CENTARA
HOTELS & RESORTS

CRG

SUSTAINABILITY

DEVELOPMENT

2024

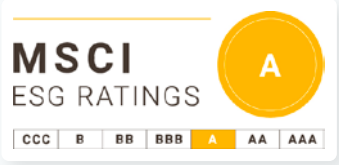# Sustainability Development Awards

NET ZERO

Member of Sustainability Yearbook 2024

Member of Sustainability Yearbook 2025

2024 SET ESG Ratings "AAA"

2023 - 2024 MSCI ESG Ratings "A"

Centara Sustainability System GSTC Recognition 2021

Sustainability Recognition Disclosure 2020-2024

Green Key (1 Hotel)

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

GSTC-Recognized Standards for Hotels 2023-2025 (26 Hotels)

Business Strategy

## Strategy for Hotel Business

In 2024, Centara Hotels & Resorts is committed to delivering authentic Thai experiences and developing new hotel brand concepts that are unique and cater to the diverse needs of its customer base. The Company has expanded into new markets across the region, while driving sustainable growth to become one of the world's top 100 hotel brands by 2027. This will be achieved through a review of its five-year strategic and business plan (2024-2028) to align with market trends. The strategies are as follows:

1. Develop a business framework driven by the brand's identity to align with changing customer behavior.
2. Integrate business strategies to expand market share through investment management that supports the Company's business model.
3. Enhance adaptability to new business opportunities, such as health tourism, eco-friendly tourism, pet-friendly tourism, and senior-friendly tourism, to cater to emerging market segments.
4. Analyze and develop products and services with potential for new customer segments to increase value, such as health-conscious and eco-friendly catering services.
5. Lead in technology and human resource management through an effective organizational structure aligned with business strategies.
6. Commit to sustainable business practices by reducing social and environmental impacts, aiming to achieve net-zero greenhouse gas emissions by 2050. The first phase will focus on reducing emissions by 40% by 2029 through efficient energy, water, waste, and pollution management. Additionally, all Centara Hotels & Resorts will obtain sustainability certification from the Global Sustainable Tourism Council (GSTC) by 2025.

Strategy for Food Business

Amidst the ongoing intense competition in the restaurant sector, there are still growth opportunities driven by consumer demand for convenience, speed, quality, and increasingly unique experiences. The food business has set its operational direction for 2024 according to its five-year strategic plan (2024-2028), focusing on developing the business across all dimensions, including brand expansion, digital transformation, cost management, addressing health and sustainability trends, as well as enhancing the capabilities of personnel and the organization for long-term growth. The strategies are as follows:

1. Expansion & New Brands: Expand branches and introduce new brands to maintain market share and reach customers in various locations, both in Bangkok and major cities. Seek new brands and partners to meet the evolving trends of diverse consumer preferences.
2. Omni-Channel & Delivery: Increase efforts in the online and delivery market by enhancing delivery platforms and developing menu offerings to cater to the growing off-premises dining demand. Additionally, develop the Online-to-Offline (O2O) channel to create an interconnected experience between the online world and offline stores.
3. Health and Diversity Trends: Adjust menus and marketing strategies to align with health and diversity trends, targeting new consumer segments, such as vegetarian/vegan options, plant-based products, and specialized menus (e.g., halal food in certain brands).
4. Digital Transformation: Invest in technology and customer data management by developing a loyalty program (Loyalty Program/CRM) that connects all brands within the group to understand customer behavior and implement personalized marketing. Invest in modern POS systems, self-ordering kiosks, kitchen automation systems, and online queue booking systems to enhance cost efficiency and service.
5. Sustainability Strategy: Focus on food waste management by reducing food waste during production and in-store operations through collaboration with relevant organizations. Use eco-friendly packaging or environmentally friendly products and work with partners/farmers to develop high-quality, traceable ingredients according to international standards.
6. Cost Management and Internal Structure: Optimize cost management and internal operations to improve sales and profit per branch. Expand small-sized store models or pop-up shops to target new locations.
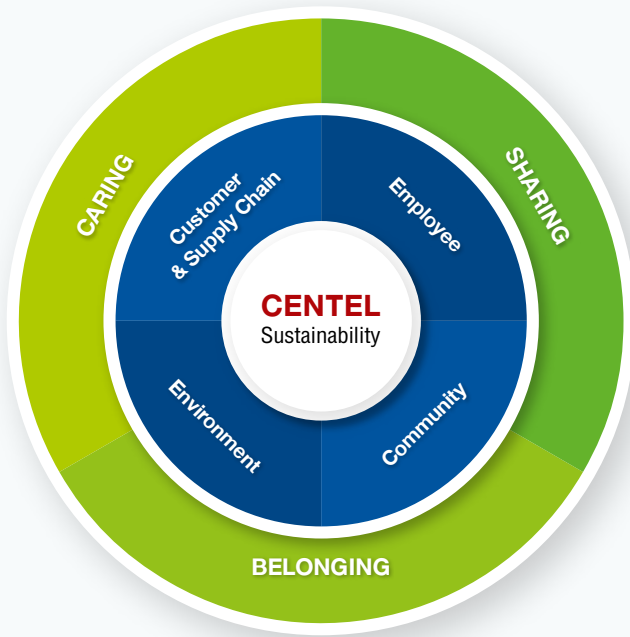
Corporate Sustainability Development

Central Plaza Hotel Public Company Limited primarily operates two businesses: providing hotel services both domestically and internationally and managing the restaurant business. The Company prioritizes responsible operations and adherence to corporate governance principles to foster trust among stakeholders while promoting sustainability in economic, social, and environmental aspects. The Board of Directors has announced a sustainability development policy and has communicated these policies and sustainability goals to the business units as a guideline for management to ensure that policies set by the Board of Directors are implemented across all business units to foster a sustainability-driven approach at the employee level throughout the organization. The policies are also shared with partners across all business relationships. The Company has established a framework for driving sustainability based on three core pillars: Caring, Sharing, and Belonging, aligned with Environmental, Social, and Governance (ESG) practices aimed at four target groups: employees, customers and suppliers, communities, and the environment. The Sustainability Development Team reports the progress of these initiatives to the management team and the Risk Management, Corporate Governance and Sustainability Committee. The outcomes of key policies are presented to the Board of Directors for guidance on further enhancements, ensuring alignment with the Company's strategies. Additionally, the policy undergoes an annual review, with the insights gathered used to refine and improve the policies to address critical sustainability issues, keeping pace with changes and stakeholder expectations.

Read More: Policy on Sustainable Development https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-policy-on-sustainable-development-en.pdf

CENTEL Value Chain

CREATE MEMORABLE EXPERIENCE AND FAIRNESS FOR ALL

CONSTRUCTION & DESIGN

CUSTOMER

SALE & MARKETING

OPERATION & SERVICE

CENTEL
VALUE CHAIN

LOCAL MATERIALS

LOCAL COMMUNITY

LOCAL SUPPLIERS & PRODUCTS

LOCAL PEOPLE
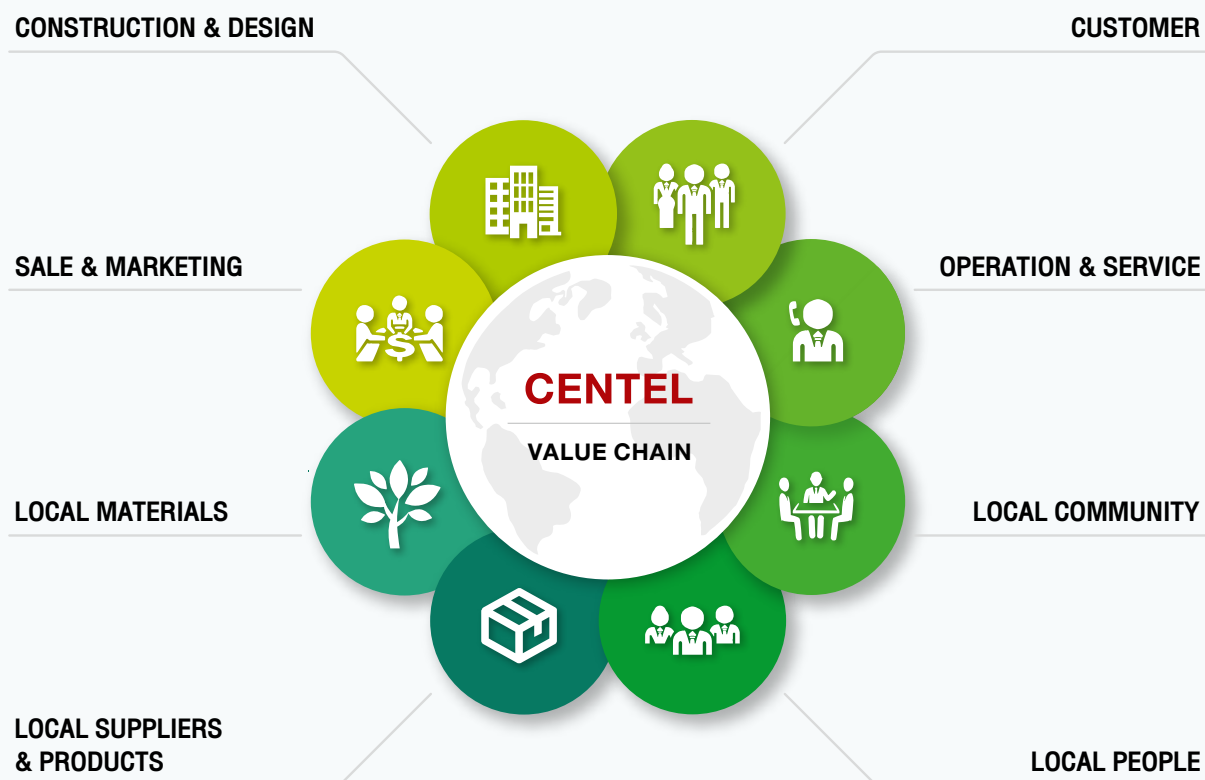
Sustainability Management Goals

 The Company has integrated the United Nations Sustainable Development Goals (UN SDGs) as a model for developing its sustainability policies, strategies for driving sustainability, and objectives for business growth, stability, and sustainability across all dimensions: economic, social, and environmental. The Company has conducted a review assessing its potential contribution to supporting the UN SDGs in alignment with its business activities in both the hotel and restaurant businesses, aiming to achieve both organizational goals and contribute to the UN's sustainable development objectives. As part of the Central Group, the Company has signed up as a member of the UN Global Compact. Therefore, as a subsidiary, the Company supports business practices that align with the principles and commitments of international sustainability standards. The Company has prioritized key issues that are in line with the strategies of both business units to create sustainable value for all stakeholders.

From the 17 UN SDGs, the Company has identified 8 goals, 15 targets, and 16 indicators, detailed as follows:

UN SDGs	ESG Dimension	UN SDGs Targets and Indicators	The Company's Goals and Commitments
5 Gender Equality	• Social • Governance	5.1 End all forms of discrimination against all women and girls everywhere (Indicator 5.1.1). 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (Indicator 5.5.2).	The Company places a strong emphasis on human rights and equality, ensuring non-discrimination, commitment to achieving a balanced workforce between male and female employees, and active promotion of the role of women in management and on the board of directors.
6 Clean Water and Sanitation	• Environmental • Social	6.3 Improve water quality, wastewater treatment and safe reuse (Indicator 6.3.1).	The Company prioritizes the efficient management of water resources in its business operations to ensure maximum effectiveness, while contributing to water security and taking responsibility for the environment and society. As part of this commitment, the Company treats wastewater and conducts water quality checks after treatment before discharging it into public drains, ensuring that it does not negatively impact the ecosystem and surrounding communities. Additionally, the Company encourages the reuse of treated water for purposes such as irrigation and floor cleaning.
8 Decent Work and Economic Growth	• Social	8.5 Achieve full employment and decent work for all women and men, including for young people and persons with disabilities (Indicator 8.5.2). 8.6 Reduce proportion of youth not in training (Indicator 8.6.1). 8.8 Promote safe work environment (Indicator 8.8.1).	The Company is committed to promoting a safe work environment and adhering to the principles of fair treatment for all employees, with no discrimination based on differences. It has established an Equal Employment Opportunity policy and supports creating career opportunities for youth and vulnerable groups in society through vocational training programs and employment initiatives.
9 Industry, Innovation, and Infrastructure	• Environmental	9.4 Increase resource-use efficiency and adoption of clean and environmentally sound technologies and industrial processes (Indicator 9.4.1).	The Company is committed to applying clean technologies and environmentally friendly innovations in its business operations to reduce greenhouse gas emissions, with the goal of becoming a net-zero greenhouse gas emissions organization by 2050. Additionally, the Company promotes the optimization of production and service processes to minimize the use of limited natural resources.

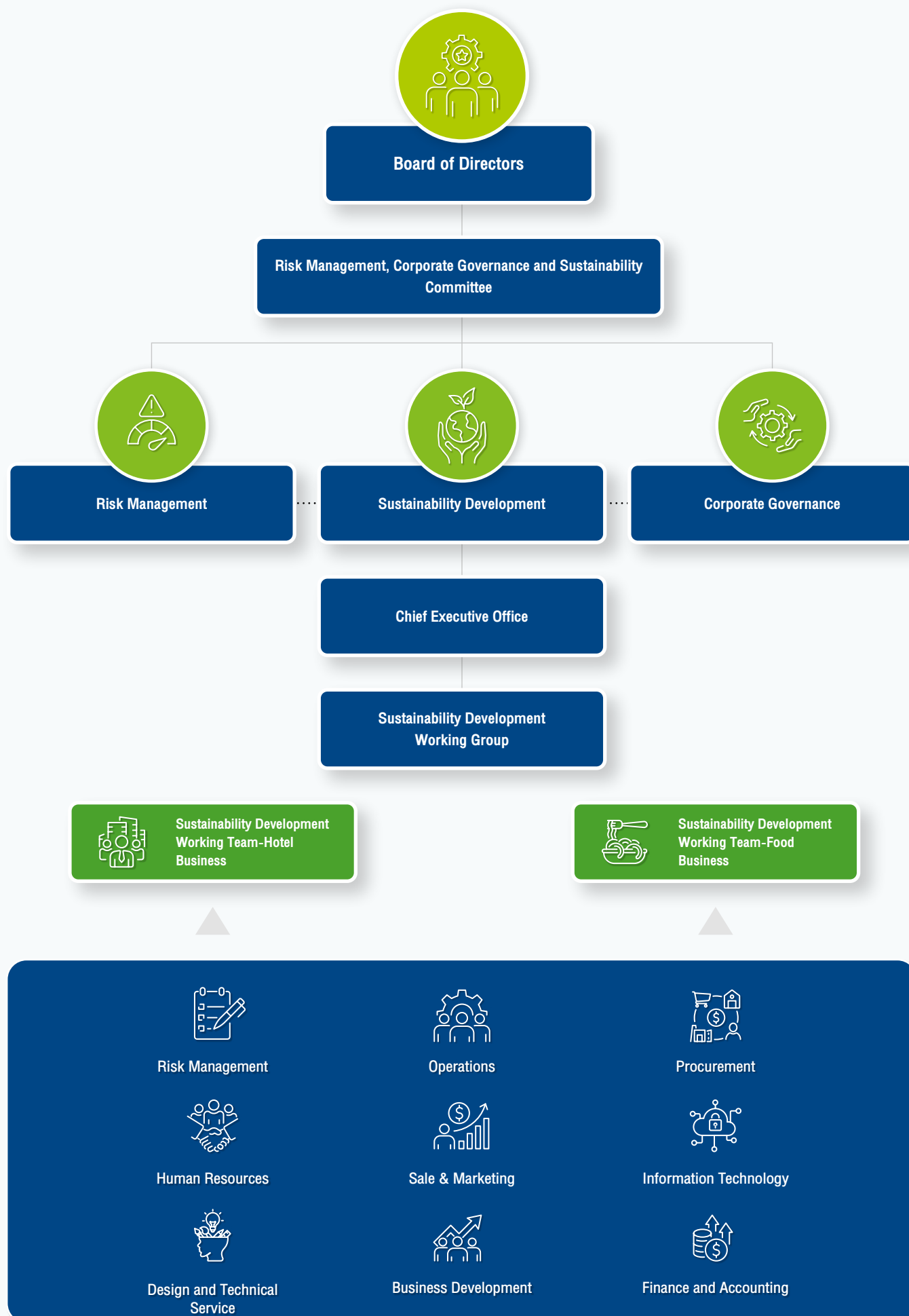| UN SDGs	ESG Dimension	UN SDGs Targets and Indicators	The Company's Goals and Commitments
11 Sustainable Cities and Communities	• Environmental • Social	11.6 Reduce the environmental impact of cities and municipalities, including paying attention to air quality and waste management (Indicator 11.6.1).	The Company is committed to conducting business in a socially and environmentally responsible manner, with a strong focus on efficient waste management. The goal is to reduce landfill waste by 20% by 2029, increase the recycling rate to reduce resource loss, and reduce waste that contributes to greenhouse gas emissions and air pollution.
12 Responsible Consumption and Production	• Environmental • Social	12.2 Achieve the sustainable management and efficient use of natural resources (Indicator 12.2.2). 12.3 Reduce food waste at the retail and consumer levels and reduce food losses along production and supply chains (Indicator 12.3.1). 12.4 Achieve the environmental sound management of chemicals and wastes (Indicator 12.4.2). 12.5 Reduce waste generation through prevention, reduction, recycling, and reuse (Indicator 12.5.1). 12.7 Promote procurement practices that are sustainable (Indicator 12.7.1).	The Company promotes sustainable procurement practices as part of its commitment to benefiting society, the economy, and minimizing environmental impact. It encourages business units to utilize technology and innovation to maximize the efficient use of natural resources and raise awareness about the importance of waste and surplus food management to create value for the environment and society. The Company has established the Centara Waste Management Plan, which outlines practices for waste reduction and management, covering all types of waste generated from business activities. This plan helps increase recycling rates and reduce the amount of waste sent to landfills.
13 Climate Action	• Environmental	13.3 Improve awareness-raising and human capacity on climate change mitigation, adaptation, and impact reduction (Indicator 13.3.1).	The Company recognizes the impact of climate change, which presents both challenges and opportunities for the business. Therefore, it has integrated business strategies to align with current and future climate change trends. Under its initial 10-year environmental action plan (2020–2029), the Company has promoted the installation of equipment and systems to maximize energy efficiency and has continuously implemented solar energy solutions across its business units. Additionally, the Company emphasizes the creation of a corporate culture that is aware of the impacts of climate change, working collectively to manage climate change effectively.
16 Peace, Justice and Strong Institutions	• Governance • Social	16.5 Reduce corruption and bribery in all their forms (Indicator 16.5.1 and 16.5.2).	The Company places great importance on corporate governance, as well as overseeing other risks, such as the personal data security and ESG risks within the value chain that may impact the business and the Company's credibility. Additionally, the Company has committed to anti-corruption efforts and continuously enhances its governance structure to establish a strong mechanism that serves as a foundation for sustainable business operations.

Structure of Sustainability Operation

E Environment

Environmental Development

- Decrease Environmental Impact
- Energy Efficiency
- Water Management
- Waste Management
- Decarbonization
- Green Area

S Social

Social Development

- Human Rights
- Labor Practice
- Employee Development Plan
- Job creation and income distribution
- Social & Community Development
- Creating a positive impact on society

G Governance & Economic

Governance & Economic Development

- Corporate Governance
- Risk Management
- Supply Chain Management
- Innovation & Quality Service
- Personal Data Security
- Cyber Security

Structure of Sustainability Development Management

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

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

Structure of Sustainability Management

NET ZERO

Board of Directors

Risk Management, Corporate Governance and Sustainability Committee

Risk Management ···· **Sustainability Development** ···· **Corporate Governance**

Chief Executive Office

Sustainability Development Working Group

Sustainability Development Working Team-Hotel Business

Sustainability Development Working Team-Food Business

Risk Management

Operations

Procurement

Human Resources

Sale & Marketing

Information Technology

Design and Technical Service

Business Development

Finance and Accounting

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

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

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

ESG Strategy

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

Environmental

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

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

Social

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

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

Governance

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

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

Sustainable Development Goals and Performance

The Company has set goals and established success metrics for its sustainability efforts to assess its performance in 2024. These efforts are aimed at driving the business toward growth, stability, and long-term sustainability across all three pillars, with 22 key performance indicators (KPIs). Additionally, an action plan, working committees, and progress reports have been defined and presented to the board of directors for feedback and recommendations. This process considers the business's critical issues to ensure alignment with value creation for all stakeholders and responsiveness to the United Nations Sustainable Development Goals (SDGs). The success metrics are communicated through a structured hierarchy, starting from the CEO to the department heads and down to employees in relevant functions. The key performance indicators are as follows:

Sustainability Development Policy	SDGs	2024 Goal	2024 Performance
Environmental Development Pillar			
Achieving a net-zero greenhouse gas emissions organization by 2050	SDG 8, 9, 11, 12, 13	• Reduce the greenhouse gas emission intensity of hotel operations (Scope 1 and 2) in the first phase by 40% by 2029, compared to the 2019 baseline, under a 10-year action plan (2020-2029).	• Greenhouse gas emissions intensity of hotel business (Scope 1 and 2) reduced by 35.78%.
Renewable energy operations		• Increase the share of renewable energy used in hotel operations compared to 2023.	• The proportion of renewable energy usage in hotel business has increased by 2.2 times
Waste and pollution management		• Reduce waste sent to landfills per occupied room by 20% compared to the 2019 baseline. • Increase the recycling rate of waste generated from hotel operations by over 50%.	• Waste sent to landfill per occupied room reduced by 29.03%. • Recycling rate of hotel business operations increased to 29.04%.
Supporting and contributing to sustainable tourism		• Have 42 Centara Hotels & Resorts certified for sustainability by the Global Sustainable Tourism Council (GSTC), with a goal for 100% certification for all Centara hotels by 2025.	• 39 Centara Hotels & Resorts received sustainability certification from the Global Sustainable Tourism Council (GSTC).
Biodiversity management		• Increase green area. • Plant coral to restore the ecosystems both on land and underwater.	• Proportion of green area in the hotel business accounted for 37% of total area. • Area for growing vegetables and herbs for hotel use: 4,871.80 square meters. • Number of trees planted: 4,517 • Number of corals planted: 1,000

Sustainability Development Policy	SDGs	2024 Goal	2024 Performance
Social Development Pillar			
Development of human resource potential	*(SDG icons: 5 Gender Equality, 6 Clean Water and Sanitation, 8 Decent Work and Economic Growth, 11 Sustainable Cities and Communities, 12 Responsible Consumption and Production, 16 Peace, Justice and Strong Institutions)*	• Average training hours per employee in the hotel business exceed 60 hours/person/year.	• Actual average training hours: 83 hours/person/year.
Employee welfare		• Employer recognition from external organizations for commitment to employee well-being and support. • Employee satisfaction increased compared to the previous year.	• HR Excellence Awards Thailand 2024. • Employee satisfaction score for hotel business increased by 7%. Employee satisfaction score for food business increased by 22%.
Occupational health and safety		• Zero work-related fatalities. • Number of work-related injuries (Lost Time Injury Rate: LTIR) reduced.	• Zero work-related fatalities in food business. • Number of work-related injuries (Lost Time Injury Rate: LTIR) decreased by 2.6 %.
Respect for human rights, diversity, and equality		• Proportion of female managers and above in hotel and food business exceeds 50%.	• Proportion of female executives at manager level and above in the hotel and food business: 53%.
Creating career opportunities for vulnerable groups/society		• Compliance with the legal requirement for employing people with disabilities at 100%, and continuous promotion of employment of elderly individuals.	• Legal compliance in employing people with disabilities without needing to contribute to the Empowerment for Person with Disabilities Fund for Hotel Business. • Award for Empowerment of Persons with Disabilities 2024, Outstanding Level.
Engaging in public benefit activities		• Total volunteer hours contributed by hotel and food employees for social and environmental activities: 9,000 hours per year.	• Total volunteer hours 9,749 hours.

Sustainability Development Policy	SDGs	2024 Goal	2024 Performance

Governance Development Pillar

Sustainability Development Policy	SDGs	2024 Goal	2024 Performance
Governance operations	5 GENDER EQUALITY / 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	• Corporate governance assessment rating (Excellent) • Membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC). • Quality assessment score for the Annual General Meeting of Shareholders: 100 points.	• Evaluation result: "Excellent" from the Thai Institute of Directors. • Member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) and selected to participate in the special project (CAC Change Agent), contributing to expanding the scope of inviting suppliers to join the CAC network in the SME certification program. • Quality assessment score for the Annual General Meeting of Shareholders: 100 points.
Management of supply chain and business operation risks covering environmental, social, and governance issues		• Percentage of suppliers aware of the code of ethics covering human rights, social, and environmental issues. • Number of Tier 1 suppliers in the hotel and food businesses that have undergone comprehensive human rights due diligence (HRDD): 100%.	• Percentage of suppliers aware of the code of ethics covering human rights, social, and environmental issues: 56%. • Number of Tier 1 suppliers from both businesses that have undergone comprehensive human rights due diligence (HRDD): 100%.
Personal data security		• Hotel employees who use digital channels trained in cyber security issues: 100%.	• Percentage of employees trained on cyber security issues: 100%.

