of store employees by 1 hour per day or 3 hours per day at the end of the month. The Smart Inventory Control System, continuously developed from the Inventory Application system introduced in 2022, now incorporates analysis and notifications for waste and stock adjustments, enhancing control and management of store inventory costs. It has the potential to reduce expenses by approximately 1 million Baht per month across all branches, minimize raw material loss, equivalent to an expense of approximately 0.6 million Baht, and decrease the cost associated with estimating the use of raw materials beyond standard levels by an additional 0.5 million Baht.

In terms of customer service, technology has been introduced to help manage the entire storefront and store back working, such as taking food orders, which customers can now order food through the store's automatic kiosk or via a QR code for convenience in food ordering. A system is utilized to forecast sales accurately, enabling the ordering of precise quantities of raw materials to reduce potential waste during cooking.

In addition, presenting new products developed to meet customer needs appropriately and staying up-to-date at all times is crucial. This involves surveying the market and following various trends, including researching consumer needs and behavior through customer research such as focus group studies, product testing, or market testing to select new products through tasting tests or by trying actual sales in stores. Consumer Reaction and Consumer Feed Back is conducted to see customer responses to new products after actual launching. When R&D Department successfully develops a new product, a production plan will be established, along with plans for ordering raw materials and marketing. The release will be scheduled annually in advance. 2023, R&D Department developed new products such as breakfast menus, afternoon snacks or drink menus, and late-night menus. This included the development of Grab & Go products, gift sets, and ready-to-eat (RTE) products, making it more convenient for customers to purchase and enjoy at home. There is also a menu design aimed at providing customers with a novel dining experience, for example, fusion-style dishes, which combine flavors from different cuisines in a single menu, or innovative food decoration techniques aimed at adding interest and introducing new textures, for example, using Espuma or forming Molecular Gastronomy to create visually appealing dishes with new textures. Moreover, there are menu options tailored for health-conscious groups, focusing on nutrient-rich ingredients that promote well-being. These options emphasize increased fiber, reduced sugar, and low-fat content, catering to premium customers who prioritize high-quality ingredients with interesting sources. Additionally, there are alternative food choices available for customers looking to reduce their meat consumption. These options include plant-based meat substitutes, which are easily accessible. For example, offering street food that has been standardized and elevated to a more specialized level.

Promotion of Innovation Creation in Organization

The Company consistently emphasizes the importance of innovation development within the organization by providing employees with opportunities to present new ideas, methods, and tools. This approach helps in developing operations and improving customer service efficiency. Every year, CRG Innovation activities are organized to facilitate employees of the food business in participating in the development, innovation, and utilization of new technology to enhance work efficiency and increase sales volume. The results obtained benefit both customers and the organization by reducing costs and generating income.

Service Quality

The Company establishes frameworks and guidelines for service quality, with a focus on creating the best impression and fostering positive experiences for customers and clients of all brands providing services. This is achieved by maintaining service standards in accordance with the Company's criteria and specified international standards. The service quality is developed to exceed customer expectations and to focus on continually increasing satisfaction for customers and clients, with the aim of building brand recognition, engagement, and loyalty.

The hotel business has appointed a Quality Manager (QM) and individuals directly responsible for each hotel to control and develop the quality of products and services for customers. Additionally, the quality of service in each brand is inspected annually by the Quality and Guest Experience team.

The Company has established guidelines for providing customer service to ensure maximum satisfaction and encourage repeat usage of the service. Therefore, it is essential to communicate with customers as much as possible during their stay. This enables us to gauge satisfaction levels and identify areas for improvement through the hotel's communication application, "Centara Branded App Concierge. This system also helps customers learn more about the service, including facilities, promotions, sustainability communications, information about local attractions, restaurant recommendations, travel options, and other services. Customers can make restaurant reservations or book tours directly through this application. It can also provide navigation to help customers find their way around hotels and nearby areas, offer real-time notifications about bookings, upcoming activities, and other related information. This system helps improve communication between hotels and customers, impressing them with just the touch of a finger. Currently, 23 hotels have started using this service and will expand to all hotels in the coming years.

The Company has added pet-friendly hotel services to a total of 9 hotels in Thailand to meet the needs of customers who love pets and want to bring them to stay in the hotel. Additionally, there are plans to provide a cafe and restaurant that will allow pets to use the services.

For spa services, the Company now offers a children's spa experience called 'Candy Spa,' designed to provide a new and unique experience for child customers with specialized services tailored for children. They can enjoy treatments such as manicures and pedicures, or even host parties in a designated area. Currently, there are two hotels providing this service: Centara Grand Mirage Beach Resort Pattaya and Centara Mirage Beach Resort Dubai.

To enhance its food and beverage services, the Company has introduced a Farm-to-Table service. This initiative aims to offer customers a fresh dining experience, accompanied by intriguing stories behind various ingredients. Furthermore, hotels are encouraged to cultivate vegetables for use in customer cuisine. For example, Centara Reserve Samui has established the 'CRS Herb Garden,' where various vegetables and flowers are grown. Additionally, guests attending cooking classes have the opportunity to personally select fresh ingredients from the garden. Centara Grand and Bangkok Convention Center CentralWorld have created a "Roof Top Garden," a sky vegetable garden in the heart of Bangkok. A wide variety of vegetables, including local and imported varieties, are grown here, alongside flowers, herbs, and spices that are used within the hotel. At Centara Grand Central Plaza Ladprao Bangkok, the Suan Bua Restaurant has introduced the menu "Eat Herbs, Stay Well," featuring Thai herbs grown in the garden. These herbs are used as raw materials to prepare authentic Thai cuisine, allowing customers to experience the medicinal properties of food prepared from Thai herbs.

Customer Complaint Management

The hotel business has goals to measure service quality by specifying that 100% of customer complaints will be resolved while customers are still using the hotel's services. Additionally, the food business is required to resolve complaints from the call center within 24 hours.

Customer Satisfaction Evaluation

For evaluating customer satisfaction in utilizing hotel services, the Company gathers information from clients via the Review Pro system, which includes surveys and customer feedback. This process employs the following three methods:

1. In-Stay Survey system is a short questionnaire designed to inquire about customer satisfaction for stays lasting more than 2 nights. It is sent via email to customers who have registered.
2. Guest Satisfaction Survey (GSS) is a comprehensive questionnaire regarding the services and facilities within the hotel. Guests will receive the questionnaire 48 hours after checking out.
3. Online Reputation Management (ORM) or Guest Review Index (GRI) is a measure of customer satisfaction collected through opinions and suggestions provided by customers via online platforms and various social media channels.

Operations Department summarizes the results of the customer satisfaction survey and reports them to the management, Risk Management and Governance Committee and the Board of Directors every three months. This includes presenting improvement plans aimed at maximizing customer satisfaction.

The Company manages service quality by resolving as many complaints as possible. This can increase customer satisfaction from using their services through GSS or ORM. GSS is an internal tool that helps us analyze areas where we need to improve, while a good ORM is based on both feedback and scores. It will help increase brand visibility in online channels, generating more revenue for hotels and potentially increasing room rates due to high demand and good quality of products and services.

Overall Customer Satisfaction Evaluation Results For All Brands

In 2023, the overall Guest Satisfaction Survey Score (GSS) for all brands was 88.8%, which was 0.5% lower than the target set. The Online Reputation Management Score (ORM), or Guest Review Index (GRI), was 87.5%, 1.4% lower than the target set, while the customer satisfaction score during their stay was 86.3%. As for the Net Promoter Score (NPS), the target was set at 53 points, but it achieved 48.4 points.

Guest Satisfaction Survey Score

Year	Score
2019	87.7
2020	88.07
2021	88.9
2022	88.6
2023	88.8
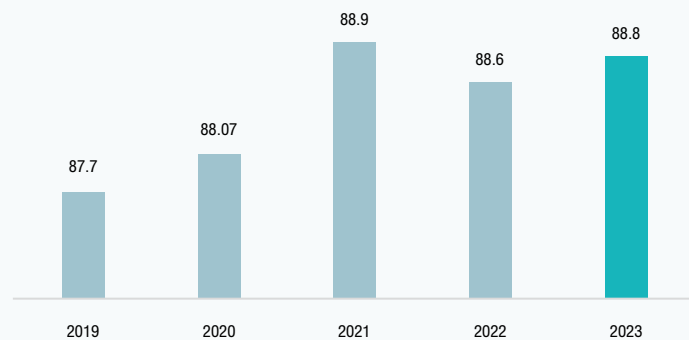
The Company has developed and enhanced service quality in several areas, such as improving the design, sizes, and equipment of accommodation rooms to better meet customer needs, and adding the installation of IT equipment such as universal plugs and Smart TVs. For food and beverage quality, the Company has expanded menu variety and placed greater emphasis on the quality of raw materials across all brands. Thai food menus have been introduced in hotels both in Thailand and abroad to promote Thai cuisine and local culinary culture to customers. Furthermore, efforts have been made to expedite room preparation to better serve arriving customers.

In the food business, a framework has been established for service quality operations. Each food brand has its own specific procedures to control quality. In the event of a complaint, each food brand will take action within 24 hours to contact the customer and resolve the issue. This includes identifying the cause, addressing it, making improvements, and emphasizing to each branch the importance of preventing the recurrence of the same mistake. Furthermore, the rate of customer calls not receiving service is determined to not exceed 4%, with operating results in 2023 at 1.2%, marking a decrease of 63% from the previous year. Performance surpasses the set target. Additionally, it is specified that complaints about Call Center services must not exceed 3 calls per year. In 2023, there were no complaints from customers regarding Call Center services. The responsible team has scheduled monthly meetings to emphasize service and regularly evaluate the team's performance.

Data Privacy Protection

The Company has established a personal data protection policy and guidelines for the management of personal data pertaining to customers, business partners, and stakeholders. This policy information is published on its website, including hotel or food business websites. The goal is to operate in accordance with relevant legal regulations to protect the rights and privacy of individuals. Measures for personal data protection are determined in accordance with applicable laws and regulations. Modern security measures are implemented, utilizing quality technology to safeguard personal data from unauthorized access, disclosure, and hacking. This includes a focus on cybersecurity to protect the personal data of customers, employees, and organizations, ensuring compliance with the Personal Data Protection Act. The Company continues to improve and develop the security potential of its information system and personal data system to support its services and business operations. The Company has established clear communication channels with customers, clients, and stakeholders involved in business operations to ensure transparency and obtain consent for collecting, processing, and sharing information. The Company regularly organizes training and communications to educate employees on the importance of data privacy and the organization's role in maintaining the Company's standards of data security and privacy. Additionally, regulations on personal data protection are formulated to supervise the storage of data as necessary, for lawful purposes, including conducting yearly reviews of operations according to established regulations.

The Company has established control measures and information security policies. It provides a security system for its information systems, which adhere to high standards in both technology and processes to protect and safeguard the Company's data, in accordance with international standards. This includes selecting a network security system (Firewall System), a network threat detection and response system (CrowdStrike), and enhancing security standards for accessing information technology systems through highly secure Multi-factor Authentication (MFA), including Mobile Device Management (MDM) for personnel accessing important information, among other measures.

Digital and Cyber Risk Management

The Company has annually conducted a risk assessment and information security measures. It implements information technology security in accordance with the Cyber Security Roadmap to continuously manage digital and cyber risks. Furthermore, the Company provides measures to control the data security and confidentiality according to international standards, maintaining the confidentiality, accuracy, integrity, and availability of information. The level of data is specified to supervise data security, including recording data, data collection and use, as well as the duration of data retention. Each department is responsible for maintaining, deleting, destroying, or making personally identifiable information invisible.

Cyber Security Incident Escalation

The Company has established a process for investigating and responding to emergencies, covering risk management and responses to cyber threat events occurred. This enables the Company to conduct business with continuous support for its information technology services.

In addition, the Company has established a risk culture centered on cyber risks throughout the organization, extending from its directors, executives, and employees to its customers and business partners. This culture is nurtured through various activities, starting with the dissemination of knowledge and understanding about data security, privacy, digital and cyber risks, and personal data protection among employees. This is a matter of great importance to the Company. The Company organizes training sessions aimed at enhancing Cyber Security Awareness and providing employees with training on compliance with the Personal Data Protection Act (PDPA) on an annual basis. Additionally, there is an annual review of policies and procedures to ensure continuous improvement. There is also a project aimed at testing employees' understanding of cyber risks to bolster the organization's cyber risk culture.

The Company promotes cooperation with regulatory agencies and various sectors, giving importance to collaboration with relevant agencies in coordinating data and information system to comply with the regulations of relevant laws. This is in line with the policies and procedures within the Company that have been announced.

In addition, Information Technology Department has established standard policies and procedures related to information technology systems and continuously formulates a cyber risk prevention plan according to NIST standard to ensure confidence in the Company's security system.

Request for Exercising Personal Data Rights

In 2022, there were no requests to exercise personal data rights, nor were there any complaints about personal data made to the Company.
Read more details about Privacy Policy at https://investor.centarahotelsresorts.com/storage/download/cg-document/20200630-centel-privacy-policy-th.pdf

Sustainable Supply Chain Management

The Company places importance on conducting business with transparency, honesty, fairness, and sustainable operations in line with its supply chain management policy framework. This framework encompasses economic, social, and environmental dimensions, alongside attention to safety and occupational health issues. The goal is to support, promote, and develop business partners associated with the Company, both directly and indirectly, in order to collaboratively build a supply chain that embraces long-term social responsibility.

The Company has established a sustainable procurement policy and an environmentally friendly product procurement policy. Additionally, it has developed a code of conduct and guidelines for business partners for adherence. All business partners have been informed of them, and various practices are regularly reviewed to ensure alignment with current situations. Results of these operations are reported to the management for presentation to the Board of Directors for advice and approval.

Read Supply Chain Management Policy at https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-policy-on-supply-chain-management-th.pdf
Read Sustainable Procurement Policy at https://investor.centarahotelsresorts.com/storage/download/cg-document/20210507-centel-sustainble-procurement-policy-th.pdf
Read Code of Conduct Ethics and Guidelines for Business Partners at https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-code-of-conduct-and-guidelines-for-business-partners-and-suppliers-th.pdf

Performance

In 2023, the Company operated under a sustainable procurement policy aligned with its sustainability development policy within the framework of excellent procurement process management, emphasizing transparency and verifiability. It encompasses environmental, social, and governance (ESG) issues and adheres to procurement principles outlined in the Green Procurement Policy. This initiative promotes and supports products and services that help reduce environmental impact, lower greenhouse gas emissions, and achieve greenhouse gas emissions certification. The Company takes into account occupational health and safety, human rights according to international principles, treating employees fairly and equally, including not supporting business partners whose operations involve modern slavery, child labor, or unfair labor practices, as well as those who conduct business without regard to environmental impact. It also encourages business partners to become members of anti-corruption networks.