Creation of Awareness on Sustainability Operations

The Company aims to continuously promote knowledge and understanding of sustainable business practices within the organization, encouraging employees to be part of long-term sustainable change. The goal is for employees to apply this knowledge in their work and actively support the Company's sustainability initiatives to enhance their effectiveness. In 2024, the Company introduced the ESG DNA program from the Stock Exchange of Thailand for training, with the aim of cultivating and driving positive change at the individual level. A total of 2,822 employees participated, exceeding the target by 118.57%.

The Company has developed learning materials on climate change and corporate sustainability in the form of short videos with easy-to-understand language. After viewing the videos, employees are required to take a test to review their understanding of current global warming issues and environmental management and sustainability related to hotels. Additionally, internal training was organized for both management and operational employees through the annual training roadmap which specifies schedules for training on sustainability topics relevant to various business units, such as hotel environmental sustainability, energy-saving solutions, energy management systems, waste management, and pollution control, among others. In 2024, 100% of employees participated in sustainability training, meeting the goal. Employees are also encouraged to join volunteer activities for society and the environment with both internal and external organizations, with the Company facilitating their participation. Moreover, communication channels on ESG issues are established within the Company, including the Risk & Legal Lab, Centara Newsletter, and IT Newsletter. These three programs communicate Company sustainability activities, risk management issues, and cyber security.

The Company summarizes its sustainability performance on ESG matters to employees through biannual townhall activities, in order to regularly track and update on sustainability issues that can be applied to benefit the organization.

Communication Channels for Sustainability Development to Stakeholders

Communication Channel	Shareholders	Board of Directors	Employees	Customers	Suppliers / Business Partners	Community and Society	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 Newsletter, IT Newsletter, Risk and Legal Lab			●					

Material Sustainability Issues

In 2024, the Company reviewed and developed the process for assessing material sustainability issues in both the hotel and food businesses to ensure that the identification of material sustainability issues accurately reflects the impacts, risks, and opportunities on business operations, as well as the expectations of stakeholders. This process aims to enhance the Company's ability to operate in alignment with the evolving sustainability context and regulations. To comprehensively analyze the economic, social, environmental, and human rights impacts, the Company has identified and evaluated material issues based on the principle of double materiality, prioritizing both the impact materiality on society and the environment and the financial materiality related to organizational operations.

The Company has established a process for stakeholder engagement to ensure that material issues align with long-term stakeholder expectations. This is achieved through surveys, interviews, and the use of online tools to gather opinions and suggestions. Additionally, the Company benchmarks its sustainable business practices against local and international standards, while also assessing organizational risks from both the past and future perspectives. Furthermore, sustainability performance indicators are applied as frameworks and guidelines for defining and prioritizing material issues, such as SET, GRI, MSCI, and S&P Global Corporate Sustainability Assessment.

These material sustainability issues are reviewed by the Risk, Corporate Governance and Sustainability Committee, as well as the Board of Directors, to examine their priority. Subsequently, the management and administrative teams present action plans along with ongoing performance reports on an annual basis.

Steps for Identifying Material Sustainability Issues

1. Identify material issues

- Review the material sustainability issues from the past year alongside the organization's risk assessment results.
- Study the sustainability trends that are important to the service industry (hotel and food businesses) and benchmark them against international standards.
- Review and update the stakeholder mapping across the entire value chain.
- Present all issues whose materiality is assessed to the management to be used for gathering feedback from stakeholders.
- Prepare information for creating a stakeholder engagement process to determine material issues.

2. Prioritize

- The management and working team jointly analyze the results from the survey on stakeholder expectations
- Prioritize using the concept of Double Materiality, meaning the issues that impact all stakeholders and those that are significant and impact the organization's operations. This includes potential and actual impacts that affect customers, employees, suppliers, business partners, shareholders, investors, communities, and society. The prioritization process also takes into account the risks and opportunities associated with the defined ESG material issues, aligning with the Company's goals.

3. Verify issues

- Verify the completeness of sustainability issues that have significant impacts on the business and key stakeholders.
- Present to the Risk, Corporate Governance and Sustainability Committee, and the Board of Directors for review and approval, ensuring that the identified material sustainability issues are comprehensive and have undergone a thorough assessment process.
- The management and administrative teams communicate material sustainability issues and present action plans to the relevant business units.
- In 2024, the identified material sustainability issues maintain their materiality.

4. Monitor and report performance

- Continuously solicit feedback from stakeholders to effectively respond to their expectations and prepare to address potential impacts that may change over time.
- Report results and disclose information.

Material Sustainability Issues

The Company has summarized 13 material sustainability issues that impact business operations, external factors, and stakeholders related to economic, social, and environmental aspects, as follows:

E
Environment

Environmental Dimension

- Climate change*
- Waste management*
- Water management

S
Social

Social Dimension

- Human rights*
- Human capital development*
- Community development

G
Governance & Economic

Governance & Economic Dimension

- Business development
- Occupational health and safety*
- Personal data security*
- Supply chain management
- Customer satisfaction
- Technological change
- Corporate governance

*Material sustainability issues with high impact

Scope of Material Sustainability Issues

Material Sustainability Issues and Operational Plan	Scope of Impacts (Internal/External)	Impacts on Business and Stakeholders
1. Climate Change Management (E) • Develop climate strategy to create a decarbonization roadmap that is based on scientific principles. • Use the Balanced Scorecard as a performance indicator to measure environmental performance. • Develop a system for collecting data on energy use, water consumption, waste management, and expand the scope of data collection for business activities within Scope 3 to improve the Company's greenhouse gas inventory and identify ways to reduce them in accordance with the set goals. • Conduct a climate-related scenario analysis to align the action plan with the Company's strategy.	All business units/customers, communities	• Businesses can plan and prepare operations to address risks that will affect business operations. • Create new opportunities for business operations and enhance competitive capabilities. • Reduce negative impacts on communities, society, and the environment from the Company's operations.
2. Waste Management (E) • Incorporate innovation and technology to optimize natural resource use in order to reduce consumption and losses during service delivery and production. • Establish policies and procedures for effective waste management from services. • Separate waste to increase recycling rates and reduce the amount of waste sent to landfills. • Foster collaboration between communities and suppliers to support the proper and appropriate value-addition of all types of waste.	All business units/customers, communities	• A systematic waste management approach will help reduce costs. • Minimize negative impacts on communities, society, and the environment. • Create a circular economy through organized recycling waste management systems. • Reduce the use of natural resources. • Decrease sources of greenhouse gas emissions and air pollution.
3. Human Rights (S) • Establish policies and practices for equitable labor treatment and communicate them across the supply chain. • Foster an organizational culture that promotes respect for diversity, equality, and inclusion (DEI). • Prioritize equal treatment of employees, respect for their human rights, and fair and appropriate compensation. • Support diversity and inclusivity. • Provide accessible channels for labor-related grievances and establish systematic mechanisms for addressing complaints. • Conduct human rights risk assessments in operations.	All business units/ customers, suppliers, shareholders	• The Company is able to manage risks promptly in response to potential human rights issues. • Create a positive corporate image by prioritizing human rights. • Increase employee retention rates. • Foster engagement with employees, customers, suppliers, communities, and society to expand business opportunities. • Ensure that customers, suppliers, and employees are treated equally and protected in terms of human rights, with no discrimination. • Develop operational plans to prevent and mitigate human rights risks.

Material Sustainability Issues and Operational Plan	Scope of Impacts (Internal/External)	Impacts on Business and Stakeholders
4. Human Capital Development (S) • Employee skill management and development involves supporting and promoting opportunities for employees at all levels to enhance their knowledge, skills, and abilities, and apply them to improve service delivery, while also increasing career advancement opportunities. • Develop an individual development plan by integrating the analysis of performance outcomes and results aligned with organizational needs, to foster preparedness and the ability to adapt to the rapid changes in the industry and the complexities of stakeholders.	All business units / communities	• The Company's personnel possess skills and knowledge that can be utilized for the benefit of their work. • The Company has highly capable employees who drive the organization to enhance its competitiveness and performance. • The Company is able to drive continuous and stable growth while reducing turnover rates. • Foster strong employee engagement and commitment to the Company. • Employees are provided with opportunities to develop various skills, preparing them for career growth.
5. Occupational Health and Safety (G) • Develop a plan to manage occupational health and safety for customers, suppliers, and employees. • Improve the work environment and service areas to ensure safety and compliance with hygiene standards. • Encourage business units to participate in audits and assessments of occupational health and safety standards.	All business units / customers, suppliers, communities	• Reduce losses and risks in the event of safety-related complaints regarding services. • Lower employee healthcare costs. • Ensure the safety and well-being of employees, customers, suppliers, as well as the community and society. • Improve work efficiency and employee retention.
6. Personal Data Security (G) • Establish a policy for personal data management. • Develop guidelines for the use of personal data for all stakeholders. • Conduct training to raise awareness among employees in the organization. • Establish data protection systems and clear operational practices. • Regularly test digital and cyber risks. • Designate a responsible department for data security management.	All business units / customers	• Reduce operational risks, such as regulatory compliance, which could lead to impacts on organizational trust, reputation, and legal penalties. • Employees and stakeholders are knowledgeable in managing personal data to ensure data security and promote job security. • Gain trust from customers and service users that their personal data is being protected and secured.
7. Customer Satisfaction (G) • Survey customer satisfaction through various channels. • Use the evaluation results to develop a service improvement plan to maximize efficiency and meet customer needs. • Enhance the quality, safety of products, and service standards.	All business units / suppliers, communities	• Customers demonstrate loyalty to the Company's products and services, contributing to the Company's sustainable long-term growth. • The Company has a customer base that generates revenue. • Develop more efficient service innovation • Customers and society receive services that meet their needs and expectations.
8. Business Development (G) • Plan and define business strategies to achieve the set goals. • Analyze and develop products and services with the potential to enhance business value. • Increase the ability to adapt to new business opportunities that align with sustainability.	All business units / customers, suppliers, shareholders, investors	• Expand the market and increase revenue for the Company. • Offer a diverse range of products and services to respond to customer needs. • Ensure customers can access services that align with their needs. • Create business growth based on sustainable development principles, minimizing negative impacts on society and the environment. • Investors have confidence to invest.

Material Sustainability Issues and Operational Plan	Scope of Impacts (Internal/External)	Impacts on Business and Stakeholders
9. Technological Disruption (G) • Develop cyber security policies and practices. • Innovate service offerings to align with technological advancements. • Integrate technology to enhance internal organizational efficiency and customer service, and support data analysis and business decision-making.	All business units / customers	• The business is able to adapt to technological transitions. • There is a security system in place that ensures the continuity of business operations without interruption. • Meet customer needs in an era where technology is essential for daily life. • Strengthen the business to thrive in an increasingly competitive environment.
10. Supply Chain Management (G) • Establish selection criteria and evaluation that encompass ESG issues and communicate the code of ethics and guidelines for new suppliers. • Develop a code of ethics and operational guidelines for suppliers, along with supplier assessments. • Create strategies for the development and enhancement of supplier capabilities. • Organize product development activities in collaboration with suppliers. • Categorize the importance of suppliers to plan joint operations for the highest benefit.	All business units / customers	• The Company can plan for continuous operations. • Deliver high-quality products and services that meet customer needs. • Enhance the Company's competitiveness. • Systematically and effectively manage the supply chain in times of crisis. • Build good relationships with suppliers, enabling their business to grow together with the Company in the long term. • Create opportunities for small suppliers to do business with the Company.
11. Corporate Governance (G) • Corporate governance is guided by principles of good governance, with policies and processes in place to ensure that the Company operates to generate sustainable long-term returns.	All business units / suppliers, customers, communities, government, shareholders	• The Company can operate sustainably in the long term. • Creates value for the organization. • Gain acceptance from all stakeholders. • Operations can be examined for transparency. • Create stability and growth for the economy, driving sustainable societal development.
12. Water Management (E) • Develop policies and practices for efficient water use. • Create a water usage monitoring system to collect and analyze data for future operational planning. • Conduct risk assessments for water scarcity to identify high-risk areas and develop mitigation plans to reduce potential impacts. • Maximize the use of treated wastewater. • Utilize technology to enhance water use efficiency for highest benefit.	All business units / customers, communities	• Manage water usage costs efficiently. • Maximize the benefits of water resources. • Strengthen operational stability and business continuity. • Reduce conflicts and negative impacts on surrounding communities and society in areas where business operations are conducted. • Implement systematic wastewater management to avoid negative impacts on the community.
13. Community Development (S) • Support, promote, and develop communities in areas where business operations are conducted. • Create sustainable growth in the community and society.	All business units / customers, communities	• Create a positive image for the organization. • Gain acceptance from the community and society in areas where business operations are conducted. • Community and society grow and have income security and better quality of life.

● Environmental Dimension (E)　　● Social Dimension (S)　　● Governance & Economic Dimension (G)

Stakeholder Engagement

The Company places significant importance on stakeholders throughout the supply chain as they play a crucial role in driving the organization's business operations. Therefore, the Company has established a framework for working with stakeholders to meet the expectations of each stakeholder group in alignment with the development of the organization's strategy and business plans as follows:

1. Identify and analyze stakeholders by grouping key stakeholders for risk analysis and impact assessment, both positive and negative impacts, and both direct and indirect, as well as establish appropriate channels for stakeholder engagement in identifying sustainability issues together with regular reviews and updates of its stakeholder grouping.
2. Establish appropriate communication channels through online and offline systems, regular meetings with responsible personnel, as well as feedback and complaint channels, including regular surveys on demand, satisfaction survey, focus group discussions, meetings, and collaborative activities.
3. Define processes to respond to the needs and complaints of each group appropriately, ensuring that information is communicated or disclosed thoroughly. There is also a process for analyzing the data received to bring about continuous improvements in operations.

The Company has categorized stakeholders into 8 key groups:

1) Customers   2) Suppliers   3) Employees   4) Communities and Society   5) Environment   6) Shareholders

7) Government Agencies   8) Relevant Industry Associations

Stakeholder	Engagement and Communication Channels	Interests and Expectations	Responses and Actions
1. Customers	• Customer satisfaction survey after service usage. • Interaction with customers during service delivery. • Complaints through various complaint channels. • Communication through online platforms such as websites and applications.	• Service quality and environmental friendliness • Service diversity to respond to customer needs. • Up-to-date, comprehensive, and accurate information. • Personal data protection	• Provide impressive services with a distinct Thai identity, operate responsibly, and reduce negative environmental impacts. • Offer a diverse range of products to meet customer needs. • Provide accurate information and news about services and products. • Develop technology to ensure efficient customer service and easy, fast access to services. • Prioritize customer safety and privacy. • Create strict plans for safeguarding and ensuring the privacy and security of customer data.
2. Suppliers	• Annual supplier meeting • Channels for receiving complaints • Surveying supplier needs • Communication through online and digital platforms, such as websites	• Conduct business transparently and fairly. • Operate in accordance with sustainable procurement policy and supplier code of conduct. • Payments are made within the defined timeframes. • Sustainable business partnerships • Joint development of innovation for business partnerships.	• Establish a "one item, one price" ordering system. • Maintain a transparent, fair, and verifiable procurement process. • Clearly specify payment timelines. • Create manuals and guidelines for suppliers based on ESG sustainability principles. • Provide support to suppliers and business partners within the Company's defined assistance framework.
3. 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 • Potential development • Career advancement • Work-life balance • Appropriate compensation and welfare • Workplace safety • Opportunities to provide feedback	• Develop plans 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 criteria. • Analyze the data from the employee satisfaction survey to create a plan to meet employee needs.

Stakeholder	Engagement and Communication Channels	Interests and Expectations	Responses and Actions
4. 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. • Reduce environmental impacts in the surrounding communities. • Support activities for the communities. • Transfer knowledge and skills to people in the communities.	• Generate income for the communities both directly and indirectly, for the growth of the community's economy. • Promote local employment and support communities' products. • 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. • Listen to feedback from community leaders to plan the development of relationships between the community and the organization.
5. 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 and balanced ecosystem.	• Monitor and manage natural resource use for highest benefit. • 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.
6. 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. • Conduct business with transparency and implement good corporate governance practices. • Create new business opportunities. • Risk management • Readiness for dealing with crises that affect business.	• Conduct business within a framework of good governance. • Comply with rules, regulations, and laws. • Disclose information accurately, transparently, completely, and consistently. • Provide opportunities for involvement in giving feedback on business operations. • Listen to suggestions from shareholders equally. • Present the organization's information on operating results as well as director and business plans.
7. Government agencies	• Meeting attendance • Company website • Online media and publications	• Compliance with laws • Cooperation with government agencies	• Support relevant government policies. • Cooperate and organize joint activities with the government. • Ensure transparency in information disclosure.
8. Relevant Industry Associations	• Meeting attendance • Company website • Annual report • Company representatives	• Cooperation with industry associations • Compliance with rules and regulations • Transparency in business operations	• Support the policies of relevant industry associations. • Become a member of trade and tourism associations or organizations to exchange views and ideas. • Collaborate in organizing activities of relevant industry associations.

Participating as a Member of Various Associations

The Company has joined as a member and partner of networks or organizations established to drive economic, social, and environmental initiatives into tangible results with coalition with other industry and non-industry members that share the common goal of elevating the industry while promoting sustainability and climate change management in the same direction and alignment with the Company's mission and the members' mutual agreements at both national and international levels. The Company has adopted policies and principles from these networks to apply within the organization to improve its strategies and operations for greater effectiveness and efficiency through collaboration, knowledge sharing, and best practices. The Company also supports both public and private sector networks to promote and develop sustainable communities. Additionally, the Company's executives have participated and held roles in various organizations and agencies, as follows :

Association	Role and Responsibility
1. Thai Hotels Association	Ms. Ben Montgomery, Director of Business Relations Management as Vice President / Chairperson of International Affairs
2. Thai Spa Association	Member
3. The Thai Chamber of Commerce	Member
4. Thai Listed Companies Association	Member
5. The American Chamber of Commerce in Thailand: AMCHAM	Member
6. British Chamber of Commerce Thailand: BCCT	Member
7. Pacific Asia Travel Association: PATA	Ms. Ben Montgomery, Director of Business Relations Management as Executive Board Member
8. Pacific Asia Travel Association Thailand Chapter: PATA	Ms. Ben Montgomery, Director of Business Relations Management as Chairperson
9. Thailand Incentive and Convention Association: TICA	Member
10. The Tourism Council of Thailand: TCT	Member
11. The Thai Institute of Directors Association: IOD	Member
12. Collective Action Coalition -Thailand's Private Sector Collective Action Coalition Against Corruption: CAC	Member
13. Collective Action Coalition Against Corruption: CAC Change Agent	Member
14. Sustainability Disclosure Community: SDC	Member

Association	Role and Responsibility
15. Thailand Carbon Neutral Network of Thailand Greenhouse Gas Management Organization (Public Organization)	Member
16. RE100	Co-founder Member
17. Energy Beyond Standards of Department of Alternative Energy Development and Efficiency	Member
18. Committee on Natural Resources and Environment	Mr. Thaschai Phattanagosai, Assistant Vice President - Corporate Risk, Legal & Sustainability as Advisor to The Senate Sub-Committee of Climate Change Management in Natural Resources and Environment Committee
19. Thailand Professional Qualification Institute (Public Organization)	Ms. Ben Montgomery, Director of Business Relations Management as Industry Competency Advisory Board: Tourism
20. Burapha University	Ms. Ben Montgomery, Director of Business Relations Management as Board of Director of Faculty of Management and Tourism
21. Department of Tourism, Ministry of Tourism and Sports	Ms. Ben Montgomery, Director of Business Relations Management as Working Committee of Child Safe Friendly Tourism Project Under Department of Tourism, Ministry of Tourism and Sports
22. Office of Vocational Education Commission	Ms. Ben Montgomery, Director of Business Relations Management as Sub-committee of Public & Private Partnership for Vocational Studies, Ministry of Education
23. Thai Retailer Association	Mr. Nath Vongphanich, President of Central Restaurants Group as President of the Thai Retailers Association Ms. Jaruwan Ngampisutpaisan, Senior Vice President of Human Resources of Central Restaurants Group as Chairperson of Sub-committee of Human Resources, the Thai Retailers Association
24. Hotel and Restaurant Association (HARA), part of Asean Travel Association (ASEANTA)	Ms. Ben Montgomery, Director of Business Relations Management as Board Member

NET ZERO

Environmental **Management**

The company acknowledges the importance and is committed to conducting business in an environmentally friendly manner, taking into account the environmental impacts arising from both direct and indirect operations. Therefore, the Company has established an environmental and social sustainability policy based on the following key operational frameworks: maximizing resource efficiency, implementing systematic waste management in compliance with regulations, managing biodiversity, addressing climate change, raising awareness of its impacts, utilizing technology for environmental management development, collecting data and measuring progress to guide operations, and enhancing efficiency in alignment with the organization's sustainability goals. These efforts support the United Nations' sustainability objectives while also reducing organizational costs and promoting the cost-effective and efficient use of resources.

Goal and Performance of year 2024

Environmental Performance Result	2024 Target	2024 Performance	
Goal 9.4 / Indicator 9.4.1	Reduce 40% of Green House Gas Emission Intensity (Scope 1 + 2) compared to year 2019	Decreased by 35.78%	
Goal 11.6 / Indicator 11.6.1	Increase renewable energy compared to year 2024	Increased by 226.4% or equivalent to 2.2 times	
Goal 12.3 and 12.5 / Indicator 12.3.1 and 12.5.1	Reduce total waste to landfill 20 % compared to year 2019	Decreased by 29.03%	
Goal 13.3 / Indicator 13.3.1	Increase recycle rate for hotel business to 50 %	29.04%	

 Achieved the goal   Achieving the goal

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

Climate Change Management

Climate change presents both challenges and opportunities for businesses. The Company has analyzed and assessed its impacts on all aspects of its operations. Climate change-related issues have been assessed using the Double Materiality approach. The plan has been consistently implemented and developed. Additionally, it has been evaluated according to the financial disclosure standards related to climate change (Task Force on Climate-related Financial Disclosures: TCFD) to enable the establishment of measures to address risks that may impact the company's business units, including both the hotel and food businesses. These risks include water shortages, rising sea levels, and heat waves. The Company, therefore, prioritizes proactive adaptation and response to climate change to mitigate its impact on operations, revenue generation, and reputation while creating trust among all relevant stakeholders

Read more TCFD Report at https://centel.listedcompany.com/misc/SD/20221004-centel-tcfd-report.pdf

The Company recognizes the importance of contributing to climate change management for the sustainability of society, the environment, and business. Therefore, it has developed the CENTEL Net Zero Pathway as a framework to guide its operations toward the goal of achieving Net Zero 2050.

This initiative aligns with the United Nations Sustainable Development Goal 13 on Climate Action and the Paris Agreement, which emphasizes strengthening global responses to the threat of climate change.

The Board of Directors and the Risk, Corporate Governance and Sustainability Committee reviewed the 10-year long-term environmental performance goal (2020-2029) and agreed to adjust the new targets as follows: Reduce greenhouse gas emissions and energy consumption by 40% compared to the base year of 2019 (from the original 20%). In terms of water consumption and waste sent to landfills, the company continues to align with the original goal of a 20% reduction, compared to the 2019 baseline, in line with Science-Based Targets initiative (SBTi). It also supports the transition to renewable energy instead of fossil fuels, with the aim of increasing the proportion of renewable energy each year. Additionally, the company aims to increase the use of alternative energy, with a target to increase the number of hotels installing solar panels to 50% of the total number of hotels.

Target 1 : Greenhouse gas emissions intensity   (kilograms of carbon dioxide equivalent per occupied room)
Target 2 : Hotel's energy consumption intensity   (kilowatt hours per occupied room)
Target 3 : Hotel's water consumption intensity   (liters per occupied room)
Target 4 : General Waste sent to landfills   (kilograms per occupied room)

For setting targets on Scope 1 and 2 greenhouse gas emissions and energy use, the scope is specifically defined within the boundaries of the hotel buildings (Facility only) to benchmark against other hotel businesses, as outlined in the Cornell Hotel Sustainability Benchmark (CHSB) report. In the food business, the environmental performance target is to reduce greenhouse gas emissions, energy consumption, and water usage by 20% from the 2019 baseline year.