The Company has established criteria and organized priority groups of business partners by analyzing data on the annual trading volume between the Company and its business partners. They are divided into groups as follows: Critical Vendors - these are vendors for whom we cannot find a replacement business partner; Key Vendors who are important according to the criteria set by the Company if the Company were to change or find another business partner to replace them, it would be highly affected; and Secondary Vendors whose trading volume meets the specified criteria and are important to the Company, the Company may be affected if it needs to adjust or find a replacement business partner for them. These criteria serve as guidelines for effective management of business partners and include supplier assessments covering environmental, social, and governance (ESG) issues.

Supplier Segmentation

Supplier	No. of supplier		% of expense		No. of suppliers who pass the evaluation criteria		No. of suppliers who failed to meet the evaluation criteria	
	Hotel	Food	Hotel	Food	Hotel	Food	Hotel	Food
Total	2696	1,023		-		562		-
Critical Suppliers	-	17		0.06		17		-
Key Suppliers > 5 million expenses	89	148	45.30	90.41	45	148		-
Secondary suppliers < 5 million expenses	595	875	44.75	9.59	52	875		-
New suppliers	201	131	7	0.57	-			-
ຖNew suppliers signed and acknowledged the Code of Conduct for Suppliers and Business Partners	201	16		0.41	-			-
SME suppliers	30	9		0.35	-			-
The proportion of Local and International product orders (%)	90 / 10	88.24 / 11.76						

Engagement of Business Partner in Supply Chain

The Company endeavors to foster a strong bond between itself and its business partners, enhancing collaborative efforts in line with established principles of practice. A meeting was convened with business partners to solicit suggestions and clarify the refined and revised operating principles. This aimed to facilitate mutual understanding between business partners and the Company on effective collaboration, enabling joint analysis of problems and the pursuit of solutions.

The food business convened a meeting with 77 key business partners to exchange opinions on procurement and clarify the criteria for collaboration, ensuring a correct understanding and compliance with the company's requirements. The aim was to listen to suggestions for developing and improving products and services, including negotiating product prices when they were priced lower than agreed upon, seeking ways to reduce costs. Moreover, technology has begun to be utilized to streamline document-related tasks, enhancing accuracy and transparency.

In 2023, hotel suppliers were reminded of the sustainable procurement policy and supplier ethics and guidelines, including the No Gift Policy. Suppliers in the food industry presented their opinions on plans to reduce product costs by promoting and presenting new technology that will increase the efficiency of products and services. They organized training sessions with partners to analyze problems, presenting ways to improve work methods and reduce costs without affecting the quality of products and services. They also presented methods for applying technology to reduce the process of working with documents and make them traceable. They worked with trading partners to report estimated purchase orders (forecast) so that they could prepare raw materials appropriately, reducing the loss of raw materials that may occur if the product cannot be released in time according to the shelf life of the raw materials.

Supply Chain Assessment and Evaluation

The Company conducts an annual evaluation of its suppliers using a supplier assessment form based on five principles related to Environmental, Social, and Governance (ESG) practices. These principles include:

1. Quality potential - ensuring that the product or service meets the required standards and is delivered on time with reliable transportation systems.

2. Price potential - ensuring the cost of the product or service is reasonable.

3. Development potential - encouraging suppliers to present new products that meet the company's needs.

4. Caring for the environment, employees, and society - ensuring that suppliers take care of the environment, provide social assistance, and prioritize the safety and well-being of their employees.

5. Ethical business conduct - ensuring that suppliers follow principles of good governance and conduct their business ethically.

The Company also considers the importance of certification standards such as FSC and PEFC, which ensure that paper raw materials are obtained from planted forests and not natural forests. Additionally, suppliers must pass factory standards such as ISO, HACCP, and Green Industry standards, as well as pass food quality inspections and ensure food contact packaging is safe.

In 2023, the hotel and food business aims to assess and evaluate 50 percent of total suppliers.

Eco-friendly Products and/or Materials

The Company has implemented a sustainable procurement policy that prioritizes the purchase of environmentally friendly products. As part of this policy, the hotel business has made purchases of environmentally friendly products that account for 10% of their total purchases, while the food business has made purchases that account for 8.3% of their total purchases.

The hotel business has added more 3 items of environmentally friendly products: wood combs, shower caps and food wraps to hotel green product. The total lists are 14 items to use in hotel operations.

The food industry has taken steps towards sustainability by increasing the use of environmentally friendly products. These include palm oil products that meet the RSPO standards valued at 140 million baht, biodegradable straws worth 1.86 million baht, paper cups, envelopes, and food packaging boxes that adhere to FSC and PEFC standards. The paper used is sourced from planted forests, ensuring that the environment is not harmed. These products are valued at 184.23 million baht. Additionally, paper bags have been introduced as a substitute for plastic bags, costing 9.08 million baht. Stainless steel freezers with low GWP refrigerant are also being used, which do not harm the ozone layer and have a low Global Warming Potential. This not only helps reduce global warming but also saves energy throughout the lifespan of the machine and cost saving is 7.11 million baht.

In 2023, the Company collected data on the amount of carbon credit-certified products. The hotel business and food business used the total of 3,149,528 liters.

About Report

Central Plaza Hotel Public Company Limited has prepared a sustainable development report for the 8th year, which is part of the annual report in the 56-1 One Report format. The purpose of this report is to illustrate sustainable development performance in all dimensions including the economy, society, environment, and governance for stakeholders to be aware of. The report for the year 2022 has been prepared following the guidelines for preparing annual information and reporting (56-1 One Report) of the Securities and Exchange Commission and the Stock Exchange of Thailand's sustainability reporting guide for registered companies (SET Sustainability Reporting Guide). The reporting framework is aligned with the GRI Standards of the Global Reporting Initiative (Reporting with reference to the GRI Standards), the practices of the United Nations Global Compact (UNGC), the Task Force on Climate-related Financial Disclosures (TCFD), and the Global Sustainable Tourism Council (GSTC) standards for sustainable environmental management in tourism. It also links the organization's sustainable development operations to the United Nations Sustainable Development Goals (SDGs).

Report Boundaries

The sustainability report provides performance data for the year 2023, from January 1 to December 31. The report covers the company's economic, social, and environmental performance in its hotel and food businesses. The economic data includes the company's operations, its subsidiaries, joint ventures, and affiliated businesses both in Thailand and abroad. The social data covers the company's hotels and food businesses, excluding joint venture companies. Lastly, the environmental data covers the company's 47 hotels and food businesses operated by Central Restaurant Group Company Limited.

The Risk Management and Corporate Governance Committee, along with the top management, establishes the guidelines for reporting content that aligns with the company's key sustainability materialities issues. The hotel business's economic, social, and environmental data which gathered following the Centara EarthCare standard. This standard is certified by the Global Sustainable Tourism Council (GSTC) as a GSTC-Recognized Standard. The data is collected through the Greenview Portal system.

External Assurance for the Report

To ensure the credibility and transparency of the environmental and social aspects of information in this report, LRQA (Thailand) certified the accuracy and reliability of performance data and information for only the selected GRI indicators listed; GRI 302-1 Energy Consumption within the organization, GRI 302-3 Energy Intensity, GRI 303-3 Water withdrawal, GRI 303-4 Water discharge, GRI 303-5 Water consumption, GRI 305-1 Direct (Scope 1) GHG emissions, GRI 305-2 Energy indirect (Scope 2) GHG emissions, GRI 305-3 Other indirect Greenhouse Gas (Scope 3) emissions, GRI 305-4 GHG emissions intensity, GRI 306-3 Waste generated, GRI 306-4 Waste diverted from disposal, GRI 306-5 Waste directed to disposal, GRI 403-9 Work-related injuries, GRI 403-10 Work-related ill health and confirmed that the report is in line with the GRI Standards

The Quality of the Report

The Sustainability Development Unit acts as the primary coordinating body to ensure precise, complete, and reviewed reporting, including overseeing report preparation, ensuring accuracy and quality through internal audits. The sustainability performance disclosed in this report is under the responsibility of executive management, whose roles and responsibilities are to monitor, review, advise and approve information disclosure in this report to be complete.

All inquiries regarding the report should be addressed to: the Sustainability Development Department, Central Plaza Hotel Public Company Limited.   Email : chuleegornth@chr.co.th

Social and Environmental Information Disclosure Boundaries

Name of Properties	Social Aspect Employee and OSH					Environmental Aspect Energy, GHG, Water, Waste				
	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
No. of Hotels	17	17	17	18	20	17	17	17	34	47
Owned Hotel*										
1. Centara Reserve Samui	•	•	•	•	•				•	•
2. Centara Grand & Bangkok Convention Centre at CentralWorld	•	•	•	•	•	•	•	•	•	•
3. Centara Grand at Central Plaza Ladprao Bangkok	•	•	•	•	•	•	•	•	•	•
4. Centara Grand Beach Resort & Villas Hua Hin	•	•	•	•	•	•	•	•	•	•
5. Centara Grand Beach Resort & Villas Krabi	•	•	•	•	•	•	•	•	•	•
6. Centara Grand Mirage Beach Resort Pattaya	•	•	•	•	•	•	•	•	•	•
7. Centara Grand Beach Resort Phuket	•	•	•	•	•	•	•	•	•	•
8. Centara Grand Island Resort & Spa Maldives	•	•	•	•	•	•	•	•	•	•
9. Centara Grand Hotel Osaka					•					•
10. Centara Villas Samui	•	•	•	•	•	•	•	•	•	•
11. Centara Villas Phuket	•	•	•	•	•	•	•	•	•	•
12. Centara Hotel Hat Yai	•	•	•	•	•	•	•	•	•	•
13. Centara Karon Resort Phuket	•	•	•	•	•	•	•	•	•	•
14. Centara Kata Resort Phuket	•	•	•	•	•	•	•	•	•	•
15. Centara Ras Fushi Resort & Spa Maldives	•	•	•	•	•	•	•	•	•	•
16. Centara Mirage Beach Resort Dubai *				•	•				•	•
17. Centara Life Hotel Mae Sot	•	•	•	•	•	•	•	•	•	•
18. Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana	•	•	•	•	•	•	•	•	•	•
19. COSI Samui Chaweng Beach	•	•	•	•	•	•	•	•	•	•
20. COSI Pattaya Wong Amat Beach	•	•	•	•	•	•	•	•	•	•

Name of Properties	Social Aspect Employee and OSH					Environmental Aspect Energy, GHG, Water, Waste				
	2019	2020	2021	2022	2023	2019	2020	2021	2022	2023
No. of Hotels	17	17	17	18	20	17	17	17	34	47
Hotel Management Agreement (environment data only)										
1. Centara Anda Dhevi Resort & Spa Krabi										•
2. Centara Chaan Talay Resort & Villas Trat									•	•
3. Centara Koh Chang Tropicana Resort										•
4. Centara Pattaya Hotel										•
5. Centara Udon									•	•
6. Centara Watergate Pavilion Hotel Bangkok									•	•
7. Centara Nova Hotel & Spa Pattaya										•
8. Waterfront Suites Phuket by Centara										
9. Centara Ceysands Resort & Spa, Sri Lanka										•
10. Centara Q Resort Rayong									•	•
12. Centara Azure Hotel Pattaya										•
13. Centara Muscat Hotel									•	•
14. Centara West Bay Hotel & Residences Doha									•	•
15. Centara Ao Nang Beach Resort & Spa Krabi									•	•
16. Centara Sonrisa Residences & Suites Sriracha									•	•
17. Maikhao Dream Villa Resort & Spa										•
18. Maikhao Hotel										•
19. Roukh Kiri Khaoyai										
20. Centara Mirage Resort Mui Ne									•	•
21. Al Hail Waves Hotel									•	•
22. Centara Riverside Hotel Chiang Mai										•
23. Centara Korat									•	•
24. Centara Ubon										•
25. Centara Ayutthaya										
26. Centara Life Avenue Hotel Pattaya										
27. Centara Life Maris Resort Jomtien										•
28. Centara Life Phu Pano Resort Krabi										•
29. Centara Life Cha Am Beach Resort Hua Hin									•	•
30. Centara Life Muscat Dunes Hotel									•	•
31. Centara Life Hotel Bangkok Phra Nakhon									•	•
32. COSI Krabi Ao Nang Beach									•	•
Food Business										
Central Restaurant Group	•	•	•	•	•	•	•	•	•	•
CRG Manufacturing									•	•

Energy performance-Hotel business

Energy	Unit	2019	2020	2021	2022	2023
Total energy usage	kWh	153,711,880.13	87,562,357.69	79,014,603.43	174,457,455.99	243,231,593.63
Total non-renewable energy consumption	kWh	153,675,128.39	87,379,166.46	78,610,214.09	173,906,214.04	242,670,006.37
Total renewable energy consumption	kWh	36,751.74	183,191.23	404,389.34	551,241.95	561,587.26
Fuel	kWh	70,666,695.99	37,452,403.92	39,194,176.86	60,586,692.19	78,982,444.27
Diesel	kWh	35,565,873.73	18,878,557.67	25,639,045.61	26,852,699.89	27,842,639.26
Gasoline	kWh	3,333,318.99	1,478,148.30	1,349,295.14	2,939,063.48	3,285,377.01
LPG	kWh	31,038,969.50	16,702,913.93	11,931,642.05	30,177,591.66	47,063,069.30
Others	kWh	728,533.77	92,784.02	274,194.06	617,337.16	791,358.70
Electricity	kWh	83,008,432.40	49,926,762.54	39,416,037.23	113,319,521.85	163,687,562.10
Renewable energy	kWh	46,966.00	188,725.56	414,526.68	589,749.90	561,587.26
Solar cell	kWh	36,751.74	183,191.23	404,389.34	551,241.95	544,458.78
Biogas	kWh	10,244.26	5,534.33	10,137.34	38,507.95	7,128.48
Energy usage per occupied room	kWh/room	135.36	208.61	266.80	119.01	98.63
Energy usage per square meter	kWh/sqm.	305.59	174.08	157.09	181.85	209.43

Energy performance-Food business

Energy	Unit	2019	2020	2021	2022	2023
Total energy usage	kWh	94,998,701.05	85,818,718.53	81,979,417.50	96,368,818.98	93,459,628.15
Total non-renewable energy consumption	kWh	94,998,701.05	85,818,718.53	81,946,852.92	96,053,976.95	93,147,494.58
LPG	kWh	2,411,035.05	2,095,274.53	2,032,250.92	2,720,991.84	2,660,120.65
Electricity	kWh	92,587,666.00	83,723,444.00	79,914,602.00	93,332,985.11	90,487,373.93
Total renewable energy consumption	kWh	-	-	32,564.58	314,842.03	312,133.57
Solar cell	kWh	-	-	32,564.58	314,842.03	312,133.57
Energy usage per revenue	kWh/million THB	7,726.61	8,470.07	8,808.65	8,227.32	7,383.87
Energy usage per square meter	kWh/sqm.	874.85	759.55	708.55	690.77	729.94