Additionally, in 2024, the Board approved the implementation of the Climate Strategy, which is currently in progress, to develop the organization's Decarbonization Roadmap and align operations with its goals. The Company monitors its performance by reporting and verifying the accuracy of climate change data to the Management, Subcommittees, and Board of Directors. This ensures timely risk management and allocate resources appropriately to implement greenhouse gas reduction initiatives based on the prioritization in the action plan.

The Company has expanded the scope of environmental data collection to include 45 owned and managed hotels, as well as data from its food business covering all service brands. Performance reports are submitted to the Management, Subcommittees, and Board of Directors accordingly.

Environmental Performance Targets 2029 (Compared to the 2019 baseline)	GHG emissions Scope1 & 2 (Facility only) KgCO2e/ocrm	Energy (Facility only) kWh/ocrm	Water Litre/ocrm	Waste to landfills Kg/ocrm
2029 Target	40% intensity reduction	40% intensity reduction	20% intensity reduction	20% intensity reduction
2024 Target	38.83	106.34	1,469.83	2.79
2024 Actual Performance	31.17 or decreased by 35.78%	97.58 or decreased by 26.59%	1,198.39 or decreased by 26.62%	2.20 or decreased by 29.03%

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.
Year 2024	45 hotels, including owned hotels and managed hotels.

Environmental Management Operations

The Company has developed a sustainability standard for its hotel business, called "Centara EarthCare," which serves as a mandatory operational framework for all hotels and resorts within the Group. This standard has been certified with GSTC-Recognized status by the Global Sustainable Tourism Council (GSTC). Additionally, an environmental data collection system, managed through the Greenview Portal, enables monthly, quarterly, and annual reporting and tracking of environmental performance for comparison with the previous years.

In 2024, 39 properties under Centara Hotels & Resorts, representing 92.8% of all operational hotels, were assessed and certified as sustainable tourism hotels by the Global Sustainable Tourism Council. The assessments were conducted by Vireo SRL and Bureau Veritas, two leading global providers for auditing sustainability operations in the tourism industry.

In addition, one property has been certified under the Green Key standard, a globally recognized tourism sustainability standard that has also received GSTC-Recognized status. This aligns with the Company's goal of obtaining sustainability certification for all properties under Centara Hotels & Resorts by 2025.

Energy Management

Challenges A lack of energy management or improper operations can lead to higher costs and long-term impacts on business revenue. In a global scenario where all businesses are adapting, ignoring this issue may lead to missed business opportunities, such as being overlooked by investors or financial institutions.

Opportunities Increasing the use of renewable energy, such as installing solar panels, can help reduce long-term costs. Additionally, upgrading equipment or integrating technology to enhance energy efficiency not only reduces energy consumption but also improves service quality and enhances the customer experience. Furthermore, implementing energy efficiency plans supports the achievement of Net Zero targets, creating competitive advantages and increasing the likelihood of receiving support from financial institutions.

Overall, the Company consumes a total of 372,377,854.99 kilowatt-hours (kWh) of energy, with the majority coming from purchased electricity, amounting to 262,656,248.91 kilowatt-hours (kWh). Other significant energy sources include liquefied petroleum gas (LPG), diesel, and purchased chilled water for air conditioning systems. Additionally, the Company has increased its use of alternative energy by installing solar panels, generating 2,740,627.66 kWh of electricity, which contributes to reducing greenhouse gas emissions.

Performance Results on Energy Use

Hotel Business

Energy consumption
266,365,611.27 kWh/Year

Currently, a total of 8 hotels have installed solar panels.

Energy consumption per occupied room has decreased by 8.23%.

Currently, a total of 65 EV charging stations have been installed.

Food Business

Energy consumption
106,012,243.72 kWh/Year

Currently, a total of 16 locations have installed solar panels.

Hotel Business

Total Energy Usage (kWh)

Year	kWh
2024	266,365,611.27
2023	243,231,593.63
2022	174,457,455.98
2021	79,014,585.43
2020	87,562,357.69

Energy Intensity

Intensity-kWh/sqm: 174.08 (2020), 157.09 (2021), 181.85 (2022), 209.43 (2023), 238.70 (2024)

Intensity-kWh/Occupied room: 208.61 (2020), 266.80 (2021), 119.01 (2022), 98.63 (2023), 102.56 (2024)

Energy Usage 2024
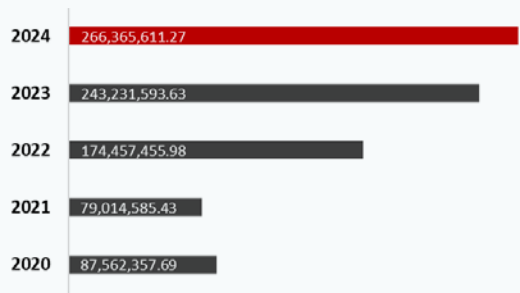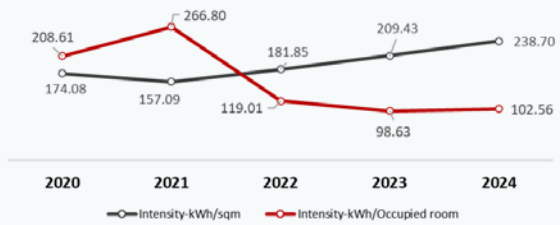
- Others 0.36%
- Renewable Energy 0.79%
- LPG 21.81%
- Gasoline 1.20%
- Diesel 11.38%
- Electricity 64.44%
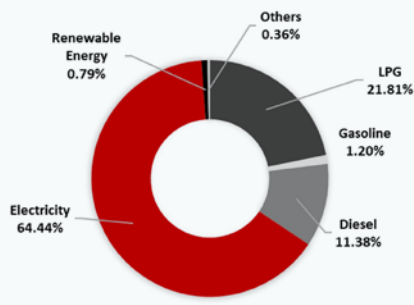
Targets:

- To reduce energy consumption* per occupied room by 40% by 2029 compared to the base year of 2019.
- In 2024, energy consumption* per occupied room decreased by 4% compared to the previous year.

Note:

*Energy use targets are set to apply specifically to the hotel's facilities only, for comparison with other hotel businesses, based on the Cornell Hotel Sustainability Benchmark (CHSB) report.

For the full-year operations, the hotel business consumed energy* at 97.58 kWh per occupied room, achieving an 8.23% reduction from the set target and a 26.59% reduction compared to the baseline year. In total, the hotel business used 266,365,611.27 kWh of energy, primarily from purchased electricity for hotel operations, followed by liquefied petroleum gas for cooking and diesel for power generators and vehicles.

In addition to the corporate energy reduction targets, each hotel has set specific goals for reducing electricity consumption per occupied room (kWh/occupied room) to raise awareness and create cooperation across the organization in collectively achieving energy reduction objectives.

Renewable Energy Use in Hotel Business

Given the 24/7 nature of hotel operations, energy is consumed continuously throughout the day. To reduce reliance on fossil fuels, which contribute to greenhouse gas emissions, the Company promotes the use of renewable energy by installing solar panels on hotel rooftops to generate electricity.

In 2024, the installation of solar panels was expanded to five more hotels, bringing the total to eight hotels since 2019. In 2024, the Company generated 1,777,115.07 kilowatt-hours of electricity, accounting for 1.15% of total electricity consumption. This resulted in a reduction of 1,008.76 tons of carbon dioxide equivalent (tCO2e) in greenhouse gas emissions and cost savings of 7.67 million Baht. In 2025, a plan has been developed to expand the installation of solar panels on the rooftops of additional hotels to increase the use of renewable energy, reduce electricity purchase costs, and lower greenhouse gas emissions that significantly contribute to climate change.

Solar Panel Installation in Hotel Business (2019–2024)

Hotels	Capacity (kWp)	Solar Cell Usage (kWh)	Reduce Emissions (KgCO2e)	Investment cost (MB)
Centara Ras Fushi Resort & Spa Maldives	334	480,254.00	361,631.26	PPA
Centara Watergate Pavillion Hotel Bangkok	52.8	65,110.00	32,489.89	1.1
Centara Life Hotel Bangkok Phra Nakhon	180.4	232,750.44	116,142.47	4.42
Centara Ubon	101.9	144,958.34	72,334.21	2.2
Centara Grand Beach Resort Phuket	571	639,132.71	318,927.22	PPA
Centara Ao Nang Beach Resort & Spa Krabi	100.05	126,438.23	6,3092.68	1.8
Centara Anda Dhevi Resort & Spa Krabi	100.62	69,481.73	34,671.38	1.8
Centara Life Lamai Resort Samui	34	18,989.62	9,475.82	0.8

Note: Power Purchasing Agreement (PPA) refers to an electricity purchase agreement between the installation investor and the company, with no investment required from the company.

Biogas Production from Organic Waste

The hotel business has implemented T.O.B.Y. (Turn Organic By You) system, which converts organic food waste into biogas, utilizing the generated energy in staff cafeteria kitchens. Currently, three hotels including Centara Life Maris Resort Jomtien Pattaya, Centara Reserve Samui, and Centara Grand Beach Resort Phuket, have installed this system. Together, these machines have produced a total of 7,820.87 kilowatt-hours of biogas, reducing greenhouse gas emissions by approximately 3.24 tCO2e. Additionally, at Centara Grand Beach Resort & Villas Hua Hin, biomass fuel derived from wood scraps is used to power the pizza oven.

Renewable Energy (kWh)

2020	2021	2022	2023	2024
183,191.23	404,389.34	551,241.95	561,587.26	1,900,308.16

Renewable Energy 2024

- Solar energy 93.52%
- Biogas 0.41%
- Biofuels wood waste 6.07%
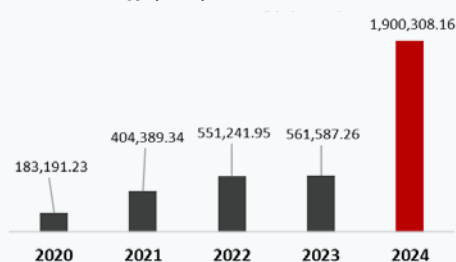
EV Charger Station Service

To support the transition to a low-carbon society and enhance guest convenience, hotels and resorts under Centara Group have expanded their EV Charger stations. A total of 65 EV Charger stations have been installed across more than 30 hotels, promoting the use of environmentally friendly energy.

Food Business

Energy Usage (kWh)

Year	Value
2024	106,012,243.72
2023	93,459,628.15
2022	96,368,818.98
2021	81,979,417.50
2020	85,818,718.53

Energy Intensity

Energy Intensity -kWh/Sqm: 759.55 (2020), 708.83 (2021), 693.03 (2022), 732.39 (2023), 843.32 (2024)

Energy Intensity kWh/ Revenue (Million): 8,470.07 (2020), 8,812.15 (2021), 8,254.29 (2022), 7,408.61 (2023), 8,106.77 (2024)

- ● Energy Intensity -kWh/Sqm
- ● Energy Intensity kWh/ Revenue (Million)

Energy Usage 2024

- Diesel 0.005%
- Gasoline 0.006%
- LPG 3.549%
- Heavy oil - grade A 0.632%
- Purchased Electricity 95.809%

Targets :

- In 2024, to reduce energy consumption per revenue (million Baht) by 3.5%.
- In 2024, to reduce electricity consumption per revenue (million Baht) by 3.5%.
- In 2024, to increase the proportion of alternative energy at least 50% for newly expanded branches operating as stand-alone or non-mall locations.

For the full-year operations, the food business consumed 8,106.77 kilowatt-hours of energy per revenue (million Baht), reflecting a 5.24% increase from the target and a 1.56% increase compared to the previous year. In total, the food business used 106,012,243.72 kilowatt-hours of energy, the majority of which came from purchased electricity.

Electricity consumption was 7,696.46 kilowatt-hours per revenue (million Baht), representing a 3.60% increase compared to the target set for the same year. In addition to electricity and liquefied petroleum gas, the CRG Manufacturing plant also utilizes diesel and fuel oil for the production of ice cream, frozen goods, and distribution to various locations.
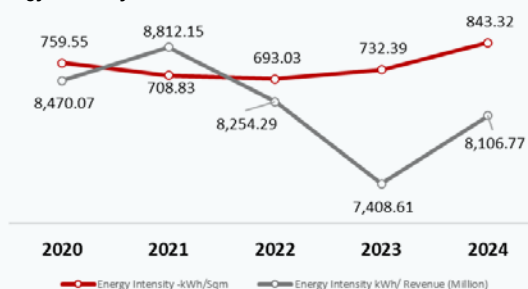
Renewable Energy Use in Food Businesses

The Company is committed to developing renewable energy usage guidelines through the installation of solar panels in collaboration with experienced business partners. In 2024, the installation was expanded to include three additional solar panel systems at KFC and Salad Factory branches. To date, a total of 16 solar panel systems have been installed, covering 44.44% of Stand-Alone and Non-Mall branches, which comprise 36 locations (33 KFC branches, 1 CRGM branch, 1 Salad Factory branch, and 1 Somtum Nua branch). These installations generate 963,512.59 kilowatt-hours of electricity, accounting for 0.96% of total energy consumption, and contribute to a reduction of 481.66 tCO2e in greenhouse gas emissions. This initiative enhances renewable energy efficiency, reduces environmental impact, and aligns the business with ESG goals.
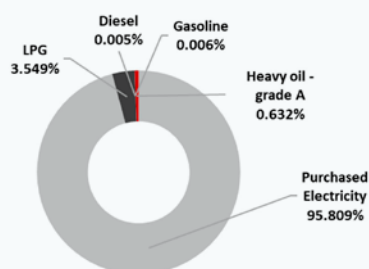
Solar Panel Installation in Food Business (2021–2024)

Branch	Capacity (kWp)	Solar Cell Usage (kWh)	Reduce Emissions (KgCO2e)	Investment cost (MB)
CRG Manufacturing plant	233.55	308,977.60	154,457.90	PPA
KFC Tiwanon Branch (Muang Thong Thani)	36.90	50,449.14	25,219.53	PPA
KFC Caltex Tiwanon Branch	25.92	34,813.30	17,403.17	PPA
KFC Tiwanon Branch (Talad Khwan)	29.16	39,319.01	19,655.57	PPA
KFC Thai Watsadu Chiang Rai Branch	29.16	35,051.27	17,522.13	PPA
KFC Home Works Pattaya Branch	37.26	52,971.54	26,480.47	PPA
KFC Hathairat 37 Branch	25.38	33,489.14	16,741.22	PPA
KFC PTT Sai Mai 56 Branch	19.44	27,463.13	13,728.82	PPA
Central Kitchen Factory (SF), Sam Khok, Pathum Thani	140.80	201,132.22	100,546.00	3.19
KFC Bang Rak Market Branch, Nonthaburi	33.48	47,716.35	23,853.40	PPA
KFC Lotus Mai Lap Branch	22.32	18,451.58	9,223.94	PPA
KFC Pu Chao Saming Phrai Branch	27.90	33,527.91	16,760.60	PPA
Somtum Nua Ratchaphruek Branch	33.48	31,273.70	15,633.72	PPA
KFC PT Ratchada Branch	19.80	20,911.67	10,453.74	PPA
KFC ESSO Pradit Manutham Branch	31.32	20,965.03	10,480.42	PPA
KFC Bueng Kum Le Marché Branch	N/A	7,000.00	3,499.30	PPA

Note: Power Purchasing Agreement (PPA) refers to an electricity purchase agreement between the installation investor and the company, with no investment required from the company.
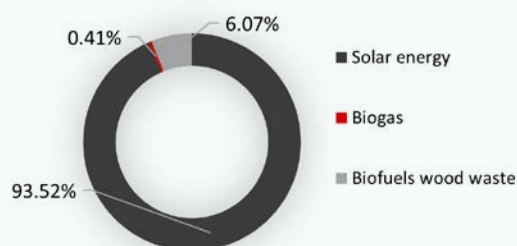
Solar Cell Usage (kWh)

Year	Value
2021	32,564.58
2022	314,842.03
2023	312,133.57
2024	963,512.59

NET ZERO
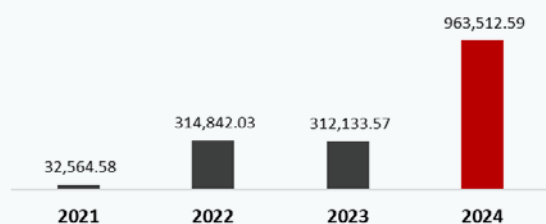
Energy Efficiency

To achieve its energy reduction goals, the Company conducts regular energy audits and assessments through internal departments from the Head Office. These evaluations help monitor energy consumption performance, provide recommendations, and enhance the efficiency of various equipment. The Company has also adopted and implemented various technologies to optimize energy use across different operational areas. These efforts are carried out through the following projects:

Hotel Business

1. To optimize the cooling system by implementing Magnetic Oil-Free Chillers, which operate without an oil lubrication system, ensuring consistent efficiency. These chillers adjust their operation based on load demand, making them more energy-efficient than conventional systems. When running at low speeds, they can reduce energy consumption by up to 30% compared to standard chillers.
2. The use of heat pumps for hot water production in hotels involves extracting heat from the atmosphere and transferring it to the system's heat source. Simultaneously, this process releases cool air, which can be utilized as an alternative to air conditioning. The extracted cool air can be directed to common areas or the hotel's backyard, optimizing energy efficiency. This approach can reduce fuel consumption and lowers costs.
3. Opt for an Inverter Split-Type air conditioning system to enhance energy efficiency. The Inverter system regulates compressor speed to maintain consistent cooling. Additionally, the split system allows for independent operation, enabling units to be turned on or off as needed for greater efficiency.
4. Installation of HVAC (Heating, Ventilation, and Air Conditioning) systems to control and adjust temperature, humidity, and air circulation systems for efficient energy management within buildings, together with building management systems (BMS).
5. A solar water heater system is installed to convert solar energy into heat for water heating.
6. Motion sensor light bulbs are installed in the hotel's common areas, hallways, public restrooms, and backyard areas to control electricity usage. Additionally, sensors are installed on balcony doors in guest rooms. When a door is left open, the system cuts off power to the air conditioner.
7. For customers with electric vehicles, the hotel has installed charging stations, with a total of 65 stations available across 30 hotel locations nationwide.
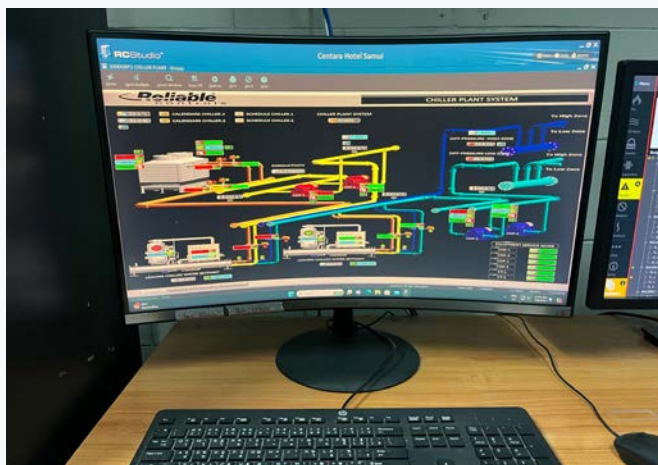
60+ Earth Hour

Centara Hotels & Resorts, both domestically and internationally, totaling 44 properties, participated in the "Turn Off the Lights for 1 Hour to Reduce Global Warming" (Earth Hour) event on March 23, 2024, by turning off unused and unnecessary lights to symbolically save energy and reduce greenhouse gas emissions. This initiative saved 9,934.33 kWh of electricity and reduced greenhouse gas emissions by 4.37 (tCO2e) with 3,511 hotel guests and 1,975 employees participating.

Food Business

1. **Smart Internet of Things (IoT) Lighting Project:** This IoT-based system enhances lighting management within work areas. Its key features include:
   - **Motion Sensors** automatically turn lights on and off based on actual usage, reducing energy consumption in unoccupied areas.
   - **Adaptive Dimming** adjusts brightness levels to match the environment and time of day, reducing energy consumption without affecting work efficiency.
   - **Real-time Monitoring & Analytics** is a system that connects to a central platform to analyze energy usage behavior and enhance electricity management practices.
   - **Remote Control & Automation** allows technicians to manage lighting systems from a central location via an application, reducing the management burden and enhancing convenience.
2. **Smart IoT Air Conditioning Project:** A smart air conditioning control system utilizing Internet of Things (IoT) technology to enhance energy efficiency, precisely regulate temperature, and reduce greenhouse gas emissions. The key features are as follows:
   - **Occupancy Sensors** can automatically turn the air conditioner on and off based on the number of users in the area, reducing unnecessary energy consumption.
   - **Smart Temperature Control** is a system that can analyze the environment and user behavior to adjust the temperature to an appropriate level, enhancing comfort and reducing energy consumption
   - **Real-time Monitoring & Analytics** can monitor air conditioner energy usage through a central platform, analyze usage trends, and send alerts when abnormally high energy consumption is detected.
   - **Remote Control & Automation** allows the air conditioner to be operated remotely via the application, enhancing management convenience and reducing operating costs.
3. **Smart Variable Speed Drive Project:** This project applies Variable Speed Drive (VSD) technology to electric motors and machinery, allowing rotational speed adjustments based on workload. This helps reduce unnecessary energy consumption and lowers the Company's energy costs in the long run. It offers the following key features:
   - Adaptive Speed Control: The system analyzes and adjusts the motor's operating speed based on actual usage requirements, minimizing energy waste caused by running at unnecessarily high speeds.
   - Reduction of Electrical Load and Increased Machine Life: By appropriately controlling the motor speed, the system minimizes wear and tear on both the motor and equipment. This enhances operational efficiency, extends the machine's lifespan, and reduces maintenance costs.
   - Real-time Monitoring & Analytics: Energy usage data of motors and machines can be tracked through the IoT system and Cloud Platform, enabling the analysis of usage trends and precise improvements in operational efficiency.
4. **Block Zone Project:** This project is one of the key strategies focused on the flexible management of store space through zoning management and smart store sizing.

Climate Change and Greenhouse Gas Emissions

Challenges
- Business expansion leads to an increase in greenhouse gas emissions. Without clear measures or control plans, this may impact global sustainability goals and regulatory requirements or measures set by the European Union (EU) that failure to comply may result in a loss of competitive opportunities, particularly impacting revenue from travel agents and European customers who prioritize partnerships with businesses that disclose reports, follow sustainability operational guidelines, and adhere to international standards. Furthermore, carbon tax measures imposed by government agencies may inevitably result in higher costs. Therefore, businesses operating in areas that rely on natural resources as tourist attractions may also be affected by climate change, experiencing impacts such as monsoons, coastal erosion, and coral bleaching, etc.

Opportunities
- Disclosing information on climate change and greenhouse gas emissions, including goals and operational plans, enhances opportunities to access green bonds from financial institutions, secure loans at special interest rates, and build trust with investors, business partners, and customers. As customer behavior shifts towards supporting businesses committed to reducing greenhouse gas emissions, having an operational plan can create a positive experience and help expand the Company's customer base in the future.

NET ZERO

The Company's ongoing business activities and expansion have contributed to greenhouse gas emissions, significantly impacting climate change. In 2024, the Company disclosed information, performance results, and verified greenhouse gas emissions for its hotel and food businesses across all three scopes, as follows:

Scope 1: Direct greenhouse gas emissions result from activities within the organization, such as fuel combustion in machinery, the use of company-owned vehicles, cooking operations, and refrigerant usage.

Scope 2: Indirect greenhouse gas emissions result from energy purchased for internal use within the organization, such as electricity consumption and the purchase of chilled water for the cooling system.

Scope 3: Other indirect greenhouse gas emissions are calculated from activities beyond the organization's direct control. The company has collected data specifically for the following categories: Category 1: Purchases of goods and services (calculated from purchase orders); Category 3: Fuel and energy-related activities not included in Scope 1 and 2 (only for the hotel business); Category 5: Waste generated from business operations; Category 6: Business travel (limited to air travel for the hotel business); Category 7: Employee commuting (only for the hotel business).

In an overview of the hotel and food businesses in 2024, the combined greenhouse gas emissions from both totaled 409,693 tCO2e, with an emission intensity rate of 0.33 tCO2e/Sqm. This represents a 179.93% increase from the previous year. This is due to the company's effort to include the collection of data on other indirect greenhouse gas emissions (Scope 3), specifically regarding purchased goods and services, resulting in more comprehensive greenhouse gas emission data for the organization.

CENTEL

Scope 1 Direct emissions	Scope 2 Indirect emissions	Scope 3 Other indirect emissions
17,078.18 tCO2e	**116,718.59** tCO2e	**275,896.33** tCO2e

Hotel Business

294,553.11 tCO2e
Overall greenhouse gas emissions
(Scope 1, 2, 3)

Food Business

115,140.00 tCO2e
Overall greenhouse gas emissions
(Scope 1, 2, 3)

Hotel Business

Targets:

- To reduce greenhouse gas emissions* per occupied room by 40% by 2029 compared to the base year of 2019.
- In 2024, greenhouse gas emissions reduction* per occupied room decreased by 4% compared to the previous year.
- In 2024, Scope 1 greenhouse gas emissions per occupied room decreased by 4% compared to the previous year.
- In 2024, Scope 2 greenhouse gas emissions per occupied room decreased by 4% compared to the previous year.

*Note: *Targets are set to apply specific boundaries of Scope 1 and 2 emissions within the hotel buildings (Facility only), for comparison with other hotel businesses, based on the Cornell Hotel Sustainability Benchmark (CHSB) report.*

In 2024, the hotel business emitted a total of 294,553.11 tCO2e of greenhouse gas, with a greenhouse gas emission intensity rate* per occupied room of 31.17 kilograms of carbon dioxide equivalent. This represents a 35.78% decrease compared to the base year and a 6.84% decrease from the previous year's actual usage. The highest proportion of emissions came from Scope 3, totaling 212,119.32 tCO2e (72.01%), followed by Scope 2 and Scope 1 emissions, respectively. Due to the disclosure of Scope 3 data on purchased goods and services this year, the total greenhouse gas emissions have increased. However, based on the target to reduce Scope 1 and Scope 2 greenhouse gas emissions* per occupied room, emissions decreased by 5.98% and 1.07%, respectively, compared to the previous year.

Although the emission intensity rate has decreased following the COVID-19 pandemic, business expansion may lead to higher overall greenhouse gas emissions. To address this, the hotel business is actively seeking opportunities to reduce emissions by increasing the use of renewable energy and exploring additional approaches. These include organizing training programs to enhance knowledge, developing knowledge-sharing media (Knowledge Sharing: Risk & Legal Lab), and implementing various projects aimed at reducing greenhouse gas emissions to meet established targets.

GHG Emissions, Scope 1 & 2 (Facility only)
kgCO2e/Occupied room
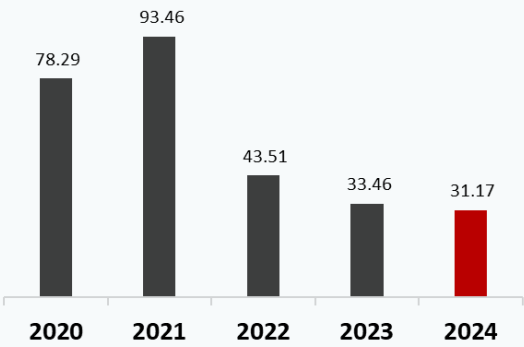
2020	2021	2022	2023	2024
78.29	93.46	43.51	33.46	31.17

Total GHG Emissions 2024

Scope 1, 5.44%
Scope 2, 22.54%
Scope 3, 72.01%

GHG Emissions Intensity (Scope 1,2,3)

GHG kgCO2e/sqm: 86.13, 101.67, 73.19, 78.34, 263.96
GHG kgCO2e/Occupied room: 71.87, 59.86, 47.89, 36.89, 113.41

GHG Emissions (Scope 1&2,Facility only)

	2020	2021	2022	2023	2024
Scope 1(tCO2e)	9,214.31	9,912.73	14,793.45	17,046.90	16,027.69
Scope 2(tCO2e)	24,572.99	18,523.35	50,372.26	67,121.41	66,405.35
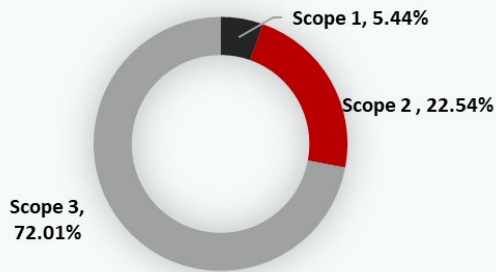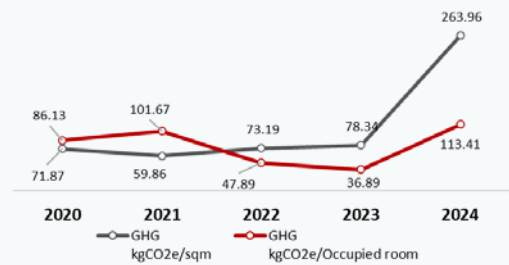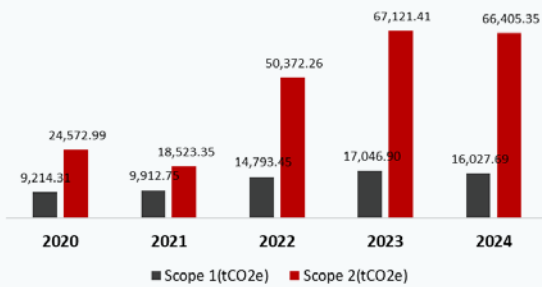
Training on "Climate Change & Sustainability"

As climate change presents a significant challenge to sustainable operations, raising awareness through training is essential to creating understanding among both executives and employees. A total of 6,002 executives and employees, accounting for 95% of the workforce, participated in the training.

Creation of Knowledge Sharing media (Knowledge sharing: Risk & Legal lab)

Sharing knowledge is a fundamental aspect of learning that inspires employees to develop their skills, apply acquired knowledge to work processes, and enhance their personal growth.
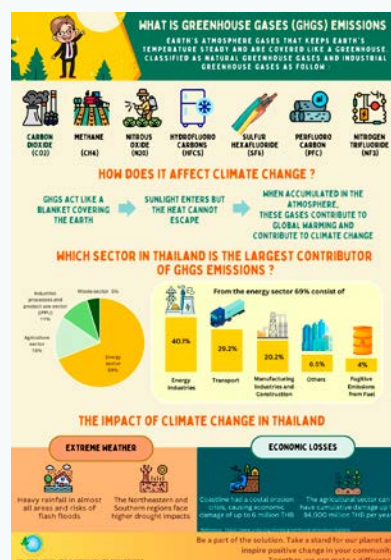
Food Business

Total GHG Emissions 2024

Scope 1
0.91%

Scope 2
43.70%

Scope 3
55.39%
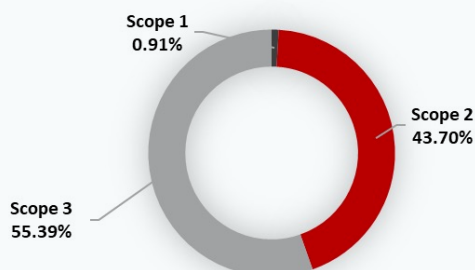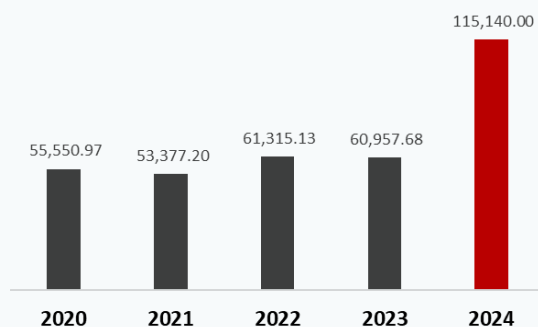
Targets:

- In 2024, greenhouse gas emissions per revenue (million Baht) decreased by 4% compared to the previous year.

In 2024, the food business emitted a total of 115,140 tCO2e of greenhouse gases, with an emission intensity rate of 8.80 kilograms of carbon dioxide equivalent per revenue (million Baht). This represents a 78.21% increase in the intensity rate compared to the set target. The increase is primarily due to the disclosure of Scope 3 data, including emissions from purchased goods and services, as well as waste sent to landfills, resulting in more comprehensive data on the organization's emissions.

Total GHG Emissions (tCO2e)

2020	2021	2022	2023	2024
55,550.97	53,377.20	61,315.13	60,957.68	115,140.00

GHG Emissions Intensity (Scope 1,2,3)

Total GHG (tCO2e)/Sqm: 0.49, 0.46, 0.44, 0.48, 0.92
Total GHG (tCO2e)/Revenue: 5.48, 5.74, 5.25, 4.83, 8.80
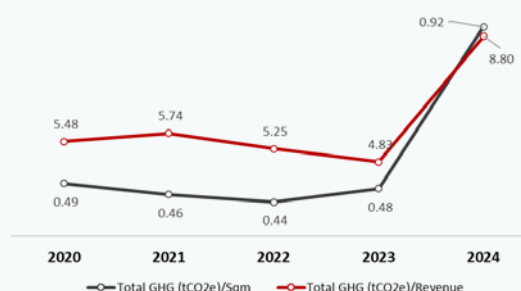
To enhance the reliability and efficiency of greenhouse gas inventory, the Company has verified the accuracy of its data through an external agency, LRQA (Thailand) Limited, in reference with international GRI Standards.

Water Consumption and Wastewater Management

Challenges
- Climate change and drought pose significant risks that contribute to water stress, potentially impacting the Company's business operations. Without a proper assessment of water usage risks, a water management plan, or a backup plan for water storage, the Company may face increased costs for water procurement and disruptions in service delivery. This is particularly critical for the hotel business, which requires a large amount of water and shares water sources with local communities. Failure to manage both water usage and grey water properly may pose risks to the environment and surrounding communities. Additionally, compliance with laws regarding wastewater treatment before discharge into public water sources must be considered, as non-compliance may result in the revocation of the business license.

Opportunities
- Effective water management, including water usage, grey water, and quality of water and grey water, is a crucial responsibility for the Company to demonstrate its responsibility and commitment to minimizing the impact of water consumption by implementing water-saving equipment or technologies, reusing treated grey water in compliance with standard, and regularly monitoring water usage. These efforts not only help reduce costs in the long run but also prepare businesses for the challenges posed by water stress and climate change.

In 2024, the Company's hotel and food business operations consumed a total of 4,235,332.74 cubic meters of water. The majority of this was purchased tap water, accounting for 71.42%, followed by groundwater, seawater, and rain capture, respectively.

Total Water Withdrawal (M3)

Tanker Water 1.00%
Rain Capture 0.01%
Groundwater 25.07%
Purchased Municipal Water 70.42%
Desalinated Water 3.51%
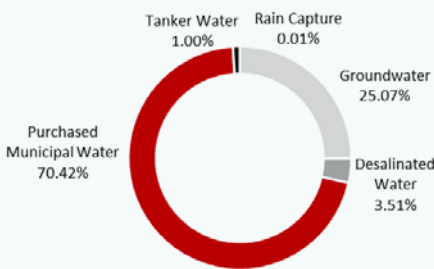
Water Consumption by Business (M3)

Central Restaurants Group, 1,122,801.90 , 27%
Centara Hotels and Resorts, 3,112,530.84 , 73%
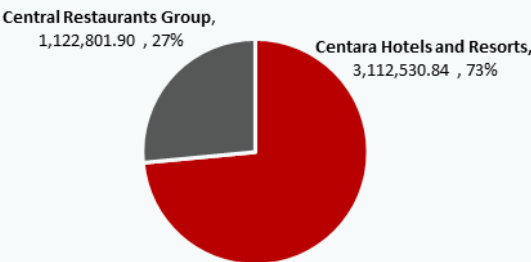
Hotel Business

Targets:
- To reduce water usage per occupied room by 20% by 2029 compared to the base year of 2019.
- In 2024, the water usage intensity rate per occupied room decreased by 2%, compared to the previous year.

17.03% of water was recycled and reused.

Hotel guests participated in the water conservation program, totaling 326,645 room stays.
(Going Greener, My Green Day and Reserve Water Drop)

Water Scarcity Risk Assessment

The impacts of climate change have led to unpredictable seasonal patterns, causing global challenges due to extreme weather fluctuations such as monsoons, floods, and droughts. This presents a significant challenge for the hotel industry, particularly regarding water usage, which is a critical factor in operations. The expansion of hotel facilities, including swimming pools, spas, pool villas, laundry services, and landscaping, has resulted in continuously increasing water consumption. On the other hand, the declining availability of freshwater for consumption poses a risk to water supply in various areas, potentially leading to water stress and impacting both business operations and customer trust.

To prevent and mitigate the risk of water shortages in surrounding areas, the Company conducted a Water Stress Assessment using the World Resources Institute's AQUEDUCT Water Risk Atlas. The assessment revealed that 29% of Centara Hotels & Resorts face very high or high-water risk, with physical risks affecting both water quantity and quality.

Water Stress Assessment
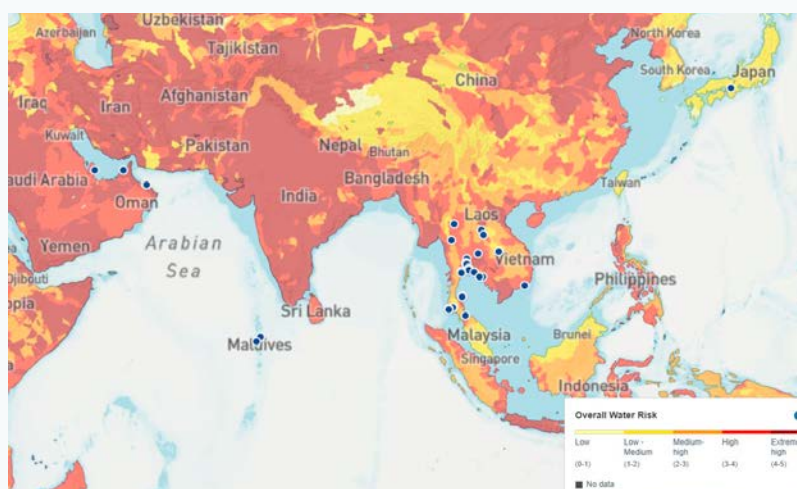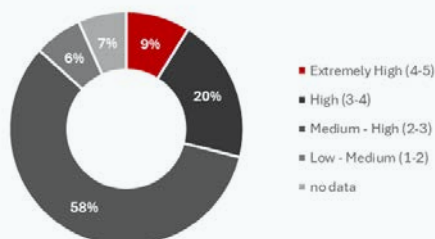
Hotel Name	Overall Water Risk	Physical Risks Quantity	Physical Risks Quality
Centara West Bay Hotel & Residences Doha	High (3-4)	• Water Stress • Interannual Variability	
Centara Life Muscat Dunes Hotel	Extremely High (4-5)	• Water Stress • Interannual Variability • Riverine flood risk Stress	
Centara Muscat Hotel	Extremely High (4-5)	• Water Stress • Groundwater Table Decline • Interannual Variability • Riverine flood risk Stress	
Al Hail Waves Hotel	Extremely High (4-5)	• Water Stress • Groundwater Table Decline • Interannual Variability • Riverine flood risk Stress	
Centara Mirage Resort Mui Ne	High (3-4)	• Riverine flood risk Stress	Untreated Connected Water
Centara Korat	High (3-4)	• Water Stress • Interannual Variability	Untreated Connected Water
Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana	Extremely High (4-5)	• Water Stress	Untreated Connected Water
Centara Ayutthaya	High (3-4)	• Water Stress	Untreated Connected Water
Centara Riverside Hotel Chiang Mai	High (3-4)	• Water Stress	Untreated Connected Water
COSI Samui Chaweng Beach	High (3-4)	• Water Stress • Coastal flood risk	Untreated Connected Water
Centara Villas Samui	High (3-4)	• Water Stress • Coastal flood risk	Untreated Connected Water
Centara Reserve Samui	High (3-4)	• Water Stress • Coastal flood risk	Untreated Connected Water
Centara Life Lamai Resort Samui	High (3-4)	• Water Stress • Coastal flood risk	Untreated Connected Water

Based on the risk assessment, the Company has established guidelines to optimize water usage efficiency. These measures begin with collecting water usage data and setting key performance indicators (KPIs) for each hotel to monitor and control water consumption.

The Company also implements water-saving technologies, such as installing automatic faucets in sinks and toilets in common areas, dual-flush toilets, aerated and low-flow faucets to reduce water flow, and water-efficient sanitary ware certified with Thai Industrial Standard 2067-2552 (TIS 2067-2552). Additionally, hotels with water treatment plants are encouraged to treat grey water to appropriate quality levels for reuse in watering plants, maximizing water resource efficiency.

In the Middle East, water tanks and rainwater storage systems have been installed to support emergency water management. Furthermore, employee training programs and water-saving signage in restrooms are implemented to promote responsible water usage among staff.

Each hotel sources water from various sources, including tap water, groundwater, purchased water from water trucks, rainwater, and desalination. The total water consumption amounts to 3,112.53 megaliters, with a water usage intensity rate of 1,198.40 liters per occupied room. This represents a 26.62% decrease from the base year and an 18.47% reduction compared to the target set for the same year.

Water Withdrawal (ML)

2020	2021	2022	2023	2024
1,189.27	900.95	2,275.56	3,184.13	3,112.53
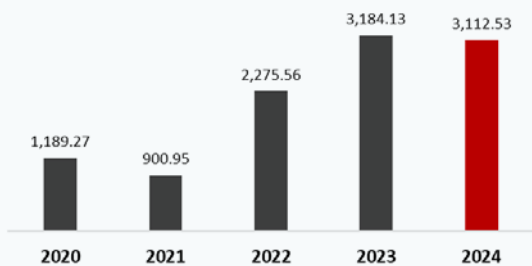
Type of Water Withdrawal

Rain Water Captured 0.01%
Tanker Water 1.35%
Desalinated water 4.78%
Purchased Municipal Water 59.75%
Groundwater 34.11%

Water Intensity

Intensity-Litres/Sqm: 2,364.38 (2019), 1,791.17 (2020), 2,372.04 (2021), 2,741.60 (2022), 2,789.28 (2023)
Intensity-Litres/Occupied room: 2,833.34 (2019), 3,042.09 (2020), 1,552.30 (2021), 1,291.12 (2022), 1,198.40 (2023)
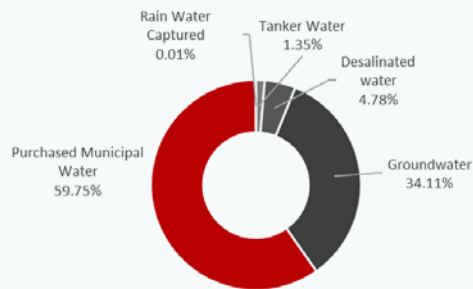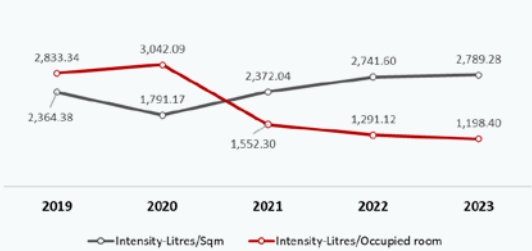
Wastewater Treatment

The Company has implemented wastewater management practices by conducting regular monthly testing and analysis of wastewater quality. Additionally, an annual wastewater treatment system inspection report is prepared by a certified external auditor to ensure that wastewater from hotel operations does not negatively impact the surrounding communities.

In 2024, a total of 1,424.82 megaliters of wastewater was treated before being discharged into public canals. Additionally, water-saving innovations were implemented in the laundry system at Centara Grand Mirage Beach Resort Pattaya. The resort introduced the Aquamiser Machine system, which reuses the final rinse water from the laundry process for the first wash cycle of the next load. This innovation saves up to 50% of water, optimizing the use of water resources.

Water Recycle

The Company has a guideline encouraging hotels with water treatment plants to reuse treated grey water for watering plants and lawns, promoting efficient water use. Currently, 13 hotels participate in this initiative, reducing the consumption of fresh water by up to 530.16 megaliters and lowering the cost of purchasing tap water.

The Company recognizes the importance of the responsible use of common goods, including water. Therefore, its business activities are monitored to ensure compliance with local laws and regulations, aiming to prevent and mitigate risks that could impact both the environment and surrounding communities, as well as to maintain long-term stakeholder confidence. In 2024, the Company had No disputes related to water issues with surrounding communities.

Water Discharge
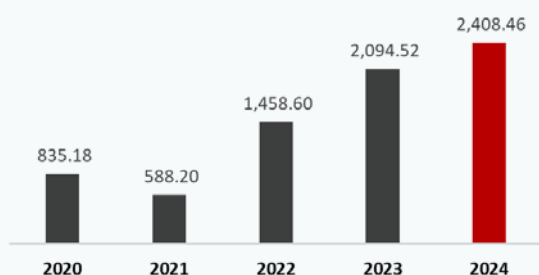
Water Recycled
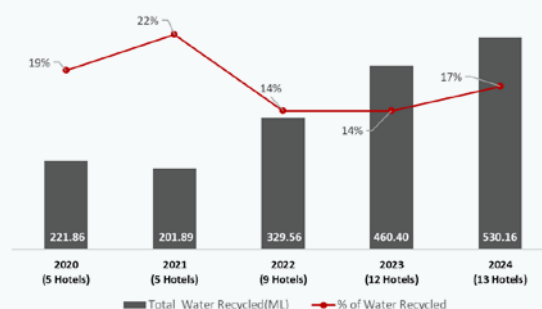
Centara Grand Beach Resort & Villas Hua Hin has been selected in the "Green Lodging Trends Report" for its efficient water management practices, including the reuse of treated grey water for plant irrigation.

Water Conservation Programs (Going Greener and My Green Day)

Another key stakeholder in improving water efficiency in the hotel business is the guests. Hotels can engage them by inviting those staying more than one night to participate in the "My Green Day" program, which allows them to opt out of room cleaning. Additionally, the "Going Greener" and "Reserve Water Drop" programs encourage guests to reuse bed sheets and towels, reducing water and chemical usage in cleaning.

In 2024, customer participation in the "Going Greener" project led to 301,070 rooms joining the initiative, resulting in the reuse of 4,550,444 bed sheets and towels. This helped reduce water and cleaning chemical costs by 45 million Baht. Meanwhile, 24,647 rooms participated in the "My Green Day" project, contributing to a reduction in room cleaning costs by 7 million Baht. As a token of appreciation, participating guests receive a cash card that can be exchanged for drinks during their stay, recognizing their support for environmental sustainability.

Food Business

Targets:

- In 2024, the target is to reduce the water usage intensity rate per revenue (million Baht) by 3.5%.

In the food business, water is sourced solely from purchased tap water, with a total usage of 1,122.80 megaliters, or 85.86 cubic meters per revenue. Due to branch expansion and increased service areas in 2024, the water usage intensity rate rose by 5.92% per revenue compared to the target. However, the Company remains committed to water resource management and has implemented measures through two main approaches: promoting behavioral changes among employees in water usage during service processes and integrating water-saving technologies and equipment into branch operations.

Water Withdrawal (ML)

2020	2021	2022	2023	2024
755.61	649.10	984.69	985.69	1,122.80

Water Intensity

	2020	2021	2022	2023	2024
M3/Revenue:Million	74.58	69.77	84.34	78.14	85.86
M3/sqm	6.69	5.61	7.08	7.72	8.93
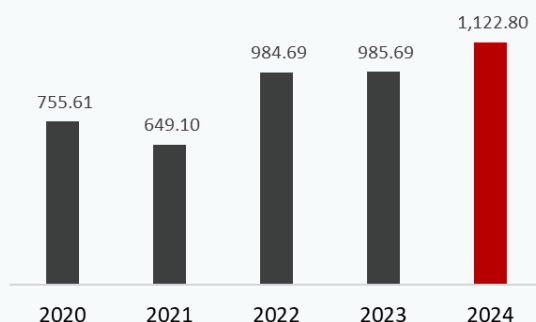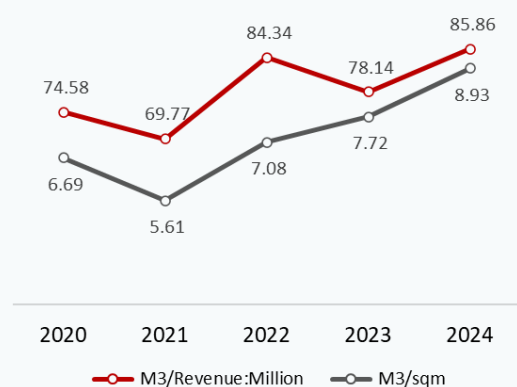
Encouraging behavioral change

In the operations of each branch within the food business, employees are encouraged to recognize the importance of using water efficiently, as follows:

- Systematic water use for dishwashing: Instead of letting water flow continuously, employees are encouraged to soak dishes before washing to minimize unnecessary water consumption.
- Regular maintenance and repairs: Routine checks on water pipes and faucets ensure that any leaks are promptly repaired, reducing water loss.
- Water usage monitoring: A water usage analysis system is implemented to track consumption trends and identify opportunities for more efficient resource management.