Water Performance-Hotel Business

Water Withdrawal (Cubic Meter)	2019	2020	2021	2022	2566	
					All Areas	Area with Water Stress1
Surface water					**243.00**	**-**
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)					243.00	-
Other water (> 1,000 mg/L Total Dissolved Solids					-	-
Ground water	**464,090.00**	**299,250.00**	**215,120.00**	**708,840.00**	**1,082,740.85**	**110,912.00**
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	464,090.00	299,250.00	215,120.00	708,840.00	1,082,740.85	110,912.00
Other water (> 1,000 mg/L Total Dissolved Solids					-	-
Seawater	**165,050.00**	**106,560.00**	**138,440.00**	**156,260.00**	**158,356.00**	**-**
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)					-	-
Other water (> 1,000 mg/L Total Dissolved Solids	165,050.00	106,560.00	138,440.00	156,260.00	158,356.00	-
Third-party water : Purchased Municipal and Tanker water					**1,942,788.55**	**116,240.66**
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	1,181,910.00	783,460.00	547,390.00	1,410,230.00	1,942,788.55	116,240.66
Other water (> 1,000 mg/L Total Dissolved Solids					-	-
Total water withdrawal	**629,140.00**	**405,810.00**	**353,560.00**	**865,100.00**	**3,184,128.40**	**227,152.66**

Remark 1. Include hotel in extremely high- and high- water stress areas

Water Discharge (Cubic Meter)	2019	2020	2021	2022	2566 All Areas	Area with Water Stress1
Surface water					1,261,107.58	91,825.20
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	1,261,107.58	91,825.20
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Third-party water (municipal wastewater treatment)					753,247.71	97,567.01
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	753,247.71	97,567.01
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Seawater					80,162.88	
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	80,162.88	-
Total Water Discharge	1,051,180.00	835,180.00	588,200.00	1,458,600.00	2,094,518.17	189,392.21

Remark 1. Include hotel in extremely high- and high- water stress areas

Water Consumption (Cubic Meter)	2019	2020	2021	2022	2566 All Areas	Area with Water Stress1
Total Water Consumption	759,870.00	354,090.00	312,750.00	816,730.00	1,089,610.23	39,826.45
Total Water Recycling	320,720.00	221,860.00	201,890.00	329,560.00	460,401.00	-

Water Performance-Food Business

Water Withdrawal (Cubic Meter)	2019	2020	2021	2022	2023
Third-party water : Purchased Municipal	887,335.00	755,610.00	649,103.00	984,690.00	985,690.00
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	887,335.00	755,610.00	649,103.00	984,690.00	985,690.00
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-
Total water withdrawal	87,335.00	755,610.00	649,103.00	984,690.00	985,690.00

Green House Gas Performance-Hotel Business

GHG Emission	Unit	2019	2020	2021	2022	2023
Direct (Scope 1) GHG emissions	MT CO2e	17,384.49	9,214.31	9,912.75	14,793.45	17,046.90
Energy indirect (Scope 2) GHG emissions	MT CO2e	39,873.19	24,572.99	18,523.35	50,372.26	67,121.41
Total GHG emission (Scope 1+2)	**MT CO2e**	**57,257.68**	**33,787.30**	**28,436.10**	**65,165.71**	**84,168.31**
Other indirect (Scope 3) GHG emissions	MT CO2e	7,727.52	4,169.58	3,155.29	10,735.22	16,497.32
• Purchased goods and services - Water supply	MT CO2e	1,439.42	945.23	716.08	1,808.62	13,797.69
• Waste Generated in Operations	MT CO2e	6,178.72	3,205.10	2,415.77	8,845.44	2,556.04
• Business Travel - Air transportation	MT CO2e	109.38	19.25	23.44	81.16	143.59
Total GHG emission (Scope 1+2+3)	MT CO2e	64,985.20	37,011.65	30,875.31	74,092.31	100,665.63
GHG emissions intensity (Scope 1+2)* per occupied room	MT CO2e / occupied room	0.05	0.08	0.09	0.04	0.03
GHG emissions intensity (Scope 1+2)* per square meter	**MT CO2e / sq.m.**	**0.11**	**0.07**	**0.05**	**0.07**	**0.08**

Green House Gas Performance-Food Business

GHG Emission	Unit	2019	2020	2021	2022	2023
Direct (Scope 1) GHG emissions	MT CO2e	788.77	685.53	721.50	948.95	608.97
Energy indirect (Scope 2) GHG emissions	MT CO2e	46,284.57	41,853.35	39,949.31	46,657.16	45,234.64
Total GHG emission (Scope 1+2)	**MT CO2e**	**47,073.34**	**42,538.88**	**40,670.81**	**47,606.11**	**45,843.61**
Other indirect (Scope 3) GHG emissions	MT CO2e	14,509.44	13,012.09	12,706.39	13,709.02	15,114.07
Total GHG emission (Scope 1+2+3)	**MT CO2e**	**61,582.78**	**55,550.97**	**3,377.20**	**61,315.13**	**60,957.68**
GHG emissions intensity (Scope 1+2+3) per revenue	MT CO2e / millionTHB	5.01	5.48	5.74	5.25	4.83
GHG emissions intensity (Scope 1+2+3) per square meter	MT CO2e / sq.m.	1.50	2.03	2.17	2.27	2.09

Waste Performance-Hotel Business

Waste Generation	2019		2020		2021		2022		2023	
Total Waste generate (Metric Ton)	4,962.12		2,666.80		1,865.78		6,094.68		8,303.01	
Total non hazardous waste generated	4,952.25		2,660.42		1,816.91		6,070.25		8,283.17	
Total hazardous waste generated	9.87		6.38		48.87		24.43		19.84	
Waste Disposal	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Total waste diverted from disposal (Metric Ton)	2,289.01	0	1,107.59	0	606.66	0	1,852.41	0	2,335.89	1.32
Recycling	584.40	0	426.67	0	175.61	0	863.93	0	678.96	1.32
Composting	448.68	0	92.06	0	139.73	0	222.04	0	716.00	0
Energy (Biogas)	36.26	0	19.59	0	28.43	0	46.51	0	25.78	0
Animal Farmfeed	1,219.67	0	569.27	0	262.89	0	719.94	0	915.15	0
Total Waste directed to disposal (Metric Ton)	2,663.24	9.87	1,552.83	6.38	1,210.25	48.87	4,217.84	24.43	5,947.28	18.52
Landfill	2,663.24	9.87	1,552.83	6.38	1,210.25	48.87	4,217.84	24.43	5,690.05	18.52
Incineration	0	0	0	0	0	0	0	0	257.23	0
• Diverted from onsite disposal	0	0	0	0	0	0	0	0	63.13	0
• Directed to offsite disposal	0	0	0	0	0	0	0	0	194.1	0

Waste Performance-Food Business

Waste Generation	2019		2020		2021		2022		2023	
Total Waste generated (Metric Ton)	5,950.00		5,350.00		5,255.00		5,572.00		6,223.61	
General waste	5,950.00		5,350.00		5,255.00		5,572.00		6,177.00	
Organic waste (Food waste)	0		0		0		0		46.61	
Waste Disposal	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Total waste diverted from disposal (Metric Ton)										
Composting	0	0	0	0	0	0	0	0	46.61	0
Total Waste directed to disposal (Metric Ton)										
Landfill	6,781	0	6,007	0	5,818	0	6,278	0	6,177	0

Hotel Business

	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%

1. Employee Information (31 December 2023)

	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %
Total number of employees	5,136	100%	3,785	100%	2,913	100%	3,746	100%	4,133	100%
Number of male employees	2,745	53%	2,032	54%	1,602	55%	2,082	56%	2,275	55%
Number of female employees	2,391	47%	1,753	46%	1,311	45%	1,664	44%	1,858	45%
The number of permanent employees	5,005	97%	3,728	98%	2,892	99%	3,637	97%	3,974	96%
Number of male employees	2,674	53%	1,998	54%	1,589	55%	2,025	56%	2,178	55%
Number of female employees	2,331	47%	1,730	46%	1,303	45%	1,612	44%	1,796	45%
The number of temporary employees	131	3%	57	2%	21	1%	109	3%	159	4%
Number of male employees	71	54%	34	60%	13	62%	57	52%	97	61%
Number of female employees	60	46%	23	40%	8	38%	52	48%	62	39%
The number of part-time/casual/temporary employees									939	
Number of male employees									607	65%
Number of female employees									332	35%
Workers who unemployed by the Company. *Worker whom third-party owners and franchisees employed to work on managed properties. independently owned and operated franchise properties in the portfolio (Permanent only*)									2,425	
The number of male employees by age (person)										
Number of male employees under 30 years old.	790	29%	464	23%	334	21%	472	23%	543	25%
Number of male employees between 30-50 years old.	1,650	60%	1,349	66%	1,098	69%	1,433	69%	1,516	70%
Number of male employees over 50 years old.	305	11%	219	11%	170	11%	177	9%	216	10%
The number of female employees by age (person)										
Number of female employees under 30 years old.	844	35%	511	29%	329	25%	509	31%	591	33%
Number of female employees between 30-50 years old.	1,341	56%	1,115	64%	880	67%	1,022	61%	1,124	63%
Number of female employees over 50 years old.	206	9%	127	7%	102	8%	133	8%	143	8%
The number of male employees by position (person)										
Number of operation level	2,341	85.3%	1,705	83.9%	1,319	82.3%	1,754	84.2%	1,895	87%
Number of male management (Manager level)	395	14.4%	311	15.3%	268	16.7%	315	15.1%	290	13%
Number of male management (Middle level)									53	2%
Number of male high-level executives	9	0.3%	16	0.8%	15	0.9%	13	0.6%	37	2%
The number of female employees by position (person)										
Number of operation level	2,016	84.3%	1,424	81.2%	1,018	77.7%	1,327	79.7%	1,489	80%
Number of male management (Manager level)	372	15.6%	325	18.5%	290	22.1%	333	20.0%	296	16%
Number of male management (Middle level)									51	3%
Number of male high-level executives	3	0.1%	4	0.2%	3	0.2%	4	0.2%	22	1%
The number of employees by work experience (person)										
Number of employees with less than 1 year	831	16%	104	3%	462	16%	1,305	35%	1,024	25%
Number of employees with 1-3 years	1,112	22%	871	23%	377	13%	517	14%	1,411	34%
Number of employees with >3 years -5 years	694	14%	609	16%	414	14%	305	8%	150	4%
Number of employees with >5 years -9 years	1,281	25%	1,066	28%	707	24%	543	14%	477	12%
Number of employees with >9 years -15 years	794	15%	818	22%	665	23%	758	20%	742	18%
Number of employees with more than 15 years	424	8%	326	9%	288	10%	318	8%	329	8%

Hotel Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The total number of employees by religion (person)										
Northern	-		56	1%	-		29	1%	30	1%
Central	1,875	37%	1,393	37%	1,076	37%	1,499	40%	1,617	39%
Northeastern	-		-		-		-			0%
Eastern	673	13%	530	14%	404	14%	414	11%	426	10%
Western	509	10%	327	9%	239	8%	-		-	
Sounthern	1,569	31%	1,142	30%	857	29%	1,145	31%	1,205	29%
Foreign Countries	510	10%	337	9%	337	12%	659	18%	855	21
The total number of employees by nationality (person)										
Thailand	4,580	89.17%	3,399	89.80%	2,561	87.92%	3,142	83.88%	3,358	81.25%
Cambodia	1	0.02%	1	0.03%	1	0.03%	1	0.03%		0.00%
Korea									2	0.05%
Kazakhstan				0.00%	1	0.03%	1	0.03%	2	0.05%
Cameroon									1	0.02%
Kurdistan									5	0.12%
Kenya	1	0.02%	1	0.03%	1	0.03%	1	0.03%	6	0.15%
Canada	2	0.04%	1	0.03%	1	0.03%	1	0.03%		
Syria									3	0.07%
Seychelles									1	0.02%
South Africa									1	0.02%
China	9	0.18%	5	0.13%	1	0.03%	4	0.11%	6	0.15%
Jordan									1	0.02%
Japan	3	0.06%	1	0.03%	1	0.03%	5	0.13%	153	3.70%
Dutch	1	0.02%	-		2	0.07%	2	0.05%	1	0.02%
Denmark	1	0.02%	-		-		-			
Taiwan	1	0.02%	1	0.03%	-		-			
Tunisia									1	0.02%
Napal	14	0.27%	8	0.21%	8	0.27%	35	0.93%	36	0.87%
Bangladesh	78	1.52%	58	1.53%	45	1.54%	84	2.24%	67	1.62%
Bulgaria	1	0.02%	-		-		-		1	0.02%
Belarus	1	0.02%	1	0.03%	1	0.03%	-		1	0.02%
Belgium									1	0.02%
Brazil			1	0.03%	-		-			
Pakistan	1	0.02%	1	0.03%	4	0.14%	13	0.35%	7	0.17%
France	9	0.18%	11	0.29%	7	0.24%	9	0.24%	4	0.10%
Myanmar	4	0.08%	3	0.08%	1	0.03%	-		9	0.22%
Philipines	27	0.53%	21	0.55%	11	0.38%	45	1.20%	30	0.73%
Puttan	2	0.04%	2	0.05%	-		-			
Maldives	176	3.43%	117	3.09%	126	4.33%	192	5.13%	112	2.71%
Malaysia	1	0.02%	1	0.03%	1	0.03%	7	0.19%	4	0.10%
Morocco	1	0.02%	1	0.03%	-		-		2	0.05%
Mongolia	-	0.00%	-		-		-		1	0.02%
Germany	10	0.19%	8	0.21%	6	0.21%	7	0.19%	5	0.12%
Ukraine	2	0.04%	-		-		3	0.08%		

Hotel Business	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %
Uganda	-	0.00%	-		-		-		1	0.02%
Russia	6	0.12%	4	0.11%	2	0.07%	2	0.05%	6	0.15%
Laos	-		-		-		-		1	0.02%
Lebanon	-		-		1	0.03%	-			
Vietnam	3	0.06%	2	0.05%	2	0.07%	5	0.13%	12	0.29%
Sri Langka	72	1.40%	53	1.40%	48	1.65%	70	1.87%	97	2.35%
Spain	1	0.02%	1	0.03%	1	0.03%	-		1	0.02%
Switzerland	1	0.02%	-		1	0.03%	3	0.08%	2	0.05%
Sweden	1	0.02%	1	0.03%	1	0.03%	1	0.03%		
Iris	-		-		-		-		1	0.02%
Algeria	-		-		-		-		4	0.10%
America	4	0.08%	3	0.08%	2	0.07%	2	0.05%	2	0.05%
Australia	7	0.14%	8	0.21%	4	0.14%	5	0.13%	4	0.10%
Austria	3	0.06%	2	0.05%	1	0.03%	8	0.21%		
England	9	0.18%	5	0.13%	4	0.14%	1	0.03%	1	0.02%
Italy	4	0.08%	3	0.08%	3	0.10%	2	0.05%	6	0.15%
India	71	1.38%	44	1.16%	54	1.85%	69	1.84%	142	3.44%
Indonesia	15	0.29%	6	0.16%	5	0.17%	16	0.43%	13	0.31%
Egypt	10	0.19%	4	0.11%	4	0.14%	8	0.21%	15	0.36%
Iran	-		-		1	0.03%	2	0.05%		
South America	2	0.04%	-		-		-			
O₁zbekiston	-	0.00%	-		-		-		3	
Hong Kong	-	0.00%	-		-		-		1	0.02%
No registered status*	1	0.02%	7	0.18%	-		-			0.00%
Not specify	-		-		-		-			
The number of employees by education (person)										
Lower than a bachelor's degree.					1,731	59%	2,404	64%	2,638	64%
Bachelor's degree.					1,082	37%	1,250	33%	1,397	34%
Master's degree.					99	3%	92	2%	96	2%
Doctorate degree (Ph.D.).					1	0%	-	0%	2	0%
The number of employees resignation (person)										
Turnover Rate (%)	19.7		14.4		20.5		22.7		14.29	
The total number of employee resignations (excluding Part-time)	1,028		639		687		769		552	
Number of male employees	521	51%	307	48%	340	49%	368	48%	281	51%
Number of female employees	507	49%	332	52%	347	51%	401	52%	271	49%
The number of male resigned employees by position (person)										
Number of operation level									436	79%
Number of male management (Manager level)									92	17%
Number of male management (Middle level)									14	3%
Number of male high-level executives									10	2%
The number of male resigned employees by age (person)										
Number of male employees under 30 years old.	196	38%	112	36%	127	37%	106	29%	86	31%
Number of male employees between 30-50 years old.	300	58%	174	57%	207	61%	246	67%	182	65%
Number of male employees over 50 years old.	25	5%	21	7%	6	2%	16	4%	14	5%

Hotel Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The number of female resigned employees by age (person)										
Number of female employees under 30 years old.	201	40%	271	82%	154	44%	129	32%	101	37%
Number of female employees between 30-50 years old.	283	56%	334	101%	186	54%	262	65%	167	62%
Number of female employees over 50 years old.	14	3%	34	10%	7	2%	10	2%	2	1%
The number of resigned employees by religion (unit:person)										
Northern	-		7	1%	-		3	0%	-	0%
Central	379	37%	289	45%	253	37%	323	42%	153	28%
Northeastern	-		-		-		-		-	0%
Eastern	85	8%	61	10%	76	11%	91	12%	34	6%
Western	42	4%	34	5%	25	4%	-	0%	-	0%
Sounthern	362	35%	211	33%	252	37%	266	35%	159	29%
Foreign Countries	160	16%	37	6%	81	12%	86	11%	206	37%
The number of resigned employees by nationality (person)										
Thailand					604	87.9%	695	90.4%	377	68.30%
Kazakhstan					1	0.1%	-		1	0.18%
Canada					1	0.1%	-		-	0.00%
Kurdistan					-		-		2	0.36%
China					2	0.3%	-		2	0.36%
Jordan									1	0.18%
Napal					3	0.4%	2	0.3%	10	1.81%
Belarus					1	0.1%	-		-	0.00%
Bangladesh					-		-		5	0.91%
Portuguese					-		-		1	0.18%
Pakistan					-		-		4	0.72%
France					2	0.3%	-		1	0.18%
Myanmar					-		-		4	0.72%
Philipines					6	0.9%	1	0.1%	8	1.45%
Puttan					2	0.3%	-		-	0.00%
Japan					-		-		15	2.72%
Uganda					-		-		3	0.54%
Germany					-		-		1	0.18%
Russia					-		-		-	0.00%
Laos					-		-		-	0.00%
Vietnam					-		-		1	0.18%
Maldives					34	4.9%	49	6.4%	25	4.53%
Sri Langka					18	2.6%	12	1.6%	14	2.54%
Syria					-		-		1	0.18%
Singapore					-		-		1	0.18%
Switzerland					-		-		1	0.18%
Iris					-		-		1	0.18%
England					-		-			0.00%
America					1	0.1%	1	0.1%	1	0.18%
Australia					1	0.1%	-		1	0.18%
India					7	1.0%	6	0.8%	27	4.89%

Hotel Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
Indonesia					3	0.4%	3	0.4%	6	1.09%
Egypt					1	0.1%	-		2	0.36%
Algeria					-	0.0%	-		1	0.18%
Albania					-		-		1	0.18%
Uzbekiston					-		-		2	0.36%
Not specify					1	0.1%	-		32	5.80%
The number of employees who resigned voluntarily by gender (people)										
The total number of employees who resigned voluntarily	1,028		639		687		769		552	
Number of male employees who resigned voluntarily	521	51%	307	48%	340	49%	368	48%	281	51%
Number of female employees who resigned voluntarily	507	49%	332	52%	347	51%	401	52%	271	49%
The number of new recruit (person)										
Total number of new recruits (exclude Part-time)	869		205		556		1,521		1,123	
Number of male employees	445	51%	101	49%	302	54%	778	51%	579	52%
Number of female employees	425	49%	104	51%	254	46%	743	49%	544	48%
The number of male new recruit by position (person)										
Number of operation level									934	83%
Number of male management (Manager level)									163	15%
Number of male management (Middle level)									9	1%
Number of male high-level executives									17	2%
The number of male new recruit (person)										
Number of male employees under 30 years old.	227	51%	43	43%	126	42%	299	38%	257	44%
Number of male employees between 30-50 years old.	201	45%	50	50%	171	57%	434	56%	297	51%
Number of male employees over 50 years old.	17	4%	8	8%	5	2%	45	6%	25	4%
The number of female new recruit (person)										
Number of female employees under 30 years old.	242	57%	56	54%	116	46%	364	49%	296	54%
Number of female employees between 30-50 years old.	178	42%	45	43%	134	53%	350	47%	237	44%
Number of female employees over 50 years old.	4	1%	3	3%	4	2%	29	4%	11	2%
The number of new recruit by religion (person)										
Northern	-	0%	3	1%	-	0%	12	1%	2	
Central	332	38%	100	49%	144	26%	621	41%	369	24%
Northeastern	-	0%	-	0%	-	0%	-	0%	-	
Eastern	82	9%	17	8%	17	3%	110	7%	63	4%
Western	-	0%	3	1%	1	0%	-	0%	-	
Sounthern	228	26%	55	27%	286	51%	582	38%	247	16%
Foreign Countries	190	22%	27	13%	108	19%	196	13%	442	29%
The number of new recruit by nationality (person)										
Thailand					454	82%	1,221	80%	738	65.72%
Cambodia					1	0%	-	0%	-	
korea									2	0.18%
Kazakhstan					1	0%	5	0%	3	0.27%
Kurdistan									1	0.09%
Cameroon									1	0.09%
Kenya									1	0.09%
Canada					1	0%	-	0%		0.00%

Hotel Business	2019 Person	%	2020 Person	%	2021 Person	%	2022 Person	%	2023 Person	%
China									4	0.36%
Japan					1	0%	4	0%	142	12.64%
Napal					3	1%	6	0%	11	0.98%
Bangladesh					2	0%	23	2%	6	0.53%
Pakistan					3	1%	12	1%	3	0.27%
France									2	0.18%
Myanmar						0%	-	0%	10	0.89%
Philipines					3	1%	7	0%	13	1.16%
Russia									3	0.27%
Laos						0%	-	0%	1	0.09%
Vietnam									9	0.80%
Tunisia									1	0.09%
Maldives					49	9%	110	7%	20	1.78%
Malaysia									2	0.18%
Mongolia									1	0.09%
Morocco									1	0.09%
Germany					1	0%	3	0%	2	0.18%
Sri Langka					11	2%	45	3%	24	2.14%
Spain									1	0.09%
Singapore					1	0%	4	0%		0.00%
Switzerland									1	0.09%
America					1	0%	-	0%		0.00%
Italy					1	0%	1	0%	1	0.09%
Iran					1	0%	9	1%		0.00%
India					21	4%	68	4%	55	4.90%
Indonesia									5	0.45%
Uzbekiston									3	0.27%
Egypt					1	0%	3	0%	6	0.53%
Hong Kong									1	0.09%
Not specify									49	4.36%
The number of job openings for internal employees (person)										
Total number of job openings for internal employees							1,521		134	
Number of male employees hired in the internal job openings							10	1%	53	40%
Number of female employees hired in the internal job openings							11	1%	49	37%
Average Cost Per Recruitment (Baht)									134,867	
The Disability Employment (person)										
Number of disable employees	54	1%	43	1%	29	1%	43	1%	44	1%
Number of male disable employees	32		24		15		29		31	
Number of female disable employees	22		19		14		14		13	
Number of disable employees in opeation level.	N/A		N/A		29		43		44	
Number of disable employees (Management level)	N/A		N/A		-		-		-	
Number of salaries for employees with disabilities (Baht)	7,000,000		6,000,000		4,000,000		6,100,000		6,240,000	

Hotel Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
Hiring of elderly employees (Unit: person)										
Number of elderly employees	131	3%	88	2%	65	2%	96	3%	44	1%
Number of elderly male employees	73		50		37		62		25	
Number of elderly female employees	58		38		28		34		19	
Number of elderly employees at the staff level	87		40		24		35		9	
Number of elderly employees at the management level	58		48		41		61		35	
Amount of salaries for elderly employees (Baht)	55,000,000		45,000,000		46,000,000		66,000,000		74,760,757	
Employee promotions by gender (people)										
Total number of employees promoted	240	5%	83	2%	65	2%	276	7%	222	5%
Number of male employees	115	48%	53	64%	40	62%	164	59%	118	53%
Number of female employees	125	52%	30	36%	25	38%	112	41%	104	47%
Employee promotions by nationality (person)										
Thai			69	83%	62	95%	236	86%	179	81%
Foreigners			14	17%	3	5%	40	14%	43	19%
Employee promotions by position (person)										
Director Up							2	1%	8	4%
Manager and Director							30	11%	45	20%
Number of employees hired through Outsource/Agency *not company employees*										
Total number of employees							468		939	
Number of male employees							281		607	
Number of female employees							187		332	
Number of Sales Employees										
Total number of employees							72	1.9%	110	3%
Number of male employees							15	20.8%	28	25%
Number of female employees							57	79.2%	82	75%
Number of Female Sales Employees										
Number of female operation							18	32%	25	30%
Number of female management							38	67%	56	68%
Number of female high-level executives							1	2%	1	1%
Number of employees related to STEM : Science/ IT/ Engineering /Mathematics										
Total number of employees							532	14%	598	14%
Number of male employees							297	56%	428	72%
Number of female employees							235	44%	170	28%
Number of female employees related to STEM										
Number of female operation							182	14%	109	14%
Number of female management							50	9%	58	10%
Number of female high-level executives							3	1%	3	1%
Number of employees who are welfare committee members										
Total number of employees							125	3%	151	4%
Number of male employees							67	54%	64	42%
Number of female employees							58	46%	87	58%

Hotel Business	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %
The number of employees on maternity leave (person)										
Number of employees entitled to maternity leave	2,391	47%	1,753	46%	1,311	45%	1,664	44.4%	1,715	41%
Number of employees who used maternity leave entitlement.	64	1%	67	2%	34	1%	15	0.4%	-	0%
Number of employees who took maternity leave and returned to work afterward.	56	87.5%	56	83.6%	30	88.2%	13	86.7%	-	0%

2. Compensation

Employee compensation (Baht)	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %
Employee compensation (Baht)										
Total compensation									1,358,314,075	
Provident Fund										
Number of employees who are members of Employee Provident Fund (person)			1,555	41%	1,110	38%	796	21%	2,064	50%
Amount of money contributed by the company to the Employee Provident Fund (Baht)									442,740,285	
Ratio of basic salary and compensation for male and female employees										
High-level management positions, including Director and above	1 : 0.95		1 : 0.73		1 : 0.80		1 : 1.00		1 : 1.25	
Executive level management positions	1 : 0.93		1 : 0.98		1 : 0.79		1 : 1.20		1 : 0.92	
Operational level management positions.	1 : 0.96		1 : 0.98		1 : 1.03		1 : 0.79		1 : 1.61	

3. Safety, occupational health, and environmental conditions in employees' work

	2019		2020		2021		2022		2023	
Total working hours of all employees (hours) Working hour in 1 week x 52 weeks x total employees									8,577,192	
Statistics on injuries or accidents from employee's operation "										
Number of Lost Time Accident from the employee's operation (times)									21	
Total number of employees injured at work (person) "			58		4		125		56	
Number of employees injured at work until lost time of work more than 1 day (person)			28		4		10		20	
Number of employees injured at work and still working (person)			30		-		115		43	
Total Number of days off from injuries (days)									189	
Number of Fatalities	-		-		1				-	
Fatalities Rate									-	
Injury Rate (IR) /per 1,000,000 operating hours			4.8		0.6		14.3		24.4	
Lost Time Injury Rate (LTIR) /per 1,000,000 operating hours			2.3		0.6		1.1		3.0	
Absence rate (AR)[Number of days off from injuries and other illnesses x 1000/Total number of employees working in the year] "			0.018		0.009		0.092		0.048	
Total number of sick leave days taken by employees (days)			3,037		1,219		15,436		8,975	

4. Promotion of relationship and employee engagement

	2019		2020		2021		2022		2023	
Important labor disputes (yes / no).										
Number of employees volunteering for social activities (person)										
Number of employees participating in activities	3,806		1,110		75		1,325		8,020	
Number of hours employees participated in activities (hours)	787,009		16,299		2,004		3,597		5,377	
The number of complaints filed by employees regarding human rights violations and unfair labor practices (issue)										
Complaints regarding human rights violations.	-								-	
Complaints regarding unfair labor practices.	3		1							
The number of complaints that have been resolved and addressed.	3		1							
The number of complaints that are still under investigation or being addressed.	-		-							