Use of Water-Saving Technologies and Devices

The Company invests in and selects equipment that reduces water consumption while maintaining the efficiency of its food business operations, including:

- Automatic Faucet: Equipped with intelligent sensor systems that control the automatic opening and closing of water.
- Foot Pedal Faucet: Operated by foot control to prevent accidental water discharge while enhancing convenience.

Wastewater Treatment

Efficient and legally compliant wastewater treatment is a crucial step in ensuring the sustainability of the Company's operations. It also demonstrates the Company's strong commitment to social and environmental responsibility.

For branch restaurants located in rented spaces, primary wastewater treatment must be conducted in accordance with the system established by the landlord.

- Solids removal: Food scraps, waste, and sediment are separated from wastewater to reduce pollution and enhance water treatment efficiency.
- Filtration and sedimentation: Wastewater is passed through a grease trap to filter out impurities and allow grease to settle.

For the CRG Manufacturing Plant located in the Navanakorn area, wastewater treatment is conducted in strict compliance with factory law standards. 100% of the wastewater is treated before being discharged into the Navanakorn wastewater treatment system (Recheck). Additionally, water samples from both the incoming and outgoing ponds are sent to Quality Control Department for detailed measurement and assessment of wastewater quality. Each year, the water quality is officially tested by the Navanakorn Industrial Zone to ensure that the factory's wastewater treatment process meets environmental standards and effectively prevents any potential impact from wastewater discharge into the environment.

Waste Management

Challenges

- Waste remains a growing environmental issue of global concern, particularly due to the increasing volume of waste sent to landfills and the rising amount of food waste. Businesses face challenges stemming from changing consumer behaviors and societal lifestyles, while waste disposal management in some areas still lacks of effective infrastructure, leading to significant social impacts if not properly addressed. Hotel businesses, especially those located near natural tourist attractions, may be particularly affected, facing rising waste collection and disposal costs if waste separation systems at the origin are ineffective. Additionally, a lack of employee awareness regarding proper waste segregation can hinder efficient disposal. In the future, failure to comply with government regulations or legal measures may result in penalties and negatively impact the business's reputation.

Opportunities

- Implementing an effective waste management system within an organization not only reduces pollution and enhances the Company's image but also plays a crucial role in unlocking new business opportunities. It enables cost reduction, improves operational efficiency, creates additional revenue streams, and transforms waste into value-added products, benefiting both the organization and society as a whole.

In 2024, the Company's total waste volume reached 17,175.14 tons, marking an 18% increase from the previous year. This increase resulted from more comprehensive data collection on various types of waste in accordance with hotel and food business operations, as well as improved waste separation and management processes, ensuring proper disposal or recycling to maximize value and benefits.

Recycling rate

20%

Surplus food donation

79.05 tons

318 Employees
participated in waste management training

Waste Management Training with Recycle Day

To enhance understanding and promote effective waste sorting skills, the Company organized a training session led by experts from Recycle Day. The training provided employees in the hotel and food businesses with knowledge and was conducted in a hybrid format, with 261 employees participating online and 57 attending on-site.

Hotel Business

Targets:

- To reduce the amount of waste sent to landfills per occupied room by 20% by 2029 compared to the base year of 2019.
- In 2024, the general waste sent to landfills intensity per occupied room decreased by 2% compared to the previous year.

Recycling rate

29.04%

All employees participated in waste management training

96%

72.06 tons
of used cooking oil were sold and repurposed into fuel energy for vehicles.

Collaborating with OCYCO,

1,665.59
kilograms
of plastic waste were sent for the process of creating added value

In the hotel business, each service process or activity generates a significant amount of waste and solid waste to meet customer demands. Therefore, the Company has established a standard of procedure for waste and solid waste management, requiring all hotels and resorts under Centara Group to manage waste from the outset according to the waste management hierarchy. A key aspect of this process is waste separation, which must be categorized into four types: general waste, food waste, recyclable waste, and hazardous waste, ensuring proper disposal. Hazardous waste must be disposed of by a properly licensed service provider or a local agency responsible for waste management, ensuring minimal impact from waste and solid waste generated by the hotel's operations on the surrounding community and environment. Additionally, the Company encourages cooperation from business partners to reduce the use of single-use packaging when delivering raw materials such as vegetables, fruits, and bread. Instead, they are urged to switch to reusable containers, returnable packaging, or containers provided by the hotel to minimize unnecessary waste.

In 2024, the total waste volume was 8,039.97 tons, with 5,697.67 tons sent to landfills. The waste volume intensity rate was 2.2 kilograms per occupied room, reflecting a 29.03% decrease from the base year and a 21.15% reduction compared to the target set for the same year.

Total Waste Generate (Ton)

Year	Value
2020	2,666.80
2021	1,865.78
2022	6,094.68
2023	8,303.01
2024	8,039.97

Total Waste to Landfilled

Year	Total General Waste (ton)	Waste to Landfilled (kg)/Occupied room
2020	1,552.83	3.95
2021	1,210.25	4.34
2022	4,217.84	3.34
2023	5,947.28	2.42
2024	5,697.67	2.20
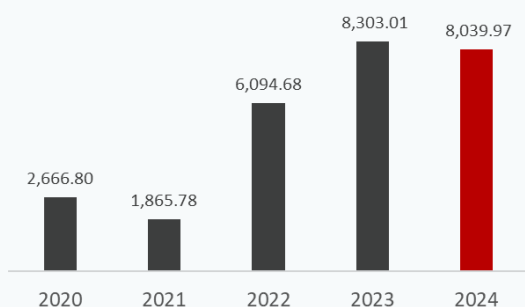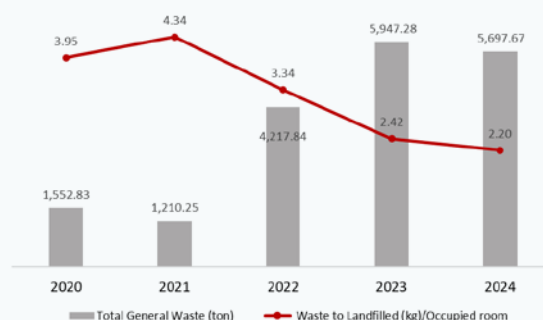
Waste Management Training on "SAY No! to Single-use plastic"

To ensure employees have a precise understanding of the different types of plastic packaging, including those that are naturally biodegradable, and to enable them to make informed product choices for hotel use, a training session was conducted. A total of 6,036 executives and employees participated in the training.

Recyclable Waste

All hotels and resorts under Centara Group collect and record daily waste volumes to monitor waste generation and identify effective reduction strategies. Standard of procedure have been established for waste and solid waste management, ensuring that recyclable waste is properly separated into various categories and continuously documented.

In 2024, the total amount of recyclable waste was 2,333.13 tons, reflecting a slight decrease of 0.12% from the previous year. However, the recycling rate increased to 29.04%.
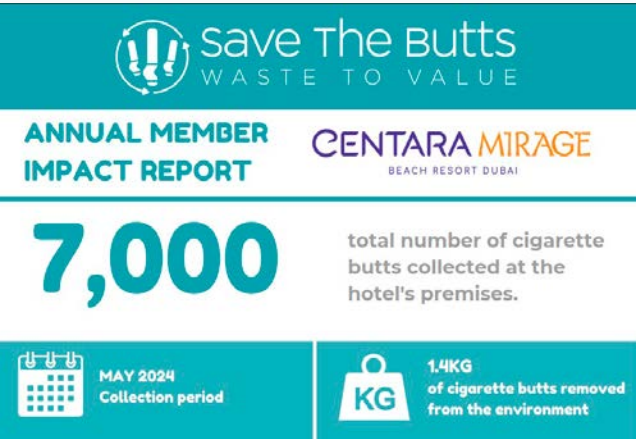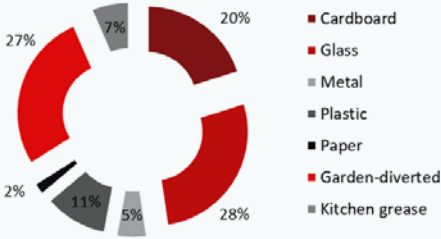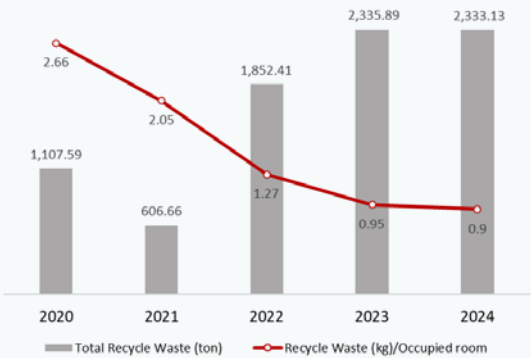
Collaboration with UNISOAP and Goumbook

For the second consecutive year, Centara Mirage Beach Resort Dubai has partnered with UNISOAP United Arab Emirates through Goumbook to collect 239.51 kilograms of used soap from guest rooms. The soap was cleaned and repurposed by UNISOAP into new bars for vulnerable individuals in local communities, improving access to basic hygiene. Additionally, the resort participated in the "Save the Butts" project with Goumbook for the second year, contributing 7,000 cigarette butts, totaling 1.4 kilograms, collected from the hotel and beach cleanup efforts. A total of 7,000 cigarette butts, weighing 1.4 kilograms, were collected. These cigarette butts are then processed into plywood, providing a sustainable alternative that helps prevent deforestation while simultaneously addressing marine waste issues that impact beaches and marine ecosystems.

Collaboration with Local Organization OCYCO, Krabi Province

Single-used plastic waste poses a significant threat to marine and coastal ecosystems. Some of this waste accumulates on beaches, creating unsightly scenery, while some degrades into microplastics that flow into the ocean. To mitigate these impacts, four properties under Centara Hotels & Resorts in Krabi have partnered with OCYCO to recycle 1,665.59 kilograms of plastic waste. This initiative repurposes plastic into new products, adding value to them.

Upcycled Christmas Tree under the Concept: "Turning Trash into Art"

During the Christmas celebrations, eight properties under Centara Hotels & Resorts created Christmas trees using recycled and natural materials, transforming waste into unique works of art. This initiative allowed guests to participate in the festivities while raising awareness about the value of recycled materials and supporting locally sourced materials.

The Christmas tree was made from:

- 1,187 glass bottles
- 1,178 plastic bottles
- 316 cardboard boxes
- 1,000 dried coconut shells

8 participating properties

- Centara Grand Beach Resort & Villas Hua Hin
- Centara Ras Fushi Resort & Spa Maldives
- Centara West Bay Hotel & Residences Doha
- Centara Pattaya Hotel
- Centara Koh Chang Tropicana Resort
- Centara Sonrisa Residences & Suites Sriracha
- Centara Life Maris Resort Jomtien
- Centara Life Hotel Bangkok Phra Nakhon

Recycling glass into sustainable pavement bricks

Centara Reserve Samui collected 800 kilograms of broken glass and donated it to the Ban Maphrao community on Nathon Beach, Koh Samui, for repurposing into paving bricks.

Donating Aluminum Rings to Support Prosthetic Leg Production

Five properties under Centara Hotels & Resorts, including Centara Udon, Centara Watergate Pavilion Hotel Bangkok, Centara Korat, Centara Ubon, and Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana, donated 270.5 kilograms of aluminum water bottle cap rings to support the production of prosthetic legs for individuals with disabilities.

Supporting "Loy Lay" Works

During the monsoon season, large amounts of driftwood wash ashore, contributing to marine debris that harms the environment. To address this issue, "Loy Lay" repurposes driftwood into artistic marine animal sculptures, adding value to wood scraps while raising awareness about marine debris and its impact on aquatic life. Centara Ao Nang Beach Resort & Spa Krabi and Centara Anda Dhevi Resort & Spa Krabi have supported this initiative by showcasing and selling 100 Loy Lay products within the hotels. Additionally, they have organized coloring activities for children in the kids' club.

POP Fish 'Plastic Only Please!'

To raise awareness and highlight the importance of plastic waste management, Centara Hotels & Resorts introduced the POP Fish as a symbol of plastic waste separation. This year, 743.62 kilograms of plastic waste were recycled, helping to reduce landfill waste.

Food Waste

If not properly managed, food waste contributes to air, water, and visual pollution. Additionally, when mixed with other waste in landfills, it releases methane, a greenhouse gas 27.9 times more potent than carbon dioxide (IPCC AR6). To reduce food waste sent to landfills, the Company has implemented a food waste separation system and redirected it to beneficial uses such as animal feed, composting, and biogas energy production. In 2024, hotel operations generated a total of 1,809.76 tons of food waste sent to landfills, marking a 36% decrease from the previous year. Additionally, the amount of food waste sent to landfills decreased by 62%, reflecting the commitment and collective efforts of hotel employees in achieving the Company's sustainability goals.

Total Food Waste (Ton)

Year	Total Food Waste (Ton)
2020	769.02
2021	517.75
2022	1,133.20
2023	2,824.81
2024	1,809.76
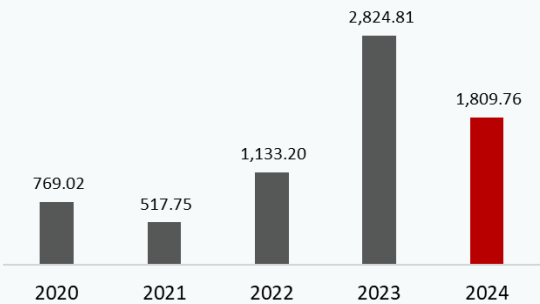
Food Waste Disposal Methods 2024

- Incinerate 16%
- Landfilled 27%
- Fertilizer 6%
- Energy 1%
- Farmfeed 50%
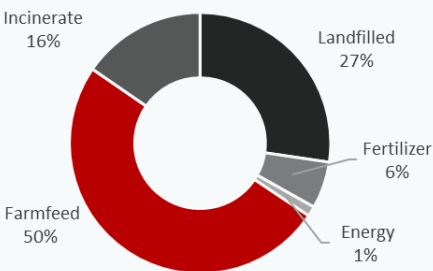
Coffee Grounds Management

Each day, a significant amount of coffee grounds is left over from serving customers at the hotel. To minimize waste, the hotel separates and repurposes these coffee grounds by mixing them with vegetable and fruit scraps to produce compost for on-site use. Additionally, the grounds are sun-dried, packaged, and distributed to customers who wish to use them.

Repurposed
1,384.11 kilograms
of coffee ground into organic compost.

- Centara Grand & Bangkok Convention Centre at CentralWorld
- Centara Grand Beach Resort & Villas Hua Hin
- Centara Koh Chang Tropicana Resort

Repurposed
34,521 kilograms
of coffee grounds for spa treatments and take-home gifts for guests.

- Centara Ubon
- Centara Life Maris Resort Jomtien
- Centara Life Hotel Bangkok Phra Nakhon
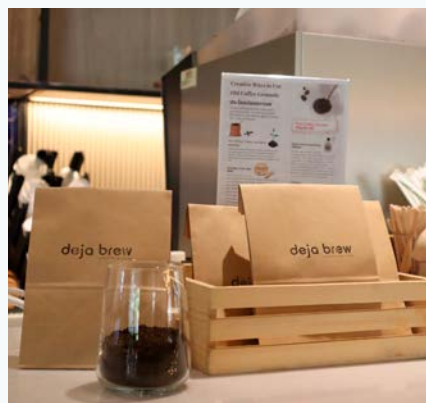
Reduction of Food Waste in Employee Cafeterias

Centara Grand Beach Resort & Villas Krabi, Centara Ras Fushi Resort & Spa Maldives, Centara Ao Nang Beach Resort & Spa Krabi, and Centara Anda Dhevi Resort & Spa Krabi launched the "NO Bin Day" project to reduce food waste in employee cafeterias. As part of this initiative, food waste bins were removed from the restaurants, and chefs prepared meals without bones or inedible parts, ensuring that staff could take as much food as they wanted but were required to finish their meals to minimize waste. The initiative received excellent cooperation from all staff, and on the event day, no food waste was left uneaten.

Surplus Food Donation

To reduce food waste, the Company has continuously donated surplus food to the Scholars of Sustenance Foundation Thailand for the seventh consecutive year since the project's launch in 2017. The foundation distributes edible surplus food to underprivileged and vulnerable groups in need. In 2024, Centara Hotels & Resorts donated 28,153.13 kilograms of surplus food, equivalent to 118,263 meals, helping to reduce greenhouse gas emissions by 71,240 kilograms of carbon dioxide equivalent. Seven hotels participated in the project: Centara Grand & Bangkok Convention Centre at CentralWorld, Centara Grand at Central Plaza Ladprao Bangkok, Centara Watergate Pavilion Hotel Bangkok, Centara Grand Beach Resort Phuket, Centara Kata Resort Phuket, Centara Villas Phuket, and Centara Riverside Hotel Chiang Mai.

Surplus food donation data from 2017 to 2024
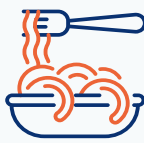
Surplus food	Serving (Meal)	Reducing GHG
137,150.17	**538,692**	**302,248**
kilograms		(kgCo2e)

Food Business

Surplus Food (Kg)

2020	2021	2022	2023	2024
9,486.00	2,929.65	11,114.23	25,630.16	28,158.13
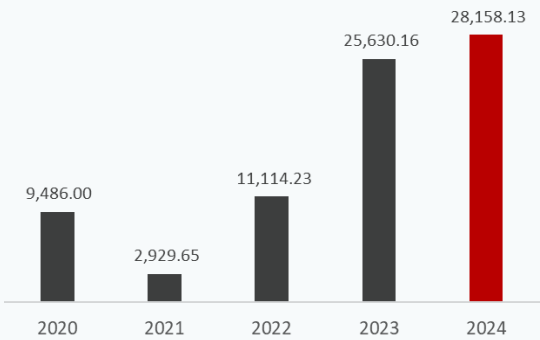
The Company is committed to systematic waste management and has developed a targeted plan to reduce the amount of waste sent to landfills from its restaurant operations.

In 2024, the food business enhanced its waste data collection system by requiring each branch to record waste generation through a newly developed reporting system. The data revealed that in 2024, the total waste volume amounted to 9,673.96 tons, comprising 8,517.04 tons of general waste, 1,096.51 kilograms of recyclable waste, and 60.41 kilograms of hazardous waste.

Total Waste Generated (Ton)

2020	2021	2022	2023	2024
6,007.02	5,818.11	6,278.43	6,223.61	9,673.96
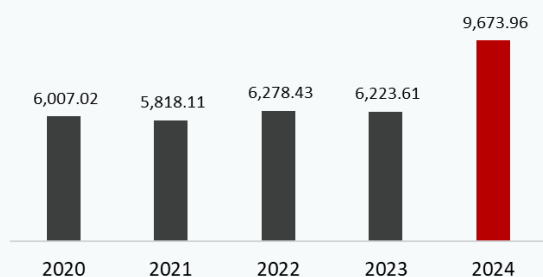
Waste Generated by Type 2024

Recycle Waste 11%
Hazardous Waste 1%
General Waste 88%
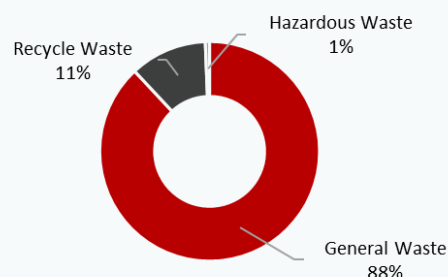
Recycling rate
11%

1,021.76 tons
of used cooking oil were sold and repurposed into fuel energy for vehicles.

Surplus food donation
140,889 Kg.

Reduced plastic waste by
16.49
million items through the use of biodegradable products.

reducing GHG emissions
356,448
kgCO2e

Converting Cooking Oil into Aviation Fuel

The Company has separated a total of 1,021.76 tons of used oil for use in the production of sustainable aviation fuel. Used cooking oil is stored in appropriate containers before being transferred to a legally licensed business partner for purchase. This initiative not only helps reduce waste management costs but also generates additional revenue from the sale of used cooking oil.

CRG Say NO to Plastic – Save the World, Stop Using Plastic.

To reduce plastic usage in the food business, the Company has transitioned to using 100% biodegradable products that leave no residual substances and decompose in landfills within 180 days. This initiative has successfully reduced plastic waste by 16,490,000 pieces, demonstrating the Company's commitment to environmental conservation while enhancing its image as an environmentally responsible organization.

Surplus food donation

To reduce food waste from production processes, the food business has implemented surplus food donations to minimize food waste, which impacts greenhouse gas emissions. This initiative is also part of efforts to alleviate hunger for those in need.

1. **CRG x VV Share Food Donation Project and CRG SOS Project**
   The Company, in collaboration with Mister Donut brand, donated 763,331 donuts, equivalent to approximately 50,888 kilograms, to VV Share Foundation and Scholars of Sustenance Foundation (SOS) Thailand. This initiative helped reduce greenhouse gas emissions by a total of 317,865 kilograms of carbon dioxide equivalent.

2. **Harvest & Colonel's Kitchen Food Donation Project**
   Through 80 branches, the Company's KFC donated a total of 720,000 pieces of food, equivalent to approximately 90,000 kilograms, valued at 32,400,000 Baht to charities.
   This initiative helped reduce greenhouse gas emissions by 227,700 kilograms of carbon dioxide equivalent.

Enhancement of Production Processes for Minimizing Food Waste

The food business is actively working to reduce food loss in the production process through the following initiatives:

1. **Raw Material Management to reduce the loss and spoilage of raw materials**
   - FIFO (First-In, First-Out) system: This system allows for real-time monitoring of incoming raw materials, which helps reduce spoilage and minimizes losses during the production process.
   - Use of AI-powered Program: The Company is developing AI-powered systems to optimize the calculation and control of raw material usage. This helps reduce waste from unused raw materials and enables more accurate procurement planning.

2. **Food Design**
   The Company has designed a highly flexible menu that enables leftover raw materials from one dish to be repurposed in another, ensuring that raw materials are fully utilized before they spoil or expire.

3. **Food Waste Utilization**
   The Company installed a food waste shredder at the central kitchen of Salad Factory to convert food waste into compost for use in the organization's agricultural activities. This initiative enhances the sustainability of the food production process and promotes the efficient use of resources.

Promoting the Collaboration in Waste Separation within Shopping Malls

The food business by Central Restaurants Group Co., Ltd. has partnered with restaurants within the Group to implement a waste separation project at CPN shopping centers, promoting sustainable waste management. The participating restaurants include: Pepper Lunch, Chabuton, Yoshinoya, Ootoya, Tenya, Katsuya, Thai Terrace, Salad Factory, Somtamnua and Kagetsu Arashi.

In 2024, a total of 74,749.60 kilograms of waste was separated, resulting in a reduction of approximately 189.12 tCO2e. This initiative is part of the food business's Zero Waste to Landfill strategy, which aims to reduce waste sent to landfills and increase recycling rates. The project implements several measures, including installing waste separation points in stores and common areas of shopping malls, organizing employee training on proper waste management, encouraging customers to separate waste before disposal, and collaborating with external partners to utilize waste for beneficial purposes, such as recycling and converting waste into energy.

Training to Enhance Knowledge of Waste Management

The Company focuses on engaging employees at all levels in waste management to minimize environmental impacts and incorporate sustainable waste management practices into daily operations. In 2024, two major training projects were conducted.

1. **The Waste Management Workshop training project,** in collaboration with CPN shopping mall, involved 19 employees. This project focused on educating employees about proper waste separation and waste management within the organization, enabling them to follow appropriate guidelines to reduce waste and promote recycling.
2. **The Green Partnership Workshop 101-103 training project,** "Joining Forces to Reduce Global Warming," with 3 employees participate. This project focused on creating an understanding of how to reduce greenhouse gas emissions and implement approach to minimize environmental impact in daily operations.

Biodiversity
'

Challenges
- The climate change crisis, which poses a risk of biodiversity loss, directly affects the tourism industry, particularly businesses that rely on natural tourist attractions as a selling point and a means of drawing customer attention, such as hotels located near natural areas. If the businesses fail to manage waste and grey water, neglect their responsibilities to the surrounding environment, or lack support from government agencies, they may face a loss of revenue due to declining customer demand, complaints from nearby communities, damage to their reputation, and increased costs to restore the environment. Similarly, the food business may experience higher raw material costs or difficulty sourcing the necessary raw materials for its operations.

Opportunities
- Prioritizing biodiversity in the area where the business operates creates opportunities and attracts customers, while maintaining green spaces within the hotel enhances customer satisfaction. Additionally, offering eco-tourism experiences generates income for the surrounding community and attracts new customers interested in environmentally friendly tourism, providing a long-term advantage for the business.