Hotel Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
5. Employee development.										
Training and development expenses for employees (baht)			8,500,000		7,584,022		7,026,116		8,879,876	
Average training hours per employee per year (hours/person/year)	14		15		84		59		59	
Average training hours per male employee per year (hours/person/year)							32		34	
Average training hours per female employee per year (hours/person/year)							26		25	
Number of employees who received training (person)										
Total number of employees							3,746		4,133	
Number of male employees							2,082	56%	2,275	55%
Number of female employees							1,664	44%	1,858	45%
The percentage of total employees							100		100%	
Number of employees who attended training by position (person)										
Number of operation level									3,384	82%
Number of management (Manager level)									586	14%
Number of management (Middle level)									104	3%
Number of high-level executives									59	1%
Number of male employees who attended training by position (person)										
Number of male operation level							1,754	84%	1,895	83%
Number of male management (Manager level)							315	15%	290	13%
Number of male management (Middle level)									53	2%
Number of male high-level executives							13	1%	37	2%
Number of Female employees who attended training by position (person)										
Number of Female operation level							1,327	79.7%	1,489	80%
Number of Femalemanagement (Manager level)							333	20.0%	296	16%
Number of Femalemanagement (Middle level)									51	3%
Number of Female high-level executives							4	0.2%	22	1%
Number of male employees who attended training by age (person)										
Number of male employees under 30 years old							472	23%	543	24%
Number of male employees between 30-50 years old							1,433	69%	1,516	67%
Number of male employees over 50 years old							177	9%	216	9%
Number of female employees who attended training by age (person)										
Number of female employees under 30 years old							509	31%	591	32%
Number of female employees between 30-50 years old							1,022	61%	1,124	60%
Number of female employees over 50 years old							133	8%	143	8%
Number of employees trained in the Code of Conduct:							3,746	100%	4,133	100%
Number of employees trained in anti corruption							3,746	100%	4,133	100%
Number of employees trained in Cyber Security (person)										
Number of employees							2,669	71%	1,136	27%
Number of male employees							1,474	55%	602	53%
Number of female employees							1,195	45%	534	47%

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%

1. Employee Information (31 December 2023)

	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %
Total number of employees	13,144		4,806		10,174		11,261		11,048	
Number of male employees	4,212	32%	1,478	31%	3,075	30%	3,469	31%	3,579	32%
Number of female employees	8,932	68%	3,328	69%	7,099	70%	7,792	69%	7,469	68%
The number of permanent employees	5,464		4,777		4,710		4,791		4,797	
Number of male employees	1,717	31%	1,466	31%	1,404	30%	1,368	29%	1,360	28%
Number of female employees	3,747	69%	3,311	69%	3,306	70%	3,423	71%	3,437	72%
The number of temporary employees			29	1%	-		24	0.2%	29	0.3%
Number of male employees			12	41%	-		11	46%	12	41%
Number of female employees			17	59%	-		13	54%	17	59%
The number of part-time/casual/temporary employees	7,680		-		5,464		6,446		6,222	
Number of male employees	2,495	32%	-		1,671	31%	2,090	32%	2,207	35%
Number of female employees	5,185	68%	-		3,793	69%	4,356	68%	4,015	65%

Workers who unemployed by the Company.
*Worker whom third-party owners and franchisees employed to work on managed properties.
independently owned and operated franchise properties in the portfolio (Permanent only*)

	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %
The number of male employees by age (person)										
Number of male employees under 30 years old.	3,340	79%	732	50%	2,167	70%	2,542	73%	2,626	73%
Number of male employees between 30-50 years old.	830	20%	683	46%	841	27%	870	25%	887	25%
Number of male employees over 50 years old.	42	1%	63	4%	67	2%	57	2%	66	2%
The number of female employees by age (person)										
Number of female employees under 30 years old.	6,186	69%	1,669	50%	5,078	72%	5,715	73%	5,377	72%
Number of female employees between 30-50 years old.	2,592	29%	1,533	46%	1,888	27%	1,969	25%	1,972	26%
Number of female employees over 50 years old.	154	2%	126	4%	133	2%	108	1%	120	2%
The number of male employees by position (person)										
Number of operation level	4,164	98.9%	1,356	91.7%	2,944	95.7%	2,562	73.9%	2,678	75%
Number of male management (Manager level)	39	0.9%	111	7.5%	123	4.0%	900	25.9%	893	25%
Number of male management (Middle level)										
Number of male high-level executives	9	0.2%	11	0.7%	8	0.3%	7	0.2%	8	0%
The number of female employees by position (person)										
Number of operation level	8,838	98.9%	3,104	93.3%	6,870	96.8%	5,376	69.0%	5,050	68%
Number of male management (Manager level)	89	1.0%	219	6.6%	224	3.2%	2,411	30.9%	2,414	32%
Number of male management (Middle level)									-	0%
Number of male high-level executives	5	0.1%	5	0.2%	5	0.1%	5	0.1%	5	0%
The number of employees by work experience (person)										
Number of employees with less than 1 year	6,279	48%	461	10%	4,050	40%	5,608	50%	4,876	44%
Number of employees with 1-3 years	3,493	27%	1,270	26%	2,370	23%	1,853	16%	2,597	24%
Number of employees with >3 years -5 years	978	7%	765	16%	1,176	12%	1,185	11%	858	8%
Number of employees with >5 years -9 years	1,127	9%	971	20%	1,106	11%	1,044	9%	1,086	10%
Number of employees with >9 years -15 years	658	5%	706	15%	797	8%	857	8%	868	8%
Number of employees with more than 15 years	609	5%	636	13%	675	7%	714	6%	763	7%

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The total number of employees by religion (person)										
Northern	1,341	10%	264	5%	723	7%	759	7%	746	7%
Central	8,181	62%	3,428	71%	6,927	68%	7,472	66%	7,317	66%
Northeastern	1,725		550		1,213		1,412		1,429	
Eastern	1,089	8%	305	6%	751	7%	936	8%	867	8%
Western	-	0%	-	0%	-	0%	-	0%	-	0%
Sounthern	808	6%	259	5%	560	6%	682	6%	689	6%
Foreign Countries	-	0%	-	0%	-	0%	-	0%	-	0%
The total number of employees by nationality (person)										
Thailand	13,115	99.78%	4,691	97.60%	9,927	97.57%	11,201	99.47%	10,981	99%
Cambodia									1	0%
Korea										
Kazakhstan										
Cameroon										
Kurdistan										
Kenya										
Canada										
Syria										
Seychelles										
South Africa										
China	5	0.04%			2	0.02%	2	0.02%	2	0.02%
Jordan										
Japan	22	0.17%			3	0.03%	3	0.03%	2	0.02%
Dutch										
Denmark										
Taiwan										
Tunisia										
Napal										
Bangladesh										
Bulgaria										
Belarus										
Belgium										
Brazil										
Pakistan										
France										
Myanmar					116	1.14%	49	0.44%	52	0.47%
Philipines										
Puttan										
Maldives										
Malaysia										
Morocco										
Mongolia										
Germany										
Ukraine										

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
Uganda										
Russia										
Laos					61	0.60%	6	0.05%	10	0.09%
Lebanon										
Vietnam										
Sri Langka										
Spain										
Switzerland										
Sweden										
Iris										
Algeria										
America	2	0.02%								
Australia										
Austria										
England										
Italy										
India										
Indonesia										
Egypt										
Iran										
South America										
Oʀzbekiston										
Hong Kong										
No registered status*										
Not specify			116	2.41%						
The number of employees by education (person)										
Lower than a bachelor's degree.					7,661	75%	10,648	95%	10,478	95%
Bachelor's degree.					2,446	24%	558	5%	519	5%
Master's degree.					65	1%	54	0%	50	0%
Doctorate degree (Ph.D.).					2	0%	1	0%	1	0%
The number of employees resignation (person)										
Turnover Rate (%)	6.5		6.2		6.7		7.8		7.34	
The total number of employee resignations (excluding Part-time)	2,962		2,374		1,316		1,737		2,089	
Number of male employees	1,080	36%	867	37%	408	31%	489	28%	547	26%
Number of female employees	1,882	64%	1,507	63%	908	69%	1,248	72%	1,542	74%
The number of male resigned employees by position (person)										
Number of operation level										
Number of male management (Manager level)										
Number of male management (Middle level)										
Number of male high-level executives										
The number of male resigned employees by age (person)										
Number of male employees under 30 years old.	856	79%	637	73%	300	74%	351	72%	412	75%
Number of male employees between 30-50 years old.	208	19%	222	26%	101	25%	135	28%	134	24%
Number of male employees over 50 years old.	16	1%	8	1%	7	2%	3	1%	1	0%

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The number of female resigned employees by age (person)										
Number of female employees under 30 years old.	2,280	121%	1,049	70%	674	74%	933	75%	1,138	74%
Number of female employees between 30-50 years old.	634	34%	429	28%	209	23%	305	24%	383	25%
Number of female employees over 50 years old.	48	3%	29	2%	25	3%	10	1%	21	1%
The number of resigned employees by religion (unit:person)										
Northern	83	3%	59	2%	41	3%	50	3%	66	3%
Central	2,419	82%	1,979	83%	1,065	81%	1,382	80%	1,589	76%
Northeastern	175		124		81	6%	120	7%	172	8%
Eastern	191	6%	127	5%	95	7%	130	7%	175	8%
Western	-	0%	-	0%	-	0%	-	0%	-	0%
Sounthern	94	3%	85	4%	34	3%	55	3%	87	4%
Foreign Countries	-	0%	-	0%	-	0%	-	0%	-	0%
The number of resigned employees by nationality (person)										
Thailand					1,286	97.7%	1,723	99.2%	2,071	99.14%
Kazakhstan					1		-			0.00%
Canada					-		-			0.00%
Kurdistan					-		-			0.00%
China					-		-			0.00%
Jordan					-		-			0.00%
Napal					-		-			0.00%
Belarus					-		-			0.00%
Bangladesh					-		-			0.00%
Portuguese					-		-			0.00%
Pakistan					-		-			0.00%
France					-		-			0.00%
Myanmar					23	1.7%	14	0.8%	16	0.77%
Philipines					-		-			0.00%
Puttan					-		-			0.00%
Japan					-		-			0.00%
Uganda					-		-			0.00%
Germany					-		-			0.00%
Russia					-		-			0.00%
Laos					6	0.5%	-		2	0.10%
Vietnam					-		-			0.00%
Maldives					-		-			0.00%
Sri Langka					-		-			0.00%
Syria					-		-			0.00%
Singapore					-		-			0.00%
Switzerland					-		-			0.00%
Iris					-		-			0.00%
England					-		-			0.00%
America					-		-			0.00%
Australia					-		-			0.00%
India					-		-			0.00%

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
Indonesia					-		-			0.00%
Egypt					-		-			0.00%
Algeria					-		-			0.00%
Albania					-		-			0.00%
Uzbekiston					-		-			0.00%
Not specify					-		-			0.00%
The number of employees who resigned voluntarily by gender (people)										
The total number of employees who resigned voluntarily	2,962		2,374		1,316		1,737		2,089	
Number of male employees who resigned voluntarily	1,080	36%	867	37%	408	31%	489	28%	547	26%
Number of female employees who resigned voluntarily	1,882	64%	1,507	63%	908	69%	1,248	72%	1,542	74%
The number of new recruit (person)										
Total number of new recruits (exclude Part-time)	2,653		1,299		8,932		14,293		1,340	
Number of male employees	912	34%	484	37%	2,974	33%	4,634	32%	377	28%
Number of female employees	1,741	66%	815	63%	5,958	67%	9,659	68%	963	72%
The number of male new recruit by position (person)										
Number of operation level										
Number of male management (Manager level)										
Number of male management (Middle level)										
Number of male high-level executives										
The number of male new recruit (person)										
Number of male employees under 30 years old.	767	84%	392	81%	2,751	93%	4,296	93%	304	81%
Number of male employees between 30-50 years old.	143	16%	89	18%	220	7%	338	7%	73	19%
Number of male employees over 50 years old.	2	0%	3	1%	3	0%	-	0%	-	0%
The number of female new recruit (person)										
Number of female employees under 30 years old.	1,365	78%	614	75%	5,523	93%	8,967	93%	801	83%
Number of female employees between 30-50 years old.	366	21%	195	24%	425	7%	687	7%	162	17%
Number of female employees over 50 years old.	10	1%	6	1%	10	0.2%	5	0.1%	-	0%
The number of new recruit by religion (person)										
Northern	26	1%	10	1%	508	6%	849	6%	17	1%
Central	2,407	91%	1,233	95%	6,399	72%	9,902	69%	1,085	81%
Northeastern	65	2%	17	1%	1,030	12%	1,566	11%	82	6%
Eastern	80	3%	24	2%	729	8%	1,299	9%	106	8%
Western	-		-		-		-		-	0%
Sounthern	75	3%	11	1%	266	3%	677	5%	50	4%
Foreign Countries	-		-		-		-		-	0%
The number of new recruit by nationality (person)										
Thailand					8,839	99.0%	14,237	99.6%	1,324	98.81%
Cambodia										0.00%
korea										0.00%
Kazakhstan										0.00%
Kurdistan										0.00%
Cameroon										0.00%
Kenya										0.00%
Canada										0.00%

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
China										0.00%
Japan										0.00%
Napal										0.00%
Bangladesh										0.00%
Pakistan										0.00%
France										0.00%
Myanmar					74	0.8%	56	0.4%	11	0.82%
Philipines										0.00%
Russia										0.00%
Laos					11	0.1%			5	0.37%
Vietnam										0.00%
Tunisia										0.00%
Maldives										0.00%
Malaysia										0.00%
Mongolia										0.00%
Morocco										0.00%
Germany										0.00%
Sri Langka										0.00%
Spain										0.00%
Singapore										0.00%
Switzerland										0.00%
America										0.00%
Italy										0.00%
Iran										0.00%
India										0.00%
Indonesia										0.00%
Uzbekiston										0.00%
Egypt										0.00%
Hong Kong										0.00%
Not specify										0.00%

The number of job openings for internal employees (person)

Total number of job openings for internal employees							15,824		13,069	
Number of male employees hired in the internal job openings							4,634		4,659	36%
Number of female employees hired in the internal job openings							9,659		8,161	62%
Average Cost Per Recruitment (Baht)										

The Disability Employment (person)

Number of disable employees	242	2%	55	1%	60	1%	89	1%	73	1%
Number of male disable employees	101		18		-		45		32	
Number of female disable employees	14		37		76		44		41	
Number of disable employees in opeation level.					79		89		73	
Number of disable employees (Management level)									-	
Number of salaries for employees with disabilities (Baht)	17,500,000		9,741,314		10,389,350		981,048		902,986	

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
Hiring of elderly employees (Unit: person)										
Number of elderly employees	11	0.1%	7	0.1%	10	0.1%	6	0.1%	5	0%
Number of elderly male employees	1		-		1		-		3	
Number of elderly female employees	10		7		9		5		2	
Number of elderly employees at the staff level	11		7		6		5		4	
Number of elderly employees at the management level	-		-		4		1		2	
Amount of salaries for elderly employees (Baht)	4,800,000		1,798,572		773,620		267,976		173,631	
Employee promotions by gender (people)										
Total number of employees promoted			550	11%	1,186	12%	4,344	39%	3,453	31%
Number of male employees			253	46%	355	30%	1,406	32%	1,113	32%
Number of female employees			297	54%	831	70%	2,938	68%	2,340	68%
Employee promotions by nationality (person)										
Thai			550	100%	1,186	100%	4,338	100%	3,453	100%
Foreigners			-		-		6	0%	-	0%
Employee promotions by position (person)										
Director Up					4	0.3%	3	0.1%	1	0%
Manager and Director					-		1	0.0%	4	0%
Number of employees hired through Outsource/Agency *not company employees*										
Total number of employees							31		34	
Number of male employees							20	64.5%	23	68%
Number of female employees							11	35.5%	11	32%
Number of Sales Employees										
Total number of employees							8	0.1%	7	0%
Number of male employees							3	37.5%	3	43%
Number of female employees							5	62.5%	4	57%
Number of Female Sales Employees										
Number of female operation							-		-	0%
Number of female management							5	62.5%	4	57%
Number of female high-level executives							-		-	0%
Number of employees related to STEM : Science/ IT/ Engineering /Mathematics										
Total number of employees							69	0.6%	69	1%
Number of male employees							20	29.0%	23	33%
Number of female employees							49	71.0%	46	67%
Number of female employees related to STEM										
Number of female operation							-		-	
Number of female management							48	98.0%	45	98%
Number of female high-level executives							1	2.0%	1	2%
Number of employees who are welfare committee members										
Total number of employees							9	0.1%	9	0.1%
Number of male employees							3	33.3%	3	33%
Number of female employees							6	66.7%	6	67%

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The number of employees on maternity leave (person)										
Number of employees entitled to maternity leave	8,932	68.0%	3,328	69.2%	7,099	69.8%	7,792	69.2%	7,469	68%
Number of employees who used maternity leave entitlement.	271	2.1%	135	2.8%	277	2.7%	195	1.7%	247	2%
Number of employees who took maternity leave and returned to work afterward.	210	77.5%	108	80.0%	166	59.9%	151	77.4%	183	74%

2. Compensation

	2019		2020		2021		2022		2023	
Employee compensation (Baht)										
Total compensation										
Provident Fund										
Number of employees who are members of Employee Provident Fund (person)			541	11%	518	5%	534	5%	795	7%
Amount of money contributed by the company to the Employee Provident Fund (Baht)										
Ratio of basic salary and compensation for male and female employees										
High-level management positions, including Director and above			1 : 0.84		1 : 0.88		1 : 1.00		1 : 1.00	
Executive level management positions			1 : 0.97		1 : 0.86		1 : 0.87		1 : 0.87	
Operational level management positions.			1 : 0.97		1 : 0.98		1 : 0.98		1 : 0.99	

3. Safety, occupational health, and environmental conditions in employees' work

	2019		2020		2021		2022		2023	
Total working hours of all employees (hours) Working hour in 1 week x 52 weeks x total employees									-	-
Statistics on injuries or accidents from employee's operation "										
Number of Lost Time Accident from the employee's operation (times)										
Total number of employees injured at work (person) "	61		5		25		33		56	
Number of employees injured at work until lost time of work more than 1 day (person)	24		5		25		-			
Number of employees injured at work and still working (person)	37		-		-		-			
Total Number of days off from injuries (days)										
Number of Fatalities	-		-		1		-			
Fatalities Rate									-	
Injury Rate (IR) /per 1,000,000 operating hours			2.0		4.1		1.3		2.1	
Lost Time Injury Rate (LTIR) /per 1,000,000 operating hours			2.2		2.3		0.0		1.7	
Absence rate (AR)[Number of days off from injuries and other illnesses x 1000/Total number of employees working in the year] "			0.023		0.003		0.019		0.047	
Total number of sick leave days taken by employees (days)			4,892		1,566		9,873		23,511	

4. Promotion of relationship and employee engagement

	2019		2020		2021		2022		2023	
Important labor disputes (yes / no).	-		-		-		-		-	
Number of employees volunteering for social activities (person)										
Number of employees participating in activities	3,806		22		-		-			
Number of hours employees participated in activities (hours)	787,009		10		-		-			
The number of complaints filed by employees regarding human rights violations and unfair labor practices (issue)										
Complaints regarding human rights violations.							0		0	
Complaints regarding unfair labor practices.			1		2		0		0	
The number of complaints that have been resolved and addressed.			1		2		0		0	
The number of complaints that are still under investigation or being addressed.							0		0	

Food Business	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
5. Employee development.										
Training and development expenses for employees (baht)			9,600,000		7,104,300		7,894,200		9,057,800	
Average training hours per employee per year (hours/person/year)	0		4.5		3.7		5.0		7.3	
Average training hours per male employee per year (hours/person/year)							16.3		7.3	
Average training hours per female employee per year (hours/person/year)							7.3		7.3	
Number of employees who received training (person)										
Total number of employees							11,261		11,048	
Number of male employees							3,716	33%	3,579	32%
Number of female employees							7,545	67%	7,469	68%
The percentage of total employees							100%		100%	
Number of employees who attended training by position (person)										
Number of operation level									1,800	16%
Number of management (Manager level)									5,076	46%
Number of management (Middle level)									1,481	13%
Number of high-level executives									98	1%
Number of male employees who attended training by position (person)										
Number of male operation level							2,848	77%	576	16%
Number of male management (Manager level)							867	23%	1,228	34%
Number of male management (Middle level)									434	12%
Number of male high-level executives							1	0%	28	1%
Number of Female employees who attended training by position (person)										
Number of Female operation level							5,196	69%	1,224	16%
Number of Femalemanagement (Manager level)							2,342	31%	3,848	52%
Number of Femalemanagement (Middle level)									1,047	
Number of Female high-level executives							7	0%	70	1%
Number of male employees who attended training by age (person)										
Number of male employees under 30 years old							2,903	78%	2,067	58%
Number of male employees between 30-50 years old							725	20%	1,405	39%
Number of male employees over 50 years old							88	2%	158	4%
Number of female employees who attended training by age (person)										
Number of female employees under 30 years old							5,660	75%	4,934	66%
Number of female employees between 30-50 years old							1,751	23%	3,676	49%
Number of female employees over 50 years old							134	2%	385	5%
Number of employees trained in the Code of Conduct:							4,714	42%	5,143	47%
Number of employees trained in anti corruption							4,714	42%		
Number of employees trained in Cyber Security (person)										
Number of employees										
Number of male employees										
Number of female employees										

CENTEL

	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %

1. Employee Information (31 December 2023)

	2019 Person	%	2020 Person	%	2021 Person	%	2022 Person	%	2023 Person	%
Total number of employees	18,280		8,591		13,087		15,007		15,181	
Number of male employees	6,957	38%	3,510	41%	4,677	36%	5,551	37%	5,854	39%
Number of female employees	11,323	62%	5,081	59%	8,410	64%	9,456	63%	9,327	61%
The number of permanent employees	10,469		8,505		7,602		8,428		8,771	
Number of male employees	4,391	42%	3,464	41%	2,993	39%	3,393	40%	3,538	40%
Number of female employees	6,078	58%	5,041	59%	4,609	61%	5,035	60%	5,233	60%
The number of temporary employees	131		86		21		133		188	
Number of male employees	71	54%	46	53%	13	62%	68	51%	109	58%
Number of female employees	60	46%	40	47%	8	38%	65	49%	79	42%
The number of part-time/casual/temporary employees	7,680		-		5,464		6,446		7,161	
Number of male employees	2,495	32%	-		1,671	31%	2,090	32%	2,814	39%
Number of female employees	5,185	68%	-		3,793	69%	4,356	68%	4,347	61%
Workers who unemployed by the Company. *Worker whom third-party owners and franchisees employed to work on managed properties. independently owned and operated franchise properties in the portfolio (Permanent only*)									2,425	
The number of male employees by age (person)										
Number of male employees under 30 years old.	4,130	59%	1,196	34%	2,501	53%	3,014	54%	3,169	54%
Number of male employees between 30-50 years old.	2,480	36%	2,032	58%	1,939	41%	2,303	41%	2,403	41%
Number of male employees over 50 years old.	347	5%	282	8%	237	5%	234	4%	282	5%
The number of female employees by age (person)										
Number of female employees under 30 years old.	7,030	62%	2,180	43%	5,407	64%	6,224	66%	5,968	64%
Number of female employees between 30-50 years old.	3,933	35%	2,648	52%	2,768	33%	2,991	32%	3,096	33%
Number of female employees over 50 years old.	360	3%	253	5%	235	3%	241	3%	263	3%
The number of male employees by position (person)										
Number of operation level	6,505	93.5%	3,061	87.2%	4,263	91.1%	4,316	77.8%	4,573	78.1%
Number of male management (Manager level)	434	6.2%	422	12.0%	391	8.4%	1,215	21.9%	1,183	20.2%
Number of male management (Middle level)									53	0.9%
Number of male high-level executives	18	0.3%	27	0.8%	23	0.5%	20	0.4%	45	0.8%
The number of female employees by position (person)										
Number of operation level	10,854	95.9%	4,528	89.1%	7,888	93.8%	6,703	70.9%	6,539	70.1%
Number of male management (Manager level)	461	4.1%	544	10.7%	514	6.1%	2,744	29.0%	2,710	29.1%
Number of male management (Middle level)									51	0.5%
Number of male high-level executives	8	0.1%	9	0.2%	8	0.1%	9	0.1%	27	0.3%
The number of employees by work experience (person)										
Number of employees with less than 1 year	7,110	39%	565	7%	4,512	34%	6,913	46%	5,900	39%
Number of employees with 1-3 years	4,605	25%	2,141	25%	2,747	21%	2,370	16%	4,008	26%
Number of employees with >3 years -5 years	1,672	9%	1,374	16%	1,590	12%	1,490	10%	1,008	7%
Number of employees with >5 years -9 years	2,408	13%	2,037	24%	1,813	14%	1,587	11%	1,563	10%
Number of employees with >9 years -15 years	1,452	8%	1,524	18%	1,462	11%	1,615	11%	1,610	11%
Number of employees with more than 15 years	1,033	6%	962	11%	963	7%	1,032	7%	1,092	7%

CENTEL	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The total number of employees by religion (person)										
Northern	1,341	7%	320	4%	723	6%	788	5%	776	5%
Central	10,056	55%	4,821	56%	8,003	61%	8,971	60%	8,934	59%
Northeastern	1,725	25%	550	16%	1,213	26%	1,412	25%	1,429	24%
Eastern	1,762	16%	835	10%	1,155	9%	1,350	14%	1,293	14%
Western	509	3%	327	4%	239	2%	-	0%	-	
Sounthern	2,377	13%	1,401	16%	1,417	11%	1,827	12%	1,894	12%
Foreign Countries	510	3%	337	4%	337	3%	659	4%	855	6%
The total number of employees by nationality (person)										
Thailand	17,695	96.80%	8,090	94.16%	12,488	95.42%	14,343	96%	14,339	94%
Cambodia	1	0.01%	1	0.01%	1	0.01%	1	0.01%	1	0.01%
Korea								0.00%	2	0.01%
Kazakhstan					1	0.01%	1	0.01%	2	0.01%
Cameroon								0.00%	1	0.01%
Kurdistan								0.00%	5	0.03%
Kenya	1	0.01%	1	0.01%	1	0.01%	1	0.01%	6	0.04%
Canada	2	0.01%	1	0.01%	1	0.01%	1	0.01%	-	
Syria								0.00%	3	0.02%
Seychelles								0.00%	1	0.01%
South Africa								0.00%	1	0.01%
China	14	0.08%	5	0.06%	3	0.02%	6	0.04%	8	0.05%
Jordan								0.00%	1	0.01%
Japan	25	0.14%	1	0.01%	4	0.03%	8	0.05%	155	1.02%
Dutch	1	0.01%			2	0.02%	2	0.01%	1	0.01%
Denmark	1	0.01%						0.00%	-	
Taiwan	1	0.01%	1	0.01%				0.00%	-	
Tunisia								0.00%	1	0.01%
Napal	14	0.08%	8	0.09%	8	0.06%	35	0.23%	36	0.24%
Bangladesh	78	0.43%	58	0.68%	45	0.34%	84	0.56%	67	0.44%
Bulgaria	1	0.01%							1	0.01%
Belarus	1	0.01%	1	0.01%	1	0.01%			1	0.01%
Belgium									1	0.01%
Brazil			1	0.01%					-	
Pakistan	1	0.01%	1	0.01%	4	0.03%	13	0.09%	7	0.05%
France	9	0.05%	11	0.13%	7	0.05%	9	0.06%	4	0.03%
Myanmar	4	0.02%	3	0.03%	117	0.89%			61	0.40%
Philipines	27	0.15%	21	0.24%	11	0.08%	45	0.30%	30	0.20%
Puttan	2	0.01%	2	0.02%					-	
Maldives	176	0.96%	117	1.36%	126	0.96%	192	1.28%	112	0.74%
Malaysia	1	0.01%	1	0.01%	1	0.01%	7	0.05%	4	0.03%
Morocco	1	0.01%	1	0.01%					2	0.01%
Mongolia	-		-						1	0.01%
Germany	10	0.05%	8	0.09%	6	0.05%	7	0.05%	5	0.03%
Ukraine	2	0.01%					3	0.02%	-	