4,517	**1,000**	Collected **6,994** kg.	**22** Hotels
Trees were planted	Corals were planted with **255** Guests joined the program	of waste from beach, sea, river, and desert.	have owned organic vegetable and herb farm.

Biodiversity is a key aspect of the Company's commitment to responsible business practices. The Company has established policies to support and promote participation in biodiversity conservation, with a focus on natural protected areas and regions of high biodiversity. These efforts aim to minimize the impact on ecosystems and include measures to prevent the introduction of invasive animal and plant species into hotel operations. In any interaction with wildlife in nature, it must be done in a way that does not disturb the animals and takes into account the impact on their well-being. This includes no procurement, breeding, or confinement of any wild animal species. Moreover, the Company does not support the hunting, consumption, display, sale, or exchange of any wild animal species, unless these activities are part of controlled programs that comply with local and international laws. The Company also provides training to educate employees and communicate with guests to prevent any potential negative impacts.

Coral Reef Ecosystem Restoration

Centara Grand Island Resort & Spa Maldives and Centara Ras Fushi Resort & Spa Maldives, in collaboration with the Best Dives team, conducted a restoration of the coral reef ecosystem surrounding the hotels through coral transplantation. They secured Staghorn Coral (Acropora sp.) and Cauliflower Coral (Pocillopora sp.) to a steel structure and placed it on the seafloor. In 2024, a total of 1,000 coral branches were transplanted, with 255 guests participating in the initiative.

Farm to Fork

The old tennis court on the 26th floor of Centara Grand at CentralWorld, covering approximately 1,300 square meters, has been transformed into an organic vegetable farm using compost made from the hotel's vegetable scraps, fruit scraps, and coffee grounds. In 2024, the farm can produce 3,777 kilograms of vegetables, resulting in savings of 445,000 Baht in expenses. In addition to providing fresh, chemical-free vegetables, the farm helps reduce food waste by more than 9,729 kilograms, which is equivalent to a reduction of 1.6 tCO2e in greenhouse gas emissions. Furthermore, 22 properties under Centara Hotels & Resorts feature organic vegetable and herb gardens. These gardens not only supply fresh produce but also create habitats for bees and pollinators, contributing to the promotion of biodiversity in the area.

Promotion of Aquatic Animal Population Growth

Centara Grand Beach Resort & Villas Hua Hin released approximately 10,000 young blue crabs, alongside 25 customers and staffs, to support young blue crabs from the Khao Takiab Blue Swimming Crabs Bank. This initiative helps local fishermen continue their livelihoods while supporting the Khao Takiab community. Additionally, Centara Life Bangkok Hotel Phra Nakhon organized an event where 30 staffs released 30 sea crabs into the mangrove forest of the Air and Coastal Defense Command in Chonburi Province. This initiative aims to increase the sea crab population in the wild and help maintain the balance of the mangrove ecosystem.

Expansion of Greenhouse Gas Absorption Areas

Trees are a crucial source of greenhouse gas absorption, particularly carbon dioxide, which is emitted from various human activities. Therefore, increasing green spaces within the hotel and surrounding public areas, whether by planting trees, establishing mangrove forests, or preserving native tree species, must be an ongoing effort to expand areas that absorb greenhouse gases. In 2024, hotels and resorts in Thailand and abroad planted over 4,517 trees on World Environment Day and collaborated with surrounding communities and government agencies in various activities. A total of 1,053 employee volunteers participated in these initiatives.

Supporting the Conservation of Wildlife

COSI Pattaya Wong Amat Beach organized an event with the participation of 16 volunteer staff to clean the turtle pond at the Royal Thai Navy Sea Turtle Conservation Center in Sattahip District. The hotel also provided financial support to purchase medical equipment to assist injured sea turtles.

Centara Riverside Hotel Chiang Mai arranged an educational visit for its employees to the Lanna Wild Bird Rescue organization, where they gained valuable knowledge about the rehabilitation of injured wildlife. In addition, the hotel made a charitable donation to assist in covering the medical expenses for the birds in need of care.

Maintaining the Cleanliness of the Area Surrounding the Hotel

In 2024, 3,730 hotel employees from both domestic and international locations participated in garbage collection and cleaning activities around the hotel, including beach and desert areas, underwater locations, as well as rivers, canals, and nearby areas. A total of 6,994 kilograms of garbage was collected. In addition, 221 interested customers joined the activity, helping prevent trash from flowing into the ocean and damaging marine habitats and beach areas. This effort also reduced the risk of wildlife deaths caused by ingestion of waste, contributing to the protection of biodiversity.

Providing Knowledge about Local Wildlife and Plants through Signage

Ecological conservation through signage helps both customers and employees learn about and understand the importance of biodiversity. It also enhances learning experiences by offering nature viewing activities or walking tours within the hotel for guests interested in nature, emphasizing both education and firsthand nature experiences.

World Environment Day

In 2024, the United Nations set the theme for World Environment Day as "Land Restoration, Desertification, and Drought Resilience." To support this initiative, 28 properties under Centara Hotels & Resorts are contributing to the restoration of green spaces within the hotels and their surrounding areas.

Cultural Heritage

The Company is committed to preserving cultural heritage and minimizing the negative impacts on it by establishing policies and practices that align with both international and national standards. The Company also has guidelines for engaging with local community areas and historical or cultural heritage sites to reduce potential harm, create value for the local area, and ensure the highest level of satisfaction for tourists. It prioritizes incorporating both traditional and contemporary local cultural elements into design, decoration, and cuisine, while respecting the wisdom of local communities. Importantly, the Company upholds a strict policy that no antiques or items of historical value may be sold, exchanged, or displayed, unless permitted by local and international laws.

Besides, the Company communicates information to customers and service users through various products and services, such as organizing local food festivals, hosting traditional cultural activities, and promoting the wearing of local costumes. The Company also provides guidance on basic communication in the local language, as well as essential dos and don'ts for interacting with the local community. This helps customers understand local culture and learn about the diversity of local lifestyles. Information is shared through multiple channels, including the website, social media platforms, and digital channels within the hotel.

Environmental Impact Assessment (EIA)

The hotel business conducts an environmental impact assessment and prepares a report on compliance with environmental impact prevention and mitigation measures, as well as environmental quality monitoring measures (Monitoring Report) twice a year, in accordance with the regulations set by the Office of Natural Resources and Environmental Policy and Planning. The company has conducted an environmental impact assessment for new projects, covering four key environmental areas as required:

1. Physical Resources: This involves studying the impacts on natural resources such as soil, water, air, and noise, and assessing how these resources may change as a result of the project.
2. Biodiversity Resources: This evaluates changes to ecosystems, including forests, wildlife, aquatic life, and coral reefs, to understand the effects of the project on biodiversity.
3. Human Utilization Value: This assesses how humans use physical and biological resources, such as land use and its associated benefits for various sectors, including agriculture and urban development.
4. Quality of Life Value: This focuses on the potential impacts on human well-being, communities, economic systems, livelihoods, cultural practices, beliefs, values, and aesthetics, including visual impact and beauty.

Additionally, the process includes gathering feedback from surrounding communities, where potential impacts are reported along with preventive and corrective measures for environmental and social impacts. This also involves monitoring compliance with these measures and preparing reports by authorized individuals from the Environmental Impact Assessment (EIA) process, as approved by the Office of Natural Resources and Environmental Policy and Planning (ONEP).

In the past year, the company has not encountered any disputes or legal actions related to environmental issues, nor has it been obligated to provide compensation for any environmental damage resulting from its operations.

Global Sustainable Tourism Council-GSTC for Hotel

With a strong intention and commitment to conducting business sustainably, the Company has set a target for all properties under Centara Hotels & Resorts (42 properties) to be certified for sustainable tourism by the Global Sustainable Tourism Council (GSTC) by 2025.

In 2024, 39 properties under Centara Hotels & Resorts were audited and verified for the Global Sustainable Tourism Standard in the Hotel category by Vireo and Bureau Veritas, both of which are GSTC-certified specialist auditing agencies. Additionally, Centara West Bay Hotel & Residences Doha has been certified by Green Key for the second consecutive year, a tourism sustainability standard that has also earned GSTC-Recognized status.

Green Hotel Plus Standard

Department of Climate Change and Environment has raised the standard for environmentally friendly hotels to international levels, achieving GSTC-Recognized status. In 2024, Centara Grand & Bangkok Convention Centre at CentralWorld was selected for assessment and received certification.

Green Hotel Standard

Centara Anda Dhevi Resort & Spa Krabi (G Mark Gold level), Centara Grand & Bangkok Convention Centre at CentralWorld (G Mark Silver level), and Cosi Pattaya Wong Amat Beach (G Mark Silver level) received the Green Hotel Award from the Department of Climate Change and Environment, Ministry of Natural Resources and Environment. This brings the total number of hotels and resorts under Centara Group certified as Green Hotels to 11.

Furthermore, a total of four properties under Centara Hotels & Resorts have been awarded the Thailand Hotel Standard 2024–2026 certification by the Ministry of Tourism and Sports, in collaboration with the Tourism Authority of Thailand (TAT), the Thailand Hotel Standard Foundation, and the Thai Hotels Association. These properties include Centara Grand Beach Resort Phuket, Centara Kata Resort Phuket, Centara Sonrisa Residence and Suites Sriracha, and Centara Life Hotel Bangkok Phra Nakhon.

Hotel Sustainability Certifications and Standards Recognition in 2024

Hotel	GSTC	Green key	Asean Green Hotel	Green Hotel Plus	Green Hotel Bronze	Green Hotel Silver	Green Hotel Gold	STAR Rating by TAT 3 stars	STAR Rating by TAT 4 stars	STAR Rating by TAT 5 stars	Low carbon Hotel Award	TSEMS*	AMVS**	TMVS***	Dubai Sustainable Tourism Awards
Centara Reserve Samui	•						•								
Centara Grand & Bangkok Convention Centre at CentralWorld	•		•							•		•		•	
Centara Grand at Central Plaza Ladprao Bangkok	•		•				•			•		•	•	•	
Centara Grand Beach Resort & Villas Krabi	•														
Centara Grand Beach Resort & Villas Hua Hin	•		•							•	•				
Centara Grand Mirage Beach Resort Pattaya	•						•								
Centara Grand Beach Resort Phuket	•							•				•			
Machchafushi Island Resort & Spa Maldives	•														
Centara Grand Hotel Osaka	•														
Centara Villas Samui	•														
Centara Villas Phuket	•														
Centara Kata Resort Phuket	•														
Centara Karon Resort Phuket	•														
Centara Chaan Talay Resort & Villas Trat	•														
Centara Hotel Hat Yai	•		•			•				•					
Centara Udon	•						•				•		•	•	
Centara Anda Dhevi Resort & Spa Krabi	•						•								
Centara Watergate Pavilion Hotel Bangkok	•														
Centara Q Resort Rayong	•									•					
Centara Koh Chang Tropicana Resort										•			•		
Centara Ao Nang Beach Resort & Spa Krabi	•									•					
Centara Korat	•									•				•	
Centara Ubon	•									•				•	
Centara Ayutthaya	•														
Centara Riverside Hotel Chiang Mai	•									•			•		
Centara Ras Fushi Resort & Spa Maldives	•														
Centara Mirage Beach Resort Dubai	•														•
Centara Muscat Hotel	•														
Centara Mirage Resort Mui Ne	•														
Centara Sonrisa Residences and Suites Sriracha	•									•					
Centara West Bay Hotel & Residences Doha		•													
Centara Life Government Complex Hotel and Convention Centre Chaeng Watthana	•						•			•		•	•	•	
Centara Life Maris Resort Jomtien	•														
Centara Life Phu Pano Resort Krabi	•						•	•							
Centara Life Hotel Mae Sot								•							
Centara Life Cha Am Beach Resort Hua Hin	•														
Centara Life Hotel Bangkok Phra Nakhon										•					
Centara Life Muscat Dunes Hotel															
COSI Samui Chaweng Beach	•														
COSI Pattaya Wong Amat Beach	•					•									
COSI Krabi Ao Nang Beach	•		•				•								

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

Social Dimension

Goal and Performance of year 2024

Social Performance Result	2024 Target	2024 Performance
	Average training hours for hotel business employees: 60 hours/person/year	• 83 hours/person/year
Goal 5.1 / Indicator 5.1.1 **Goal 5.5 / Indicator 5.5.2**	Financial resource allocation for human capital development in the hotel business	• increased by 7%
	To be awarded employer recognition for reflecting employee choice by external agencies	• HR Excellence Awards Thailand 2024 • Great Place To Work Certified
Goal 8.8 / Indicator 8.8.1	Employee Satisfaction Survey for Hotel Business	• Employee Satisfaction score for Hotel Business increased by 7%
	Employee Satisfaction Survey for Food Business	• Employee Satisfaction score for Food Business increased by 22%
	Total number of female executives in hotel and food business at manager level or higher is over 50%	• 53%
Goal 12.2 / Indicator 12.2.2	Work-related fatality rate for Food Business: 0 Work-related fatality rate for Hotel Business: 0	• 0 • 0.091
	Supporting persons with disabilities with career opportunities: hiring of disabled employee in compliance with legal requirements: 100%	• 100% (Increased by 10.25%) • Award for Empowerment of Persons with Disabilities 2024 (Outstanding Level)
	Number of employee volunteer hours in social and environmental dimensions: 9,000 hours per year	• Number of employee volunteers 9,749 hours

Achieved the goal   Achieving the goal

The Company's key social and operational objectives are to develop potential, enhance the quality of life and safety of all employees by fostering a positive work environment, and cultivate an organizational culture that promotes continuous learning. This approach aims to generate essential knowledge for both individual and organizational development, enabling the Company to operate effectively amid fluctuations and evolving stakeholder expectations. In addition, the Company promotes respect for human rights both within the organization and across all related business relationships. It is committed to supporting and developing society in every area where it operates, guided by the principles of creating opportunities, generating careers, and building communities to enhance the quality of life. To collectively transition towards a society that embraces comprehensive sustainability, the Company supports local employment to reduce migration issues and provide opportunities for vulnerable groups to earn income and support themselves and their families. This includes supporting the employment of individuals with disabilities, the disadvantaged, and the elderly through the Company's social projects. In addition, the Company increases support for purchasing goods, products, and services from local communities to generate economic growth in the community and surrounding areas, while also reducing environmental impacts associated with cross-area transportation.

Human Rights

Key Performances 2024: Human Rights

100%

of hotel employees, from operational staff to high-level executives, have received training in Human Rights.

HUMAN RIGHTS DUE DILIGENCE

Review of Human Rights Due Diligence

Concluded a
100%

Review of human rights assessments for TIER 1 supplier partners

42 : 58

Gender diversity in the employee ratio of permanent male and female employees

Challenges

- Human rights issues are considered fundamental rights and freedoms that continue to receive significant national and international attention. Particularly as there has been an increasing focus on monitoring and scrutinizing human rights practices to meet stakeholder expectations and comply with regulations and laws related to labor practices. Organizations, including ESG assessors, expect companies to "know and show" that their activities align with human rights principles. This underscores the importance of extending stewardship to supply chains involved in the Company's activities. Therefore, operating responsibly and upholding human rights is both a significant challenge and risk that may impact the Company's operations, requiring careful and continuous management.

Opportunities

- To respond to challenges, the Company prioritizes transparent and fair management and governance, adhering to human rights principles. Recognizing that human resources are a key driver of its business, the Company places great emphasis on effectively managing human rights risks. Such risk management strengthens an organizational culture that respects human rights and values the diversity of employees and labor groups within the value chain. This not only mitigates reputational risks, litigation, and potential damages in the supply chain but also enhances investor confidence and strengthens credibility and trust among relevant stakeholders. These actions also enhance competitiveness while generating both economic and social returns. Additionally, they have a positive impact on the recruitment, motivation, and retention of potential employees, strengthening labor stability that aligns with sustainable business operations and supports the long-term continuity of the business.

Human Rights Operations

The Company recognizes the risks and opportunities associated with sensitive human rights issues and their positive and negative impacts on business activities. Therefore, it prioritizes responsible management and ensures that its operations are free from human rights violations, aligning with the principles of good corporate governance and demonstrating respect for human rights in accordance with the expectations of all stakeholders. The Company upholds human rights principles in accordance with its human rights policy framework, which aligns with the Sustainable Development Goals (SDGs), Thai legal principles, and international principles, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the United Nations Global Compact (UNGC), the fundamental principles and rights at work according to the International Labour Organization (ILO), and the labor laws of each country in which the Company operates. The Company is committed to non-discrimination, ensuring equal treatment regardless of race, nationality, religion, gender, sexual orientation, age, skin color, language, ethnicity, disability, or any other status.

The Company has established policies and practices addressing key human rights issues for its employees and has communicated its commitment to business partners within its business relationships. These policies cover areas such as child labor, forced labor, discrimination, human trafficking, sexual harassment, collective bargaining, freedom of association, and the promotion of fair and equal compensation to ensure proper standard of living, etc.

The Company also recognizes the protection of human rights for vulnerable and marginalized groups, with a particular focus on children's rights. It upholds this commitment by adhering to the United Nations Children's Fund (UNICEF) guidelines on Children's Rights and Business Principles (CRBP). The Company operates in alignment with the CRBP framework, emphasizing the promotion of children's access to safe services. This includes providing dedicated kids' areas, such as the Kids Club and Kids Spa, under the supervision of experienced staff. Additionally, the Company offers a children's menu focused on nutrition and has established a Child Protection Policy to ensure the safety and well-being of child customers. Additionally, this principle supports the elimination of child labor in business operations and business relationships, in accordance with international laws and regulations, ensuring that underage children are not employed. This commitment extends to business partners, including inspections to identify any use of child labor. If a risk of child labor or a violation of children's rights is detected in a business partner's operations, the Company will take strict measures, including the potential termination of the business relationship.

The Board of Directors and Management place great importance on human rights risks and have established a systematic and continuous risk management process to ensure compliance with human rights principles. The organization identifies and assesses human rights risks through a comprehensive Human Rights Due Diligence process, which serves as a framework for its current operations. Additionally, the Risk Management Department mandates that human rights issues be considered and assessed before entering into any new business partnerships to ensure alignment with the organization's human rights practices. Relevant departments are responsible for identifying, preventing, and mitigating potential human rights impacts across the Company's value chain, working in the same direction and prioritizing risks based on their severity and likelihood of impact. This risk assessment process follows the United Nations Guiding Principles on Business and Human Rights (UNGPs), which serve as guidelines for organizations to respect human rights. A comprehensive human rights due diligence process includes policy formulation and commitment, risk and impact identification, risk integration and action on risks, performance monitoring, reporting, and is supported by grievance mechanisms and remediation. To enhance its human rights management mechanism, the Company conducts an annual review of its human rights policy to stay updated on changes and ensure it covers key human rights issues.

The Company communicates its human rights policy to all partners and business partners across relevant business relationships. It reviews business partners' ethical standards and practices through Supplier Desk Assessments, On-site Visits, and Sustainability Surveys to collaboratively prevent and avoid human rights violations. In 2024, the food business achieved a 100% assessment rate for Critical Tier 1, with 357 business partners receiving human rights training. The hotel business assessed 38.96% of its Critical Tier 1 and had 180 business partners participate in human rights training.

Additionally, the Company promotes an organizational culture that emphasizes compliance with international human rights principles and collective agreements, as outlined in its policies and practices in the employee handbook. New employees receive training from the start of their employment, while existing employees undergo continuous training, supplemented by periodic assessments to evaluate their understanding. This ensures that all employees possess the knowledge and skills necessary to meet the specified standards. In 2024, 100% of employees, from operational staff to high-level executives, participated in human rights training.

Human Rights Due Diligence Framework

Policy Commitment	Human Rights Due Diligence	Access toi Remedy

Embedding the Responsibility
Embed Human Rights policy into management systems and oversight bodies

Human Rights Policy Commitment
Announce Human Rights Policy to explain how the Company respects human rights

Human Rights 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.

Communicating
Disclose performance with external stakeholders regarding how we handle impacts.

Tracking Implementation and Result
Track effectiveness of the response.

Grievance Mechanism & Remediation
Set up contact points for recieving report and develop process to investigate

Human Rights Risk Assessment Process

The Company has assessed risks within the framework of its systematic risk assessment process to guide its risk management operations in the same direction and ensure compliance with international standards. The company has identified human rights risks as a material topic in sustainability management which must be assessed in order to prepare for, identify measures to respond to, prevent, and reduce such risks to an acceptable level. In 2024, the Company conducted a comprehensive review of the Human Rights Due Diligence process related to service provision in Thailand, covering the hotel and food businesses, as well as all customers, business partners, and relevant stakeholders (100%). The assessment found that the identified human rights risks remained significant, as in the previous year. Additionally, issues were identified in the operational process regarding the management of complaints, cybersecurity and personal data protection, and the working environment. The Company has assigned relevant departments to take action in controlling these risks. Regarding human rights risks associated with business partners, issues such as complaint management, cybersecurity, personal data protection, and the use of child labor were identified as key risks. The Company has communicated with business partners to monitor and control these risks.

The Company has incorporated its systematic risk management and assessment framework into the evaluation of human rights risks as follows:

1. An analysis of the organization's internal environment, covering aspects such as organizational culture, executive policies, personnel practices, work procedures, and information systems, etc.
2. Determination of objectives and scope in managing human rights risks, aligned with the Company's context and business strategy.
3. Human rights risks are identified by collecting and analyzing data from the same industry group and comparing them with internal risks identified through internal discussions. Potential human rights risks within the organization and across the supply chain include forced labor, child labor, working conditions, labor practices, discrimination, freedom of association and collective bargaining, freedom of expression, environmental and community rights, access to remedies, cybersecurity, and data privacy.
4. Risk assessment is conducted by evaluating the likelihood of risk and the impact of risk events in comparison with the risk map. This map assesses risk levels based on impact and probability, using a scoring scale from 1 to 5. It establishes risk scoring criteria aligned with human rights issues to prioritize and classify risk levels in various issues. The salient human rights issues include the right to access to effective remedy and the right to privacy.
5. For the risk response and mitigation plan, the Company utilizes the results of risk assessment and prioritization to determine appropriate risk response measures. These measures help address and manage risks to acceptable levels, including developing a human rights impact mitigation plan and implementing solutions in collaboration with stakeholders.
6. For performance monitoring, the Company monitors the results of risk management within the specified timeframe as outlined in the Control Activity Plan. The Company is required to report risk management results to the Risk Management, Corporate Governance and Sustainability Committee on a quarterly basis to ensure that the implemented measures effectively mitigate human rights impacts.
7. For the communication of impact remedies, the Company communicates and explains its operational guidelines to both internal and external stakeholders through various communication channels, including the Company's website, annual report, and other public platforms.

Grievance Mechanism Management

The Company has analyzed and identified human rights-related risks both internally and externally. It has developed a comprehensive mitigation and remediation plan covering 100% of identified risks. Additionally, the Company has implemented a whistleblowing policy to track potential human rights violations arising from its activities. This policy outlines the reporting process, the timeframe for fact-finding, and the responsible unit for handling complaints. Furthermore, the Company has enhanced its complaints policy by establishing measures for whistleblower protection, ensuring that whistleblowers are safeguarded from harassment, threats, or punitive actions. It also enforces a strict non-retaliation policy to prevent any form of retaliation against individuals who report misconduct, including human rights violations.

Remedial Measures

Remedial measures are determined based on the level of impact of human rights risks associated with the issue. The Company provides both monetary and non-monetary remedies, including assistance in accessing the remedial process and other relevant corrective measures. In 2024, there were two complaints related to human rights violations in the hotel business. One complaint has been investigated, resolved, and compensated according to the established measures, while the other is still under investigation. Additionally, there were nine complaints related to human rights violations, including sexual harassment, and discrimination, in the food business. Of these, eight have been investigated, resolved, and compensated according to the established measures, while one remains under investigation.

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

Human Resources Development

Key Performances 2024: Human Resources Management

83 Hrs/Person/Year

Average training hours for hotel business employees, exceeding the target of 60 hours/person/year

71.43% : **100%**
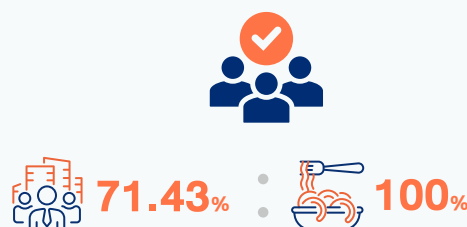
Ratio of existing employees filling internal vacant positions

Challenges

- At present, preparing human capital, from operational staff to executive levels, with the skills, adaptability, and readiness to cope with industry changes is a challenge for many organizations. In addition, human resource management strategies are closely linked to employee development, career advancement, the increasingly complex expectations of stakeholders, employee retention and attraction, and employee engagement with the organization. Therefore, the Company must remain alert and proactive to keep up with potential changes. Furthermore, human resource development requires the integration of intellectual, social, and emotional capital. This includes creating organizational values that promote learning, cultivating corporate culture that respects human rights, embraces diversity and equality, and ensures a safe working environment, both mentally and physically, etc. If not properly managed, these challenges may impact the Company's operational efficiency, increase management costs, disrupt business continuity, and weaken competitiveness. Therefore, human resource development must be systematically managed, monitored, and analyzed, with strategies continuously refined and improved.