CENTEL	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
Uganda	-								1	0.01%
Russia	6	0.03%	4	0.05%	2	0.02%	2	0.01%	6	0.04%
Laos					61	0.47%			11	0.07%
Lebanon					1	0.01%			-	
Vietnam	3	0.02%	2	0.02%	2	0.02%	5	0.03%	12	0.08%
Sri Langka	72	0.39%	53	0.62%	48	0.37%	70	0.47%	97	0.64%
Spain	1	0.01%	1	0.01%	1	0.01%			1	0.01%
Switzerland	1	0.01%			1	0.01%	3	0.02%	2	0.01%
Sweden	1	0.01%	1	0.01%	1	0.01%	1	0.01%	-	
Iris	-		-		-		-		1	0.01%
Algeria	-		-		-		-		4	0.03%
America	6	0.03%	3	0.03%	2	0.02%	2	0.01%	2	0.01%
Australia	7	0.04%	8	0.09%	4	0.03%	5	0.03%	4	0.03%
Austria	3	0.02%	2	0.02%	1	0.01%	8	0.05%	-	
England	9	0.05%	5	0.06%	4	0.03%	1	0.01%	1	0.01%
Italy	4	0.02%	3	0.03%	3	0.02%	2	0.01%	6	0.04%
India	71	0.39%	44	0.51%	54	0.41%	69	0.46%	142	0.94%
Indonesia	15	0.08%	6	0.07%	5	0.04%	16	0.11%	13	0.09%
Egypt	10	0.05%	4	0.05%	4	0.03%	8	0.05%	15	0.10%
Iran					1	0.01%	2	0.01%	-	
South America	2	0.01%							-	
Uzbekiston	-								3	0.02%
Hong Kong	-								1	0.01%
No registered status*	1	0.01%	7	0.08%					-	
Not specify			116	1.35%					-	
The number of employees by education (person)										
Lower than a bachelor's degree.	-		-		9,392	72%	13,052	87%	13,116	86%
Bachelor's degree.	-		-		3,528	27%	1,808	12%	1,916	13%
Master's degree.	-		-		164	1%	146	1%	146	1%
Doctorate degree (Ph.D.).					3	0%	1	0%	3	0%
The number of employees resignation (person)										
Turnover Rate (%)	21.8%		35.1%		15.3%		16.7%		17.4%	
The total number of employee resignations (excluding Part-time)	3,990		3,013		2,003		2,506		2,641	
Number of male employees	1,601	40%	1,174	39%	748	37%	857	34%	828	31%
Number of female employees	2,389	60%	1,839	61%	1,255	63%	1,649	66%	1,813	69%
The number of male resigned employees by position (person)										
Number of operation level									436	17%
Number of male management (Manager level)									92	3%
Number of male management (Middle level)									14	1%
Number of male high-level executives									10	0%
The number of male resigned employees by age (person)										
Number of male employees under 30 years old.	1,052	66%	749	64%	427	57%	457	53%	498	60%
Number of male employees between 30-50 years old.	508	32%	396	34%	308	41%	381	44%	316	38%
Number of male employees over 50 years old.	41	3%	29	2%	13	2%	19	2%	15	2%

CENTEL	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The number of female resigned employees by age (person)										
Number of female employees under 30 years old.	2,481	104%	1,320	72%	828	66%	1,062	64%	1,239	68%
Number of female employees between 30-50 years old.	917	38%	763	41%	395	31%	567	34%	550	30%
Number of female employees over 50 years old.	62	3%	63	3%	32	3%	20	1%	23	1%
The number of resigned employees by religion (unit:person)										
Northern	83	2%	66	2%	41	2%	53	2%	66	2%
Central	2,798	70%	2,268	75%	1,318	66%	1,705	68%	1,742	66%
Northeastern	175	4%	124	4%	81	4%	120	5%	172	7%
Eastern	276	7%	188	6%	171	9%	221	9%	209	8%
Western	42	1%	34	1%	25	1%	-	0%	-	0%
Sounthern	456	11%	296	10%	286	14%	321	13%	246	9%
Foreign Countries	160	4%	37	1%	81	4%	86	3%	206	8%
The number of resigned employees by nationality (person)										
Thailand	-		-		1,890	94.4%	2,418	96.5%	2,448	92.7%
Kazakhstan	-		-		2	0.1%	-		1	0.04%
Canada	-		-		1	0.0%	-		-	
Kurdistan										
China	-		-		2	0.1%	-		2	0.08%
Jordan										
Napal	-		-		3	0.1%	2	0.1%	10	0.38%
Belarus	-		-		1	0.0%	-		-	
Bangladesh										
Portuguese										
Pakistan										
France	-		-		2	0.1%	-		1	
Myanmar	-		-		23	1.1%	14	0.6%	20	0.76%
Philipines	-		-		6	0.3%	1	0.0%	8	0.30%
Puttan	-		-		2	0.1%	-		-	
Japan										
Uganda										
Germany										
Russia										
Laos	-		-		6	0.3%	-		2	0.08%
Vietnam										
Maldives	-		-		34	1.7%	49	2.0%	25	1.0%
Sri Langka	-		-		18	0.9%	12	0.5%	14	0.6%
Syria										
Singapore										
Switzerland										
Iris										
England										
America	-		-		1	0.0%	1	0.0%	1	0.04%
Australia	-		-		1	0.0%	-		1	0.04%
India	-		-		7	0.3%	6	0.2%	27	1.1%

CENTEL	2019 Person	2019 %	2020 Person	2020 %	2021 Person	2021 %	2022 Person	2022 %	2023 Person	2023 %
Indonesia	-	-	-	-	3	0.1%	3	0.1%	6	0.2%
Egypt	-	-	-	-	1	0.0%	-	0.0%	2	0.1%
Algeria										
Albania										
Uzbekiston										
Not specify	-	-	-	-	1	0.0%	-	0.0%	32	1.3%
The number of employees who resigned voluntarily by gender (people)										
The total number of employees who resigned voluntarily	3,990		3,013		2,003		2,506		2,641	
Number of male employees who resigned voluntarily	1,601	40%	1,174	39%	748	37%	857	34%	828	31%
Number of female employees who resigned voluntarily	2,389	60%	1,839	61%	1,255	63%	1,649	66%	1,813	69%
The number of new recruit (person)										
Total number of new recruits (exclude Part-time)	3,522		1,504		9,488		15,814		2,463	
Number of male employees	1,357	39%	585	39%	3,276	35%	5,412	34%	956	39%
Number of female employees	2,166	61%	919	61%	6,212	65%	10,402	66%	1,507	61%
The number of male new recruit by position (person)										
Number of operation level									934	38%
Number of male management (Manager level)									163	7%
Number of male management (Middle level)									9	0%
Number of male high-level executives									17	1%
The number of male new recruit (person)										
Number of male employees under 30 years old.	994	73%	435	74%	2,877	88%	4,595	85%	561	59%
Number of male employees between 30-50 years old.	344	25%	139	24%	391	12%	772	14%	370	39%
Number of male employees over 50 years old.	19	1%	11	2%	8	0%	45	1%	25	3%
The number of female new recruit (person)										
Number of female employees under 30 years old.	1,607	74%	670	73%	5,639	91%	9,331	90%	1,097	73%
Number of female employees between 30-50 years old.	544	25%	240	26%	559	9%	1,037	10%	399	26%
Number of female employees over 50 years old.	14	0.6%	9	1.0%	14	0.2%	34	0.3%	11	0.7%
The number of new recruit by religion (person)										
Northern	26	1%	13	1%	508	5%	861	5%	19	1%
Central	2,739	78%	1,333	89%	6,543	69%	10,523	67%	1,454	59%
Northeastern	65	2%	17	1%	1,030	11%	1,566	10%	82	3%
Eastern	162	5%	41	3%	746	8%	1,409	9%	169	7%
Western	-	0%	3	0%	1	0%	-	0%	-	0%
Sounthern	303	9%	66	4%	552	6%	1,259	8%	297	12%
Foreign Countries	190	5%	27	2%	108	1%	196	1%	442	18%
The number of new recruit by nationality (person)										
Thailand					9,293	97.94%	15,458	97.749%	2,062	83.72%
Cambodia					1	0.01%				
korea									2	0.08%
Kazakhstan					1	0.01%	5	0.032%	3	0.12%
Kurdistan									1	0.04%
Cameroon									1	0.04%
Kenya									1	0.04%
Canada					1	0.01%			-	

CENTEL	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
China									4	0.16%
Japan					1	0.01%	4	0.025%	142	5.77%
Napal					3	0.03%	6	0.038%	11	0.45%
Bangladesh					2	0.02%	23	0.145%	6	0.24%
Pakistan					3	0.03%	12	0.076%	3	0.12%
France									2	0.08%
Myanmar					74	0.78%	56	0.354%	21	0.85%
Philipines					3	0.03%	7	0.044%	13	0.53%
Russia									3	0.12%
Laos					11	0.12%			6	0.24%
Vietnam									9	0.37%
Tunisia									1	0.04%
Maldives					49	0.52%	110	0.696%	20	0.81%
Malaysia									2	0.08%
Mongolia									1	0.04%
Morocco									1	0.04%
Germany					1	0.01%	3	0.019%	2	0.08%
Sri Langka					11	0.12%	45	0.285%	24	0.97%
Spain									1	0.01%
Singapore					1	0.01%	4	0.025%	-	
Switzerland									1	0.01%
America					1	0.01%			-	
Italy					1	0.01%	1	0.006%	1	0.01%
Iran					1	0.01%	9	0.057%	-	
India					21	0.22%	68	0.430%	55	0.35%
Indonesia									5	0.03%
Uzbekiston									3	0.02%
Egypt					1	0.01%	3	0.019%	6	0.04%
Hong Kong									1	0.01%
Not specify									49	0.31%

The number of job openings for internal employees (person)

	2019		2020		2021		2022		2023	
Total number of job openings for internal employees							17,345		13,203	
Number of male employees hired in the internal job openings							4,644	27%	4,712	36%
Number of female employees hired in the internal job openings							9,670	56%	8,210	62%
Average Cost Per Recruitment (Baht)										

The Disability Employment (person)

	2019		2020		2021		2022		2023	
Number of disable employees	296	2%	98	1%	89	1%	132	1%	117	1%
Number of male disable employees	133		42		15		74		63	
Number of female disable employees	36		56		90		58		54	
Number of disable employees in opeation level.					108		132		117	
Number of disable employees (Management level)										
Number of salaries for employees with disabilities (Baht)	24,500,000		15,741,314		14,389,350		7,081,048		7,142,986	

CENTEL	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
Hiring of elderly employees (Unit: person)										
Number of elderly employees	142	0.8%	95	1.1%	75	0.6%	102	0.7%	49	0.3%
Number of elderly male employees	74		50		38		62		28	
Number of elderly female employees	68		45		37		39		21	
Number of elderly employees at the staff level	98		47		30		40		13	
Number of elderly employees at the management level	58		48		45		62		37	
Amount of salaries for elderly employees (Baht)	59,800,000		46,798,572		46,773,620		66,267,976		74,934,388	
Employee promotions by gender (people)										
Total number of employees promoted	240*	0%	633	7%	1,251	10%	4,620	31%	3,675	24%
Number of male employees	115*	0%	306	48%	395	32%	1,570	34%	1,231	33%
Number of female employees	125*	0%	327	52%	856	68%	3,050	66%	2,444	67%
Employee promotions by nationality (person)										
Thai			619	97.8%	1,248	99.8%	4,574	99.0%	3,632	98.8%
Foreigners			14	2.2%	3	0.2%	46	1.0%	43	1.2%
Employee promotions by position (person)										
Director Up					4	0.3%	5	0.11%	9	0.24%
Manager and Director					-		31	0.67%	49	1.33%
Number of employees hired through Outsource/Agency *not company employees*										
Total number of employees							499		973	
Number of male employees							301		630	
Number of female employees							198		343	
Number of Sales Employees										
Total number of employees							80	0.5%	117	0.8%
Number of male employees							18	22.5%	31	26.5%
Number of female employees							62	77.5%	86	73.5%
Number of Female Sales Employees										
Number of female operation							18	23%	25	21%
Number of female management							43	54%	60	51%
Number of female high-level executives							1	1%	1	1%
Number of employees related to STEM : Science/ IT/ Engineering /Mathematics										
Total number of employees							601	4%	667	4%
Number of male employees							317	53%	451	68%
Number of female employees							284	47%	216	32%
Number of female employees related to STEM										
Number of female operation							182	30%	109	16%
Number of female management							98	16%	103	15%
Number of female high-level executives							4	1%	4	1%
Number of employees who are welfare committee members										
Total number of employees							134	0.9%	160	1.1%
Number of male employees							70	52%	67	42%
Number of female employees							64	48%	93	58%

CENTEL	2019		2020		2021		2022		2023	
	Person	%	Person	%	Person	%	Person	%	Person	%
The number of employees on maternity leave (person)										
Number of employees entitled to maternity leave	11,323	61.9%	5,081	59.1%	8,410	64.3%	9,456	63.0%	9,184	60.5%
Number of employees who used maternity leave entitlement.	335	1.8%	202	2.4%	311	2.4%	210	1.4%	247	1.6%
Number of employees who took maternity leave and returned to work afterward.	266	79.4%	164	81.2%	196	63.0%	164	78.1%	183	74.1%

2. Compensation

	2019	2020	2021	2022	2023	
Employee compensation (Baht)						
Total compensation	5,259,517,000	3,709,000,000	3,200,000,000	4,373,000,000	4,373,000,000	
Provident Fund						
Number of employees who are members of Employee Provident Fund (person)		2,096	1,628	1,330	2,859	
Amount of money contributed by the company to the Employee Provident Fund (Baht)	48,000,000	36,000,000	29,000,000	34,000,000	45,000,000	
Ratio of basic salary and compensation for male and female employees						
High-level management positions, including Director and above		1 : 0.79	1 : 0.84	1 : 1.00	1 : 1.00	
Executive level management positions		1 : 0.98	1 : 0.83	1 : 1.04	1 : 1.04	
Operational level management positions.		1 : 0.98	1 : 1.01	1 : 0.89	1 : 0.89	

3. Safety, occupational health, and environmental conditions in employees' work

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	2019	2020	2021	2022	2023	
Total working hours of all employees (hours) Working hour in 1 week x 52 weeks x total employees			17,838,820	19,976,580	34,879,650	
Statistics on injuries or accidents from employee's operation "						
Number of Lost Time Accident from the employee's operation (times)	-	-	-	-	66	
Total number of employees injured at work (person) "	61	63	29	158	112	
Number of employees injured at work until lost time of work more than 1 day (person)	24	33	29	10	64	
Number of employees injured at work and still working (person)	37	30	-	115	43	
Total Number of days off from injuries (days)						
Number of Fatalities	-	-	2	-	-	
Fatalities Rate	-	-	-	-	-	
Injury Rate (IR) /per 1,000,000 operating hours	-	2.8	2.7	4.5	4.5	
Lost Time Injury Rate (LTIR) /per 1,000,000 operating hours	-	2.9	1.6	0.3	0.3	
Absence rate (AR)[Number of days off from injuries and other illnesses x 1000/Total number of employees working in the year] "		0.021	0.005	0.037	0.048	
Total number of sick leave days taken by employees (days)	-	7,929	2,785	25,309	32,486	

4. Promotion of relationship and employee engagement

	2019	2020	2021	2022	2023	
Important labor disputes (yes / no).	-	-	-	-	-	
Number of employees volunteering for social activities (person)						
Number of employees participating in activities	7,612	1,132	75	1,325	8,020	
Number of hours employees participated in activities (hours)	1,574,018	16,309	2,004	3,597	5,377	
The number of complaints filed by employees regarding human rights violations and unfair labor practices (issue)						
Complaints regarding human rights violations.	-	-	-	0	0	
Complaints regarding unfair labor practices.	3	2	2	0	0	
The number of complaints that have been resolved and addressed.	3	2	2	0	0	
The number of complaints that are still under investigation or being addressed.	-	-	-	0	0	