Opportunities

- Human resources are a key factor in driving sustainable and steady business growth. They are assets that continuously add value. Recognizing this, the Company sees an opportunity and prioritizes human resource development by creating comprehensive knowledge, promoting flexibility in accepting and adapting to rapid changes in the business ecosystem, and encouraging continuous learning and self-development. Additionally, it emphasizes creating an organizational culture of mutual respect and providing a work environment that is conducive to good physical and mental quality of life. These efforts benefit both the Company and its stakeholders while creating positive impacts across multiple dimensions, such as retaining talent, attracting new potential employees, enhancing work efficiency and quality, and creating a strong corporate culture that drives collective success toward the Company's goals. Additionally, they provide a competitive advantage by reducing recruitment costs. Therefore, if the Company successfully develops its employees' potential in alignment with evolving trends, market demands, and business growth directions, it will strengthen its position as a leader in the service industry. This will also enhance its ability to innovate products and services while identifying new business opportunities that create long-term value. At the same time, employees will have the opportunity to grow alongside the organization in a stable and sustainable manner.

Human Resource Management Strategy

The Company places great emphasis on human resource development, recognizing the Human Resources Department as a key unit in enhancing organizational efficiency and strengthening its organizational culture foundation. Additionally, the Company prioritizes aligning human resource management with its vision, strategy, and risk management framework (HR Business-Driven). This is achieved through the integration of various policies of the Company, including the People Management Policy, Succession Plan Policy, Human Rights Policy, Occupational Health, Safety, and Work Environment Policy, and the Risk Management Policy related to human resources, etc.

The Company is committed to enhancing its human resource management system to be modern and performance-driven, aligning with the needs of each business unit. This approach supports the vision of providing an exceptional work experience for all, positioning the Company as a "Best Workplace," strengthening its employer brand, and cultivating an organizational culture that values diversity, equity, inclusion, and belonging (DEI&B). By doing so, the Company aims to gain employee acceptance, attract talents, and build a resilient culture that effectively supports change. In addition, the Company supports continuous training and development of personnel, emphasizing relationship-building among employees, ensuring proper work management within appropriate working hours while placing emphasis on reducing excessive working hours, and setting fair compensation and benefits based on experience and ability. Compensation is also benchmarked against industry standards to ensure equal pay for all employees, regardless of gender. Furthermore, the Company focuses on effectively managing and resolving conflicts within the organization.

VISION

PEOPLE STRATEGY — THE PLACE TO BE *Workplace*

| CENTARA ACTION TEAMS OWN AND DRIVE IMPARTMENTS | ALIGNED PLANS: HOTELS PROPETIES – FUNCTION |

4 KEY IMPERATIVES

| Cultivate Strong Leadership Capabilities and Transform the Organizational Culture to Align with the Demands of the New Economy. | Enhance Cost Optimization, Infrastructure Systems, and Process Effectiveness. | Develop Internal Capabilities and Enhance the Performance Management Process. | Enhance our Reputation to the Best Employer in Thailand Promote Organizational Sustainability and Good Governance |

METRICS

| IMPROVED MANAGEMENT BENCH STRENGTH | IMPROVED EMPLOYEE RETENTION RATE | IMPROVED ENGAGEMENT SCORES |

STRATEGIES

• Improve and align internal communication and people Culture
• Encourages agility, empowerment and development
• Increase a sense of connection to the broader business context
• Drive behaviors change toward the Company culture
• Wellbeing at Workplace - Flexy Healthy Office environment
	• Optimizing Human Resource Efficiency.
	• Streamlined Procedures (SOP) / Tools/Technology – Minimize Redundancy
	• Well-Defined Decision-Making Framework for Enhanced Clarity
	• Ensuring a Competitive total Compensation Package, Covering Pay, Benefits, and Well-being
	• Enhance the Procedure for Attracting and Developing Internal and External Talent
		• Build up Centara Academy Program: i.e. Functional Program: HR, Finance and etc.
		  ○ People Manager Program
		  ○ HR: Recruitment / Selection Process, and interview technique, PMS
		• Improve quality and consistency of people management processes
		• Increase the number of high-potential to 15%
			• Continue work and participate in the Corporate Social Responsibility (CSR) program
			• Build employees engagement
			• Talent pipeline- Internship / Mgt. Trainee Program- Partner with Domestic & International Universities
			• Build an internal occupation school for external people from the undeveloped province

FOUNDATION

| COMMITTED AND ALIGNED EXCOM TEAM – WITH CONSISTENCY IN APPROACH AND COMMUNICATION | ENROLLED AND MOTIVATED GMs & MANAGERS |

Hotel Business

The Company operates in alignment with its 5-year Human Resources Strategic Plan (2024-2028), which envisions creating a good workplace for everyone, positioning itself as a "Best Workplace," and strengthening its employer brand. This strategy is built upon four key components: 1) Leadership, 2) Process and Efficiency, 3) Training and Development, and 4) Workplace and Employer Branding. The Company has planned its operations as follows:

1. **Leadership Development and Effective Management:**
   Enhancing skills by integrating and connecting knowledge across departments to prepare future leaders who possess a multidimensional understanding of work. This includes creating effective communication skills and the ability to make well-informed, comprehensive decisions.

2. **Process Improvement and Optimization**
   Enhancing work processes for greater efficiency by reviewing and analyzing performance results. This serves as a guideline for developing more flexible and streamlined workflows while maintaining high-quality standards and ensuring workplace safety.

3. **Employee Training and Development:**
   Promoting learning and enhancing employees' potential across various areas to equip them with the knowledge and future skills needed to meet market and industry demands. This includes allocating sufficient budgets and resources for training to enhance intellectual capital, such as knowledge and expertise; social capital, through organizational structure and culture; and emotional capital, to build confidence and improve the ability to perform duties effectively. Additionally, the Company emphasizes the regular measurement of development results to analyze and compare them with desired outcomes in terms of work quality and efficiency. These results play a crucial role in driving sustainable business growth.

4. **Creation of a Best-Workplace Environment**
   Developing a work environment that supports employee well-being and mental health by enhancing operational flexibility to accommodate new ways of working. This includes creating trust, acceptance, and respect for diversity within the organization. The Company upholds the principle of caring for employees as family members, ensuring fairness and equality in hiring, appointments, transfers, and promotions based on performance. This approach creates a sense of ownership and commitment to the organization.

5. **Diversity, Equity & Inclusion Management**
   The Company respects the lifestyles and diversity of all employees and recognizes the value and opportunities that come from effective diversity management. The Company also supports freedom of association, providing employees with opportunities to regularly exchange opinions. By actively listening to these insights, the Company aims to refine policies and practices related to employee stewardship.

6. **Integrated Technology for Human Capital Management**
   Enhancing departmental capabilities in managing human resources efficiently by integrating technology to streamline complex processes. This approach improves the Company's systems and strengthens its ability to attract and recruit top talent.

7. **Building a Strong Employer Brand**
   Developing and promoting the organization's image as an employer committed to good governance and employee satisfaction. This is achieved by emphasizing core values, organizational culture, and growth opportunities for employees. The Company also focuses on nurturing and retaining internal talent (Talent Marketplace and Retention) by implementing succession programs, training initiatives for high-potential employees, and supporting innovative work models and employment patterns (Future Workforce) to enhance competitiveness.

Food Business

In 2024, the Company is committed to integrating personnel management strategies with workforce diversity to strengthen its corporate identity and create social awareness. This approach emphasizes diversity, equity, inclusion, and belonging (DEI&B) while preparing employees to adapt to rapid organizational changes. Additionally, the Company aims to instill awareness of creating an environment where workforce mobility and internal rotation become the new normal. The key operational components are as follows:

1. **Shaping the Perception of a DEI&B Organizational Identity**
   Strengthening a culture that values and respects diversity while actively promoting awareness and communicating the organization's identity. This includes external communication through online campaigns such as "Pride in Your Best," offering tailored benefits for LGBTQ employees, and enhancing overall benefits to better align with employee expectations.
2. **Employee Readiness for Responding to Rapid Organizational Dynamics**
   Training employees to adapt to job rotation and organizational changes with flexibility. This process involves four key steps: Exploring employee potential (Explore), planning training programs to promote new knowledge and skills (Plan), practicing job rotation (Rotate) under supervisory guidance, and evaluating progress (Evaluate) to identify and improve weaknesses. This approach enables the Company to address various workforce demands, ensure business continuity, reduce recruitment costs and processes, and support employees' career growth within the organization
3. **Employee Productivity for Organizational Capabilities**
   Allocating resources and investing in skill development to enhance employee potential. This includes training programs and hands-on learning experiences designed to increase capabilities, improve work efficiency, and create positive impacts that contribute to the organization's potential enhancement.
4. **Integration of Automation-Led Work Procedures**
   Implementing automation in core HR processes, including transitioning service tasks to self-service models. This enhances service standards and creates a better experience for both employees and customers.

Employee Recruitment

The Company's recruitment process for both the hotel and food businesses emphasizes a culture of diversity, equity, and inclusion (DEI). It follows an expertise- and performance-based approach, providing opportunities to talented individuals both internally and externally. To align the recruitment process with business activities and strategies, the Company facilitates personnel rotation and transfers to fill vacant positions as needed. This approach not only ensures operational continuity but also enhances career advancement opportunities for employees. In 2024, internal employees filled 71.43% of vacant positions in the hotel business and 100% in the food business. Simultaneously, the Company continues to welcome talented individuals from outside the organization to contribute to business growth and strengthen organizational capabilities.

Additionally, the Company ensures that all business units operate in accordance with human rights principles and comply with the laws of each country in which it operates. The Company upholds a strict non-discrimination policy, ensuring fair treatment regardless of race, nationality, religion, gender, sexual orientation, age, skin color, language, ethnicity, disability, or any other status. Recruitment decisions are based on qualifications, experience, and expertise relevant to each position, as well as alignment with the organization's values and culture. The Company believes that selecting personnel who embody these principles will contribute to a positive impact and drive sustainable organizational growth.

Hotel business has established the following recruitment guidelines: 1) Plan recruitment and selection based on current business needs; 2) Define and update job descriptions to accurately reflect the actual work environment, along with clearly specifying the required qualifications; 3) Utilize most effective communication channels to recruit employees, focusing on engaging the target applicant group that aligns with the Company's needs; 4) Screen and select applicants based on their qualifications, following two recruitment approaches: Internal Recruitment and External Recruitment. For internal recruitment, the Company recruits personnel or candidates from within the organization to fill vacant positions. When a position becomes available, an internal job announcement is made, allowing eligible employees to apply for promotions, transfers, or role changes within the same or different departments, as appropriate. For external recruitment, the Company hires new employees or candidates from outside the organization.

Food business has established recruitment guidelines based on employee groups and functional groups as follows: 1) Office Employees: Recruiting candidates with the necessary knowledge and skills for the role by selecting appropriate media for job advertisements, utilizing structured interviews, and conducting assessments to identify the most suitable applicants; 2) Restaurant Management Team: Prioritizing candidates with restaurant management experience while also promoting high-potential employees for career growth within the organization; 3) Operational-Level Employees: Hiring both experienced and inexperienced candidates for restaurant service roles, including permanent and temporary positions.

The Company utilizes a mix of offline and online public relations media for recruitment. This includes job announcements for internal employees within the hotel business, food business, and Central Group, as well as organizing Career Day and Open House events in collaboration with educational institutions. Recruitment efforts extend across various channels, including job search websites and social media platforms such as Facebook, LinkedIn, and Instagram. Additionally, the Company supports inclusive hiring by leveraging specialized tools, such as the @NooYimCRG AI Chat-Bot, to assist vulnerable groups, including people with disabilities. Additionally, the Company implements a referral program that allows employees to recommend friends or acquaintances for job opportunities within the organization. Recruitment efforts also include setting up public relations booths, hosting

events, and participating in job fairs to attract local applicants. The Company collaborates with educational institutions through roadshows to promote student and intern recruitment for Cooperative and Work Integrated Education Program (CWIE). Furthermore, it organizes the "Recruitment Champion" program, which provides higher education students with hands-on training and real work experience.

In 2024, total recruitment costs amounted to 3.6 million Baht. The hotel business experienced a 12% decrease in the average cost per recruit compared to 2023, while recruitment costs for the food business remained largely unchanged from the previous year.

Training for Employee Potential Development

The Company prioritizes the development and enhancement of employee skills, including soft skills, hard skills, and reskilling. This also includes training programs that comply with legal requirements, all within a human resource management framework designed to support sustainable business growth amid rapid industry disruptions. Recognizing both the challenges and opportunities in operations, the Company has developed a learning plan to enhance employee potential in alignment with its strategic direction, market trends, and stakeholder expectations. By focusing on "employees" and key contributors as drivers of the business, the Company aims to maintain its competitiveness and create added value.

Training and Potential Development Plan for Hotel Business Employees

In 2024, the Company updated its training target, requiring employees to complete at least 60 hours of training per year. This year, the average training hours per employee increased by 40% compared to 2023, reaching 83 hours per person annually. The Company is committed to conducting a Training Needs Analysis Metric by evaluating positions, job descriptions, and performance results. This ensures the development of training programs that align with organizational objectives, along with effective resource allocation and the creation of an annual training roadmap. Based on the analysis results, the Company has implemented training and development programs for employees at all levels. It has also promoted and introduced free online learning resources from external platforms, websites, and live learning sessions. For employees from first to senior management levels, the Company requires the creation of an Individual Career Development Plan (ICDP) to ensure their training aligns with the annual ICDP framework. Training for these employees focuses on people management, mindset development for both work and life, and other relevant areas. For operational employees, training emphasizes excellence in customer service and specialized skills relevant to their roles. Additionally, the Company has established mandatory training courses for all employees, covering topics such as Code of Conduct, Personal Data Protection Act (PDPA), Cyber Security Awareness, and Sustainability Basics. In 2024, 100% of employees successfully completed all required training courses.

For the overview of training courses for hotel business employees in 2024, a total of 24,214 training sessions were conducted, categorized as follows: 2 Onboarding Programs, 4 Compulsory Courses, 2,585 Management & Leadership Courses, 21,297 Functional Courses, 195 Selective Courses, and 131 Language Courses. Training was delivered through 20% online learning and 80% offline learning.

Evaluation of Key Training Programs for Employees and the Organization in the Hotel Business

1. "Individual Career Development Plan (ICDP)": The ICDP supports executives and senior-level employees in developing skills and career growth plans by analyzing their strengths, weaknesses, and opportunities for further potential development. It helps set clear and achievable career goals that align with the Company's direction and industry changes. The Company has begun monitoring and evaluating the outcomes of this initiative in both monetary and non-monetary terms. Success is reflected in multiple dimensions, including employee commitment to their roles and skill development, which enhances job performance and the ability to make strategic business decisions that maximize organizational benefits. This also improves employee retention, particularly among high-potential individuals, while reducing recruitment costs. As a result, the average Cost Per Recruit decreased by 12% from 2023.

2. "Leader as Coach" helps enhance the coaching skills of team leaders, who are considered essential in guiding the organization toward achieving its goals. This approach integrates coaching skills into the team management process, emphasizing the importance of building strong relationships with team members through: active listening, thought-provoking questions, and constructive feedback to encourage the team to learn and improve on areas of weakness under the supervision of the supervisor. The Company measured its success through increased team performance, innovative and continuous working process improvements by employees, and reduced silos, which strengthened team and organizational engagement. Additionally, employee satisfaction increased by 7% compared to last year's assessment.

Training and Potential Development Plan for Food Business Employees

The training and potential development plan for the food business requires a Training Needs Analysis Metric using both a top-down and bottom-up approach. This process includes consulting with executives and experienced professionals to establish guidelines for employee potential development in alignment with the Company's business direction, following the Business-Driven HR approach. Additionally, it involves discussions with employees to create an Individual Career Development Plan (ICDP) and gather information for resource allocation and the Training Roadmap for the following year.

In 2024, the employee development plan was revised to focus on three main issues: 1) The Future of Working: to adjust the current working style and prepare for responding to the new working style in the future by emphasizing Skill-Based Training; 2) Leadership Development at all levels: Providing training and development of essential skills to leaders at all levels to enhance leadership potential, improve process efficiency for agility, and build a strong talent pipeline to ensure continuous business operations; 3) Anywhere Anytime with Remote Learning: Enhancing the efficiency of employee training and development with an E-Learning platform designed to deliver an engaging learning experience and easy access to courses. This system also significantly reduces training management costs.

The Company's employee potential development program goes beyond enhancing intellectual capital by also supporting emotional and social capital to promote a high quality of life and workplace happiness for employees. This includes courses on stress management, financial planning, tax management, and more. The Company provides comprehensive support through various learning resources, such as curriculum development, budget allocation, and dedicated training venues, enabling all employees to engage in effective learning.

For an overview of the training courses aimed at developing the potential of food business employees, in 2024, the Company revised its training programs as follows: 1 Onboarding Program, 5 Compulsory Courses, 12 Functional Courses, 24 Selective Courses, 12 Management & Leadership Courses, and 2 Language Courses. In total, 56 courses were offered, with 89.55% conducted online and 10.45% delivered offline.

Evaluation of Key Training Programs for Employees and Organization in the Food Business

1. Food Science & Brand Business: Skills in formula research and development, production, packaging, and brand development are enhanced, all of which are essential for meeting customer needs and adapting to evolving food consumption trends. This includes developing nutritional aspects of food menus to cater to a variety of customer groups. The Company expects that, after training and hands-on practice, both employees and the organization will be able to enhance the potential of the R&D unit, enabling business and service expansion in the future.

2. Micro MBA: This program aligns with the HR management framework to support key succession planning. Employees will enhance their knowledge, management, and business development skills, preparing them to join the Talent Pipeline program and become future leaders within the organization. In 2024, the Company identified 83 high-potential employees for the Succession Plan.

Succession Plan

The Company recognizes the importance of business continuity management, and the risks associated with leadership shortages and key position transitions that may impact operations. Therefore, it sees an opportunity to develop leaders and implement a systematic succession plan. The Company's Nomination and Remuneration Committee has established the Succession Plan Policy as a framework for succession planning in key positions. This policy serves as a guideline for selecting individuals with the appropriate expertise, experience, and values that align with the organization's culture. The recruitment process ensures equal opportunities for both internal and external candidates, maintaining transparency and non-discrimination to maximize organizational benefits.

Hotel business has identified successors for key positions and implemented a skills training plan in conjunction with the Individual Career Development Plan (ICDP) for high-potential employees. This initiative prepares them for critical roles within the organization through various courses, such as management, leadership, communication, and decision-making training. It also includes special project assignments and coaching from leaders, equipping employees with the skills and experience needed in real-world situations. As a result, they are ready and confident to transition into future leadership roles effectively. In 2024, a total of 811 employees participated in the succession plan's development program.

Food business has selected potential employees and conducted an Ability Test to analyze the overall results. These results are used to determine the training and development plan, focusing on areas that need further strengthening before launching the Leaders for Tomorrow 2024 development project. This project is divided into two courses: the Team Leaders' Essential Skills course for Officer-level employees (JG11-13) and the Perspective Skills & Outward Outlook course for Manager-level employees (JG14-16). In 2024, a total of 83 employees underwent potential development as part of the succession plan.

Read more details for succession plan policy at
https://investor.centarahotelsresorts.com/storage/download/cg-document/centel-succession-plan-policy-en.pdf

Performance Appraisal

The Company has monitored the performance and made evaluate the Performance Appraisal Frequency, divided applies too key stages: 1) Mid-year success reporting period providing an opportunity for employees and supervisors to communicate about work processes, improve methods, and exchange constructive feedback, this promotes teamwork and enhances operational efficiency, aligning with both employee and organizational goals; 2) Year-end performance evaluation, discussed and compared among the management team and supervisors from each unit, to ensure that the evaluation process is fair, transparent, and consistently applies the same standards across the organization.

The Company has clearly defined key performance indicators (KPIs) that are measurable, including the scope of objective achievement, the specified time frame, and the feasibility of goals. Additionally, a proportion of essential skills, expertise, and personal attributes required for each role, referred to as "Core Competency", have also been established. Employees will be evaluated based on their ability to demonstrate core competencies that align with organizational objectives. Both individual and departmental performance goals are set in accordance with the organization's overarching objectives, with indicators tailored to the unit's nature, responsibilities, and assigned tasks. These indicators also encompass sustainability considerations, adherence to the code of conduct, and compliance with organizational rules.

Additionally, the Company utilizes performance evaluation results to determine annual salary adjustments and bonus payments, applying different salary adjustment proportions to ensure fair and principle-based compensation. These evaluation results are also analyzed to establish employee development plans. In cases of position changes, such as promotions, the Company relies on performance analysis as a key factor in decision-making, as well as for managing critical personnel within the organization.

In 2024, the percentage of evaluated employee is 100% that covered male and female in all levels.

In the hotel business, preliminary performance measurement and evaluation are conducted based on predefined success indicators. The results are then discussed by the management team to assess the completeness of these indicators and refine the evaluation process to better align with the organization's goals. This ensures that performance evaluations accurately reflect actual results, allowing the Company to determine employee compensation appropriately. Additionally, the organization provides employees with the opportunity to consult on their annual assessment results to analyze and develop an Individual Career Development Plan (ICDP). This approach creates an organizational culture centered on continuous development, encouraging employees to continuously learn and enhance their skills, which are key factors in driving business innovation and strengthening the organization's long-term competitiveness.

In the food business, performance feedback is monitored periodically, both formally and informally, with a focus on effectively communicating performance results and promoting a culture of recognition. Each year, top executives, supervisors, and employees jointly review performance results by comparing them to the agreed-upon standards or goal setting and aligning them with proportions that vary by position level, based on the annual evaluation ranking distribution. This ensures that evaluations accurately reflect actual performance. Additionally, the evaluation results are used to determine compensation and develop training plans to enhance employee potential. The Company also empowers employees to create their own ICDP based on the previous year's performance results, enabling them to improve their current skills and prepare for future growth. This approach promotes ongoing self-development and performance improvement.

Employee Stewardship
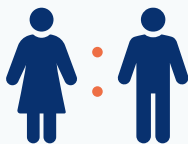
0.81 : 1

Gender Pay Gap base salary ratio of female to male employees across all levels

53%

The average proportion of female executives at the managerial level and above in the hotel and food businesses was 53%.

78%

Employee satisfaction in the food business was 78%, earning recognition as a Great Place To Work.

EMPLOYEE JOURNEY

Employee Journey program for employees with disabilities

Challenges	• Both the hotel and food businesses continue to rely primarily on labor-intensive operations as a key factor in their business activities. Currently, the service industry faces challenges due to shifts in population dynamics and changing work patterns. Additionally, employees' expectations for a better quality of life, improved working environments, and greater equality and inclusion within organizations have contributed to increased labor mobility. Therefore, organizations must prioritize labor risk management and develop strategies to support employees across all groups, creating a conducive, fair, and equitable working environment. Furthermore, employee expectations encompass various factors that organizations must carefully consider. Neglecting these issues can negatively impact employee performance and hinder the retention of talented personnel, which affects the continuity of business operations, the organization's long-term competitiveness, and effective labor management. These are crucial elements for ensuring stability within the hospitality industry.
Opportunities	• These challenges serve as key guidelines for the Company to design employee management and stewardship plans that align with human resource development strategies and business directions. Focusing on employee retention effectively mitigates the risk of labor shortages. Furthermore, comprehensive employee stewardship and promoting an open organizational culture help strengthen employee engagement, enhancing their participation and creativity. Creating an environment conducive to collaboration is crucial for building competitive advantages and ensuring long-term success. As well, management that prioritizes these factors enables the organization to effectively navigate current uncertainties, enhancing their readiness to overcome potential crises. This approach makes the organization more flexible and capable of driving steady, sustainable business growth.

Labor Practices

The Company emphasizes systematic labor management in compliance with international standards and legal requirements. It has established a welfare committee, an employee committee, and a welfare working group in line with the Labor Protection Act, B.E. 2541 (1998) to promote labor oversight in accordance with human rights principles, collective bargaining agreements, and relevant laws. Additionally, the Company emphasizes creating a participatory process between employees and employers, with representatives from both parties serving on the welfare committee, selected through an election process. This facilitates the exchange of ideas from diverse perspectives and drives improvements in employment conditions, ensuring fairness and developing welfare programs that meet employees' needs and benefit all levels of the organization.