CENTEL	2019 Person	%	2020 Person	%	2021 Person	%	2022 Person	%	2023 Person	%

5. Employee development.

	2019 Person	%	2020 Person	%	2021 Person	%	2022 Person	%	2023 Person	%
Training and development expenses for employees (baht)			18,100,000		14,688,322		14,920,316		17,917,676	
Average training hours per employee per year (hours/person/year)			8.9		21.6		18.4		21.4	
Average training hours per male employee per year (hours/person/year)							8.3		17.7	
Average training hours per female employee per year (hours/person/year)							10.6		10.9	
Number of employees who received training (person)										
Total number of employees							15,007		15,181	
Number of male employees							5,798	39%	5,854	39%
Number of female employees							9,209	61%	9,327	61%
The percentage of total employees							100		100	
Number of employees who attended training by position (person)										
Number of operation level									5,184	34%
Number of management (Manager level)									5,662	37%
Number of management (Middle level)									1,585	10%
Number of high-level executives									157	1%
Number of male employees who attended training by position (person)										
Number of male operation level							4,602	79%	2,471	42%
Number of male management (Manager level)							1,182	20%	1,518	26%
Number of male management (Middle level)									487	8%
Number of male high-level executives							14	0.24%	65	1.1%
Number of Female employees who attended training by position (person)										
Number of Female operation level							6,523	70.8%	2,713	29.1%
Number of Femalemanagement (Manager level)							2,675	29.0%	4,144	44.4%
Number of Femalemanagement (Middle level)									1,098	11.8%
Number of Female high-level executives							11	0.1%	92	1.0%
Number of male employees who attended training by age (person)										
Number of male employees under 30 years old							3,375	58%	2,610	45%
Number of male employees between 30-50 years old							2,158	37%	2,921	50%
Number of male employees over 50 years old							265	5%	374	6%
Number of female employees who attended training by age (person)										
Number of female employees under 30 years old							6,169	67%	5,525	59%
Number of female employees between 30-50 years old							2,773	30%	4,800	51%
Number of female employees over 50 years old							267	3%	528	6%
Number of employees trained in the Code of Conduct:							8,460	56%	9,276	61%
Number of employees trained in anti corruption							8,460	56%	4,133	27%
Number of employees trained in Cyber Security (person)										
Number of employees							2,669	18%	1,136	7%
Number of male employees							1,474	55%	602	53%
Number of female employees							1,195	45%	534	47%

UN Global Compact Principles

Currently, the company has not signed to commit to the implementation of the Ten Principles of the United Nations Global Compact (UNGC). However, Central Group, a mother company signed the UN Global Compact, the company as a subsidiary of Central Group committed to supporting business operations that adhere to and fulfill the commitments according to the four dimensions of sustainable global practices: 1) Human Rights 2) Labor 3) Environment 4) Anti-Corruption, in order to achieve sustainable development goals and be responsible global citizens.

Topic	Principal	Topic in report
Human Rights	1. Support and respect for the protection of human rights declared at the international level, within the scope of its authority.	Human Rights
	2. Vigilantly monitor and prevent its business from being involved in human rights abuses.	Human Rights
Labor	3. Promote and support freedom of association and the recognition of the right to collective bargaining.	Labor Practice
	4. Eliminate all forms of forced labor and exploitation.	Labor Practice
	5. Effectively abolish child labor	Human Rights
	6. Eliminate discrimination in employment and occupation.	Human Rights
Environment	7. Support measures to monitor and mitigate potential environmental impacts of operations.	Environment
	8. Volunteer to undertake activities that promote environmental responsibility.	Environment
	9. Promote the development and dissemination of environmentally friendly technologies.	Environment
Anti-Corruption	10. Carry out activities to combat corruption, extortion, and bribing in all forms	Corporate Governance and Anti-corruption

GRI content index

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
GRI 2: General Disclosures 2021	2-1 Organizational details	AR page 248	
	2-2 Entities included in the organization's sustainability reporting	AR page 102-109	
	2-3 Reporting period, frequency and contact point	AR page 190	
	2-4 Restatements of information	AR page 190	
	2-5 External assurance	AR page 230	
	2-6 Activities, value chain and other business relationships	AR page 48-51, 81-87, 128	
	2-7 Employees	AR page 198-224, 275	SDG 8
	2-8 Workers who are not employees	AR page 198	
	2-9 Governance structure and composition	AR page 264	
	2-10 Nomination and selection of the highest governance body	AR page 270-272	
	2-11 Chair of the highest governance body	AR page 268	
	2-12 Role of the highest governance body in overseeing the management of impacts	AR page 267	
	2-13 Delegation of responsibility for managing impacts	AR page 129-130	
	2-14 Role of the highest governance body in sustainability reporting	AR page 129-130	
	2-15 Conflicts of interest	AR page 265-266, 288-289	
	2-16 Communication of critical concerns	AR page 250-253	
	2-17 Collective knowledge of the highest governance body	AR page 269, 281-282	
	2-18 Evaluation of the performance of the highest governance body	AR page 283	
	2-19 Remuneration policies	AR page 273-274, 275-276	
	2-20 Process to determine remuneration	AR page 273-274	
	2-21 Annual total compensation ratio	-	
	2-22 Statement on sustainable development strategy	AR page 24-26, 124	
	2-23 Policy commitments	https://investor.centarahotelsresorts.com/en/sustainability/corporate-governances-document	
	2-24 Embedding policy commitments	AR page 176-177, 162	

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
	2-25 Processes to remediate negative impacts	https://investor. centarahotelsresorts.com/storage/ download/cg-document/20230119- centel-policy-risk-management-th. pdf	
	2-26 Mechanisms for seeking advice and raising concerns	AR page 176-178	
	2-27 Compliance with laws and regulations	AR page 180, 248	
	2-28 Membership associations	AR page 140	
	2-29 Approach to stakeholder engagement	AR page 138-139	
	2-30 Collective bargaining agreements	AR page 166	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	AR page 133	
	3-2 List of material topics	AR page 134	
	3-3 Management of material topics	AR page 135-137	
Business Progress			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	https://investor. centarahotelsresorts.com/en/ investor-relations/financial- information/financial-highlights- quarterly	
	201-2 Financial implications and other risks and opportunities due to climate change	AR page 20, 117-122	
	201-3 Defined benefit plan obligations and other retirement plans	AR page 391	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	AR page 32-33, 43-47	
	203-2 Significant indirect economic impacts	AR page 30-33, 38-39, 43-47	
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	AR page 167, 171-172	
	403-2 Hazard identification, risk assessment, and incident investigation	AR page 167, 171-172	
	403-3 Occupational health services	AR page 167, 171-172	
	403-4 Worker participation, consultation, and communication on occupational health and safety	AR page 167, 171-172	
	403-5 Worker training on occupational health and safety	AR page 167, 171-172	
	403-6 Promotion of worker health	AR page 167, 171-172	
	403-8 Workers covered by an occupational health and safety management system	AR page 167, 171-172	
	403-9 Work-related injuries	AR page 205 214, 253	
	403-10 Work-related ill health	AR page 205 214, 253	

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
Data Privacy			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	AR page 162	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	AR page 186-187	
Supply Chain Management			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	AR page 188	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	AR page 187-189	
	308-2 Negative environmental impacts in the supply chain and actions taken	AR page 188	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	AR page 188-189	
	414-2 Negative social impacts in the supply chain and actions taken	AR page 188-189	
Climate Change			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	AR page 142-145, 1580-159, 193	SDG 8, 13
	302-3 Energy intensity	AR page 142-145, 1580-159, 193	SDG 8, 13
	302-4 Reduction of energy consumption	AR page 142-145, 1580-159, 193	SDG 8, 13
	302-5 Reductions in energy requirements of products and services	AR page 142-145, 1580-159, 193	SDG 8, 13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	AR page 145-146, 160, 196	SDG 9, 13
	305-2 Energy indirect (Scope 2) GHG emissions	AR page 145-146, 160, 196	SDG 9, 13
	305-3 Other indirect (Scope 3) GHG emissions	AR page 145-146, 160, 196	SDG 9, 13
	305-4 GHG emissions intensity	AR page 145-146, 160, 196	SDG 9, 13
	305-5 Reduction of GHG emissions	AR page 145-146, 160, 196	SDG 9, 13
8. Human Rights			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	AR page 202, 211, 220, 200, 209, 218	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	AR page 166-167	
	401-3 Parental leave	AR page 205, 214, 223	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	AR page 206, 215, 224	
	404-2 Programs for upgrading employee skills and transition assistance programs	AR page 169-170	
	404-3 Percentage of employees receiving regular performance and career development reviews	AR page 169-170	

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	AR page 22-23, 269, 198-224	
	405-2 Ratio of basic salary and remuneration of women to men	AR page 207, 216, 225	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	AR page 180	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	AR page 164, 166	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	AR page 164	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	AR page 164	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	AR page 164	
Governance			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	AR page 177-180	
	205-2 Communication and training about anti-corruption policies and procedures	AR page 177-180	SDG 16
	205-3 Confirmed incidents of corruption and actions taken	AR page 180	
Waste Management			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	AR page 148-152, 166, 197	SDG 12,13
	306-2 Management of significant waste-related impacts	AR page 148-152, 166, 197	SDG 12,13
	306-3 Waste generated	AR page 148-152, 166, 197	SDG 12,13
	306-4 Waste diverted from disposal	AR page 148-152, 166, 197	SDG 12,13
	306-5 Waste directed to disposal	AR page 148-152, 166, 197	SDG 12,13
Social & Community Development			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	AR page 172-173	
	413-2 Operations with significant actual and potential negative impacts on local communities	AR page 172-173	
Water Management			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	AR page 146-150, 160, 195	
	303-2 Management of water discharge-related impacts	AR page 146-150, 160, 195	
	303-3 Water withdrawal	AR page 146-150, 160, 195	
	303-4 Water discharge	AR page 146-150, 160, 195	
	303-5 Water consumption	AR page 146-150, 160, 195	

LRQA Independent Assurance Statement

Relating to Central Plaza Hotel Public Company Limited's Sustainability Report for the calendar year 2023

This Assurance Statement has been prepared for Central Plaza Hotel Public Company Limited in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA was commissioned by Central Plaza Hotel Public Company Limited (CENTEL) to provide independent assurance on its Sustainability Report 2023 ("the report") against the assurance criteria below to a moderate level of assurance and materiality of the professional judgement of the verifier using Accountability's AA1000AS v3 for a type II assurance.

Our assurance engagement covered CENTEL's hotels in Thailand under Centara Reserve, Centara Grand, Centara, Centara Life, Centara Boutique Collection and COSI brands, hotels in overseas as per the locations listed below[1], and operations under Central Restaurant Group, specifically the following requirements:

- Confirming that the report is in line with the GRI[2] Standards
- Evaluating the accuracy and reliability of CENTEL's performance data and information for only the selected GRI indicators listed below:
  - Environmental: GRI 302-1 Energy Consumption within the organization, GRI 302-3 Energy Intensity, GRI 303-3 Water withdrawal, GRI 303-4 Water discharge, GRI 303-5 Water consumption, GRI 305-1 Direct (Scope 1) GHG emissions, GRI 305-2 Energy indirect (Scope 2) GHG emissions, GRI 305-3 Other indirect Greenhouse Gas (Scope 3) emissions, GRI 305-4 GHG emissions intensity, GRI 306-3 Waste generated, GRI 306-4 Waste diverted from disposal, GRI 306-5 Waste directed to disposal.
  - Social: GRI 403-9 Work-related injuries, GRI 403-10 Work-related ill health.

Our assurance engagement excluded the data and information of CENTEL's suppliers, contractors and any third parties mentioned in the report. It also excluded the data and information of CENTEL's other international locations.

LRQA's responsibility is only to CENTEL. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CENTEL's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of CENTEL.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CENTEL has not, in all material respects:

- Met the requirements above
- Disclosed accurate and reliable performance data and information as no errors or omissions were detected in the selected GRI indicators listed above
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate assurance engagement is less than for a high assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

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1 Locations in overseas covered by LRQA's assurance:
- Republic of Maldives: Centara Grand Island Resort & Spa Maldives, Centara Ras Fushi Resort & Spa Maldives
- Sri Lanka: Centara Ceysands Resort & Spa Sri Lanka
- Oman: Centara Muscat Hotel, Centara Life Muscat Dunes Hotel, Al Hail Waves Hotel
- UAE: Centara Mirage Beach Resort Dubai
- Qatar: Centara West Bay Hotel & Residences Doha
- Vietnam: Centara Mirage Resort Mui Ne
- Japan: Centara Grand Hotel Osaka

2 https://www.globalreporting.org

- Assessing CENTEL's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with responsible personnel and reviewing documents and associated records.
- Reviewing CENTEL's process for identifying and determining material issues to confirm that the right issues were included in their Report. We did this by benchmarking reports written by CENTEL and its peers to ensure that sector specific issues were included for comparability.
- Auditing CENTEL's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems. We also spoke with those key people responsible for compiling the data and drafting the report.
- Visiting and auditing CENTEL's hotels in Thailand, namely, Centara Grand at Central World, and Centara Riverside Hotel Chiangmai, and remotely auditing, Centara Ras Fushi Resort & Spa Maldives, Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana, COSI Krabi Ao Nang Beach and Central Restaurant Group, via ICT platforms, to validate site data and information for the selected GRI indicators.

Observations

Further observations and findings, made during the assurance engagement, are:
- Stakeholder inclusivity:
  We are not aware of any key stakeholder groups that have been excluded from CENTEL's stakeholder engagement process. The content of CENTEL's Sustainability Report reflects the views and expectations of these stakeholders.
- Materiality:
  CENTEL has established comprehensive criteria for determining which issue/aspect is material and that these criteria are not biased to the company's management, and are relevant to the operations.
- Impact:
  Whilst CENTEL is monitoring its GHG emissions, they have yet to set science-based targets.
- Responsiveness:
  CENTEL has processes in place to respond to various stakeholder groups; specifically, hotel and restaurants' communication and engagement processes were deemed sufficient and responsive.
- Reliability:
  Data management systems were well established; though CENTEL should carry out periodic internal quality control checks on their data and information collection and calculation systems to prevent any errors being identified at the corporate level in future reports.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent. This verification is the only work undertaken by LRQA for CENTEL and as such does not compromise our independence or impartiality.

Wiriya Rattanasuwan
LRQA Lead Verifier

Dated: 21st March 2024

On behalf of LRQA (Thailand) Limited,
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CENTARA
HOTELS & RESORTS