To ensure a safe working environment both physically and mentally, the Company has appointed a Health and Safety Committee, which holds regular monthly meetings to assess risks and monitor working hours, ensuring they are appropriate and reducing excessive work hours. The primary focus is on employee efficiency and safety, with the goal of minimizing work-related accidents. In addition, the Company recognizes that discrimination and harassment, including both sexual and non-sexual issues, are critical matters that must be managed and assessed from all perspectives. Adhering to the Company's human rights policy as a primary guideline, the Company focuses on prevention, mitigation, and providing a remedy mechanism that aligns with international standards, applicable to both domestic and international business practices. In 2024, the Company received complaints related to discrimination and harassment through whistleblowing channels and the Speak Up project, as follows: human rights violations (1 case), sexual harassment (1 case), and discrimination (7 cases), totaling 9 cases. Of these complaints, 8 cases have been investigated, resolved, and remedied in accordance with established procedures, while 1 case is still under investigation.

The Company has provided training and evaluation on human rights and harassment awareness, requiring all employees to complete the training and meet the test criteria. This initiative aims to promote an organizational culture of mutual respect and enhance fair labor practice. In 2024, 100% of employees successfully passed the training. Additionally, the Company emphasizes comprehensive welfare management that aligns with the changing social context and stakeholder expectations. This includes overseeing the performance appraisal and compensation to ensure fairness and transparency, taking into account the abilities and performance of each employee, without discrimination or exclusion of any group. The Company supports and promotes equality and inclusivity in the workplace, encompassing LGBTQ employees, older employees, and persons with disabilities. This initiative aims to enhance employees' quality of life and motivate them to collaborate in driving the organization toward its goals.

In 2024, the Hotel Business Welfare Committee has continued to focus on employee well-being through Employee Support Programs, particularly those related to health and well-being. Health insurance coverage has been enhanced to better align with current medical expenses, and additional benefits include medical expense reimbursement, family welfare programs (such as Family Day), regional and business unit sports competitions, and training programs to promote good health. Furthermore, the Company supports work flexibility by offering flexible working hours and remote work options (work from home) for Head Office employees. The workplace is also designed to accommodate the needs of diverse employee groups, with facilities such as a nursing room, relaxation room, dedicated space for mothers, and breast milk expression facilities

In 2024, 100% of Employees (hotel and food business) were under supervision of The welfare committee.

In the food business, the Welfare Committee has been advocating for the expansion of health care and well-being benefits for all employees. Key outcomes include: collaboration with accommodation establishments to provide partner dormitory welfare for employees at branches; the addition of 33 more hospitals for medical referrals without advance payment; the expansion of medical coverage to include additional hospitals in Bangkok Metropolitan areas, the West, the South, and the Northeast, covering the entire business area; an increase in the welfare limit for eyeglasses and contact lenses from 1,000 Baht to 1,500 Baht per year; and the expansion of special meal benefits for employees working on public holidays. Furthermore, there have been improvements in welfare benefits for LGBTQ employees and employees with special needs, including financial support for LGBTQ employees seeking gender affirmation surgery, as well as the provision of leave for the surgery and recovery.

The Company has been continuously improving the Employee Journey plan for employees with disabilities to enable them to work and live in society with equal dignity. In 2023, the Company launched "CRG Deaf Community A Space for Creating Happiness for the Voiceless" at KFC, Baan Silom Branch, which continues to operate. The Company has also implemented a recruitment and selection system for disabled employees using the AI Chatbot "NooYim CRG," enhancing communication and providing equal career opportunities. Furthermore, there are initiatives aimed at developing the quality of life and potential of employees in special group, such as relationship-building activities, training through the E-Learning Management System, and equal career growth opportunities. The Company also provides sign language interpreters during meetings, a mentoring system, and sign language training for general employees to promote coexistence and create a happy, inclusive working environment.

For the Employee Support Programs, the Company organized the "RE(F)CIPES" project to promote preventive healthcare skills and share knowledge on holistic health, including food selection, sleep, and stress reduction. This initiative was communicated through the Company's various social media channels throughout the year, with a total of six media and public relations productions. Additionally, the Company launched the "Burn Boost Balance" project, encouraging employees to exercise together and track their collective calories burned over 90 days.

This initiative is carried out in collaboration with the Wirtual application, which provides fitness competition services and tracks calorie accumulation in real time. The project engaged 164 employees, divided into 41 teams. The results showed a total of 2.2 million kilocalories burned, with employees exercising more than 6,600 times and accumulating over 11,000 minutes of activity. More than 60% of participants reported improved health and weight loss, leading to a satisfaction rating of 85%.

Employee Benefits and Compensation

The Company provides and promotes fair living wages in accordance with its policy, which aligns with the laws and regulations of the countries where it operates. Employee compensation is determined based on the principles of equality and fairness, considering factors such as position, responsibilities, and the value of the employee's work. The Company ensures that its compensation and welfare structure is sufficient to support a good quality of life for its employees. The Company benchmarks its compensation against the labor market and industry standards to remain competitive, creating awareness of fair labor practices. This includes ensuring no discrimination based on gender, race, religion, and belief. The Company also emphasizes managing salary and basic compensation ratio to ensure as much parity as possible between male and female employees. In 2024, the company reported salary and other compensation ratios for female and male employees as follows: 0.92:1 at the operational level, 0.87:1 at the executive level, and 0.60:1 at the senior executive level. The ratio of basic salary for female-to-male employees was 0.96:1 at the operational level, 0.89:1 at the executive level, and 0.61:1 at the senior executive level. Regarding regular salary adjustments, the company has established clear guidelines and procedures for performance evaluation and compensation administration based on specified criteria.

The Company provides a range of welfare benefits for employees, as required by law, as well as additional benefits such as weekly holidays, public holidays, annual vacation, uniforms, meals, life and health insurance, annual health check-ups, employee-rate rooms, dormitories, shuttle buses, outpatient and dental expenses, compensation fund welfare, and a provident fund to support employees' future financial planning. Additionally, the Company offers various assistance funds, savings cooperatives, funeral assistance associations, and scholarship programs for employees' children.

In 2024, the hotel business expanded its group insurance benefit plan and improved various welfare measures. These included upgrading the Company's hotel accommodation policy to cover new hotels, offering employee discounts for private events at hotels within the Group, increasing the medical expense limit for outpatients from 1,500 Baht per visit to 2,500 Baht per visit, providing additional welfare for inpatients to match current medical treatment standards, and ensuring employees receive better medical services. The Company also collaborated with financial institutions to offer employees housing loans at special interest rates and introduced a recognition and incentive program for employees who provide excellent service.

For the food business, in 2024, an annual internal salary survey was conducted and compared with compensation within the business group to ensure the Company's compensation and welfare system aligns with the nature of the work and the labor market. This led to the design of a comprehensive welfare program covering four key areas:

1. Financial support for work performance
2. Health and Medical Treatment
3. Family Support
4. Savings, Investment, and Loans

The management has been designing and expanding welfare programs to accommodate different working methods and lifestyles, ensuring that the rights of LGBTQ employees and vulnerable groups are fully respected. These initiatives include employee welfare covering spouses, marriage leave, and financial assistance for employees with alternative gender identities, as well as gender affirmation surgery benefits. Additional improvements include special-priced dormitories, expanding the range of hospitals where medical expenses can be claimed, both in hospitals and clinics, and broadening contracted hospital options to eliminate the need for advance payment in case of illness. The Company has also increased the allowances for eyeglasses, special meals, and enhanced welfare for employees traveling abroad for work.

Read more details for Living Wage Methodology at
https://investor.centarahotelsresorts.com/storage/download/sustainability-performance/20241004-cemtel-living-wage-methodology.pdf

Promoting Corporate Culture of Diversity and Inclusion

The Company has instilled values that emphasize respecting diversity and human rights, focusing on the value and dignity of every individual, regardless of race, culture, or beliefs. This commitment aims to develop the organization into a "Best Workplace" for everyone. The executive team leads by example, striving to achieve gender balance within the organization by setting a target for female employees to hold 50% of first, middle, and high-level executive positions, compared to their male counterparts in the same roles. In 2024, the hotel and food businesses had an average of 53% female executives at the managerial level and above. Additionally, the Welfare Committee and Human Resources Department have implemented the "Center of Excellence" project to serve as a role model, ensuring that all employees are treated equally, without discrimination, and without feeling alienated. The Company has developed a conceptual framework that supports diversity and embraces difference, recognizing the value of employee diversity through welfare programs that cater to all groups and levels within the organization. Communication and activities are designed to promote understanding of diversity, equality, and inclusion, leading to unity (DEI&B) that reflects the Company's strong corporate identity. These include initiatives like the "Khun Noppamas Diversity" dress-up contest, which highlights employee identity, the "Pride in Your Best" activity to celebrate individual pride, and the "CRG Deaf Community, A Space for Creating Happiness for the Voiceless" project, which promotes identity and self-worth for special employee groups, helping create acceptance, pride in dignity, and a sense of valuable contribution to society.

In addition, the food business has partnered with Great Place to Work, a world-leading institution in corporate culture, which certifies organizations with outstanding corporate cultures (Great Place to Work Certified). This certification reflects the Company's success in promoting a corporate culture that creates a sense of belonging for employees by embracing diversity, ensuring equality, and providing opportunities for employee Inclusion across all dimensions.

The Company has also designed welfare programs that offer gender and lifestyle diversity, created spaces for employees to voice their opinions, and focused on developing employee potential while establishing clear career paths for growth within the organization. These efforts help build employee confidence, communicate the Company's core values, and raise awareness of its positive impact on the broader community.

Driving Corporate Culture "I•CARE"

I-CARE is a conceptual framework that incorporates the values of care to strengthen the Company's capabilities and drive Central Group's businesses toward steady and sustainable growth. It consists of five key elements that shape the I-CARE corporate culture.

I-INNOVATION	**C**-CUSTOMER	**A**-ALLIANCE	**R**-RELATIONSHIP	**E**-ETHIC
Embrace digitalization to foster innovation	Deliver excellent services to exceed customers' expectations	Work as team to win as One	Express your care, share your thoughts, and support one another	Adhere to Code of Conduct and admire good behaviors
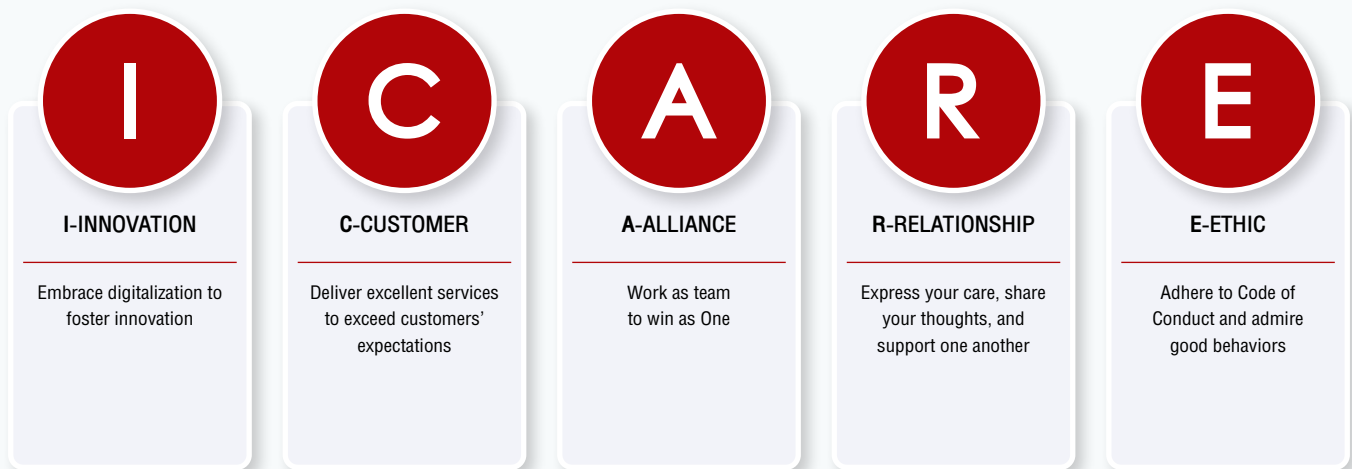
In driving the I-CARE organizational culture, the Company provides training for all employees. New employees gain knowledge through orientation, while existing employees reinforce their understanding through campaigns, I-CARE training, board games, the SMART Training system, and the Company's HR Portal. In addition, the Company promotes internal relations through annual activities such as outings, general meetings, and town halls. These events serve to communicate the organization's direction to employees at all levels and strengthen collaboration in driving the Company's culture. These initiatives align with the five key elements of I-CARE as follows:

1. **Innovation** This element focuses on innovations within the organization, with efforts to promote training and activities such as the People & Innovation Convention 2024, encourage employees to develop innovations, integrate technological advancements into work processes, and study business innovations implemented to reduce environmental and social impacts.

2. **Customer** This element focuses on customer service and safety, which is identified as a key performance indicator (KPI) that all departments must evaluate in terms of service provision or customer satisfaction.

3. **Alliance** This element functions by establishing an organizational identity that upholds human rights principles and embraces diversity, creating unity to ensure effective teamwork

4. **Relationship** This element encourages employees to consistently engage in processes both within and outside the organization, collaboratively creating value for the business

5. **Ethic** This element encourages employees, business partners, and business allies to operate with honesty and adhere to strong corporate governance, establishing a foundation for the Company's sustainable growth.

Evaluation of Employee Engagement

The Company conducts an annual Employee Engagement Survey to assess employee satisfaction levels. The HR Department's working team analyzes the survey results to develop plans or projects aimed at further enhancing employee satisfaction and engagement with the organization.

Hotel Business

7%

2018	2019	2020	2021	2022	2023	2024
75	81	85	82	85	88	94

Employee Satisfaction Survey

Food Business

22%

2018	2019	2020	2021	2022	2023	2024
66	66	63	63	64	64	78

Employee Satisfaction Survey
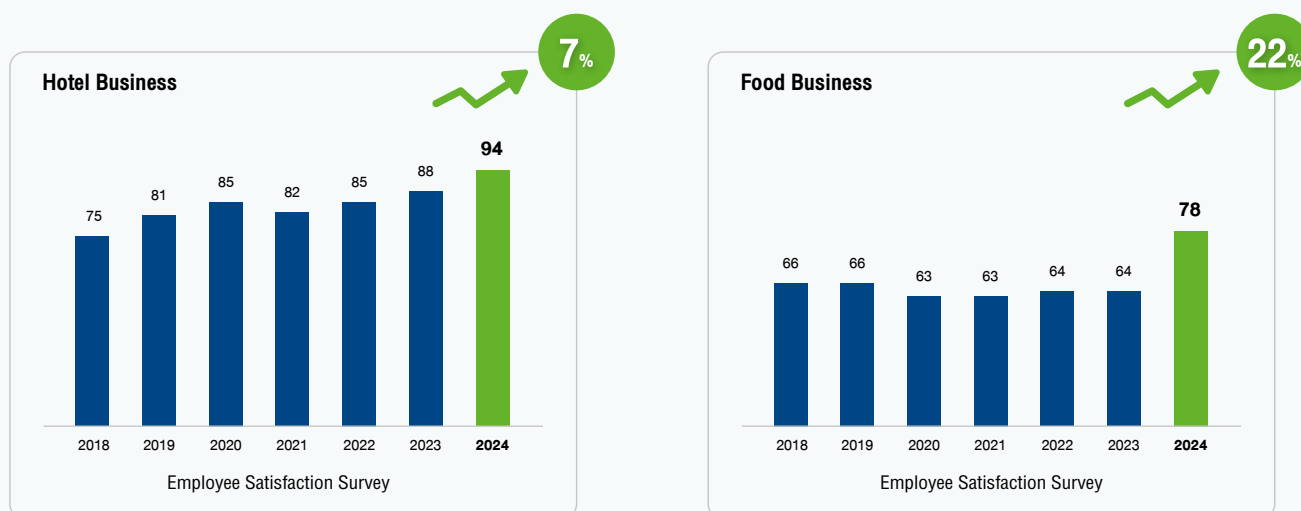
In 2024, the hotel business' organizational engagement assessment results reached 94% (exceeding the target of 87%), marking a 7% improvement in satisfaction compared to 2023 and above the general average.

Evaluation of Employee Engagement	Total Employee	Male	Female
Number of satisfaction survey participants	3,531	1,944	1,587
%	99	99	99
% of high engagement	94	95	93

The 2024 evaluation results revealed that employees appreciated the following:

1. The opportunity to use their skills and abilities to their full potential
2. A clear understanding of expectations from both supervisors and the Company
3. Effective cooperation in driving work to meet set goals. The areas employees identified for improvement were: 1) the compensation and benefits structure, 2) discussions with supervisors regarding career growth opportunities, and 3) supervisors' commitment to supporting employees.

The Company has addressed employee expectations by conducting a survey of salary structures and various benefits in the labor market to make necessary improvements. The organizational structure has been enhanced to be more flexible and efficient, supporting operations in evolving work patterns, while updating rules and regulations to ensure they remain relevant and practical. Additionally, the hotel business participated in the Human Resources Excellence Award 2024, organized by Human Resources Online Institute from Singapore, and received the runner-up award for cultural excellence. Furthermore, the hotel business received the "Best Corporate Leader of the Year" award in the hotel and leisure industry category at Thailand Top CEO of the Year 2024 event, organized by BUSINESS+ magazine and Thammasat University. This recognition highlights HR Department's efforts in strengthening the employer brand, shaping an image that aligns with the organization's values, and creating a happy workplace for all (The Workplace to Be).

The food business achieved an employee satisfaction score of 78%, surpassing the standard benchmark of 65% and showing significant improvement from the 2023 results. This year's satisfaction score also exceeded the regional average by 29%. Additionally, the food business participated in the Human Resources Excellence Awards 2024 and received the Silver Award for Excellence in HR Change Management. This achievement reflects its commitment to HR management in creating a positive corporate culture that strengthens employee engagement with the organization. It also highlights the success of restructuring and adapting HR management to support business changes. The food business also won the Best HR Team (Large Organization) award, emphasizing the outstanding teamwork of HR Department and its pivotal role in driving organizational success.

Evaluation of Employee Engagement	Total Employee	Male	Female
Number of satisfaction survey participants	2,266	656	1,610
%	36	29	71
% of high engagement	78	76	79

The 2024 evaluation results revealed that employees were most satisfied with the following areas: 1) Team, 2) Justice, and 3) Community. However, employees identified the following areas for improvement: 1) People Manager, 2) Benefits, 3) Psychological and Mental, and 4) Accessible Management. HR Department, in collaboration with relevant departments, has developed an operational framework that identifies areas for improvement, development guidelines, relevant departments, and timeframes to enhance employee satisfaction. The key action plans include: creating a training program to develop supervisors as People Managers, creating a culture of feedback, implementing an immediate stress and depression assessment form for employees, designating a Well-Being Area within the workplace, and improving communication from executives to employees at all levels. Additionally, HR Department presented the results at a Management Meeting to executives and communicated the next steps for creating action plans across all departments.

Employee Engagement Activities

The Company consistently organizes employee engagement activities to create a sense of belonging and shared ownership within the organization. This helps cultivate loyalty, trust, and a foundation of psychological safety (Inclusion Safety), which enables the organization to drive employee engagement more effectively. It also boosts employee motivation and work efficiency. Key players in creating employee engagement are senior executives and supervisors, who play a crucial role in creating a positive work atmosphere and nurturing strong relationships among employees. To support this, the Company has scheduled an HR Conference to collaboratively develop an annual engagement plan that aligns with key factors for creating engagement, such as providing appropriate rewards and recognition, organizing relationship-building activities that cover diverse employee needs and interests, and continuously evaluating and analyzing employee engagement results.

In 2024, the hotel business organized various employee engagement activities across multiple dimensions. These included CG Governance Day to create employee participation and confidence in the Company's commitment to good corporate governance, reflecting the shared interests of all stakeholders; CHR Town Hall activities; and biannual meetings to inform employees of the organization's new policies and directions. Team-building activities were held to strengthen relationships and improve teamwork, while the Corporate Office New Year Party served as an employee appreciation event, allowing employees from different departments and executives to socialize and build connections. Monthly Staff Birthday activities were organized for employees celebrating birthdays, and Sports Day was held to encourage friendship between hotels in the chain. Beach Cleaning Day and Tree Planting activities were designed to strengthen employee bonds while promoting positive environmental and social impacts. Additionally, the Special Menu of the Month celebrated important festivals each month, and Health and Well-Being projects were organized to promote employees' health and wellness.

The food business has established a direction for employee engagement that aligns with creating a corporate culture that values diversity, equality, and innovation. Regular activities and communications encourage employee participation, such as CRG Townhall 2024, which informs employees about the Company's direction, performance results from the past year, shared goals and vision, as well as guidelines for employee well-being. Additionally, Functional Townhalls are held twice a year, organized by each department in collaboration with HR Department. These sessions provide an opportunity for executives and teams within each department to discuss their work direction closely and develop plans and activities to enhance engagement within their respective teams.

In 2024, the food business launched the CRG Retreat 2024 project to strengthen employee engagement, bringing together store managers from across the country and Head Office employees. The project featured the People Manager Award, recognizing a store manager with outstanding people management skills aligned with the Company's policy. Team-building activities, such as Burn Boost Balance, a 90-day health challenge, were organized to strengthen relationships within units and are part of each unit's organizational engagement enhancement plan. Additionally, campaigns such as "Pride in Your Best", the "Khun Noppamas Diversity" dress contest, and the "CRG Deaf Community, A Space for Creating Happiness for the Voiceless" project promoted respect for individuality and increased understanding of the diverse dimensions of driving an organization that values diversity and equality. Furthermore, an internal innovation contest, the People & Innovation Convention, was held to encourage all employee groups to innovate and improve work processes. During the project, executives in related fields acted as coaches, providing guidance, and awards were presented by executives and public relations to raise awareness of the initiative throughout the organization.

Occupational Health, Safety and Working **Environment**

Key Performances 2024: Health and Safety in the Working Environment

100%

All employees have received training in
occupational health and safety 100%

0.09 : 0

The work-related fatality rate in
the food business: 0
In the hotel business: 0.09
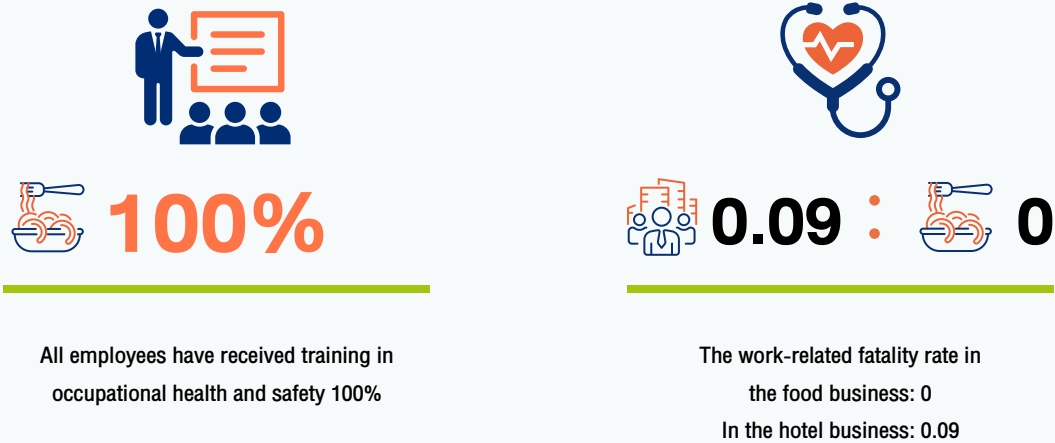
Challenges

- Occupational health, safety, and the working environment, whether for permanent employees, non-standard employment, customers, or business partners, are critical factors that the Company must oversee within its scope of responsibility. This ensures compliance with laws, regulations, and international standards on occupational health and safety (OHS), human rights principles, and stakeholder expectations. This is especially important in the service industry, which primarily relies on human resources. Without an effective OHS management system, it may directly affect the well-being and quality of life of those involved, whether it be accidents, injuries, illnesses or even deaths. In addition, neglecting safety standards may have a negative impact on stakeholder confidence, reputation, organizational capabilities and business continuity, which may lead to disruptions and lost economic opportunities.

Opportunities

- The company recognizes occupational health and safety management as an opportunity to create an immediate and direct positive impact on society. To this end, the Company has established an occupational health and safety committee, along with policies and guidelines focused on occupational health, safety, and the work environment. The Company's approach emphasizes building an organizational culture that values the health and well-being of all stakeholders (Awareness), preventing occupational accidents and illnesses (Prevention), reducing the risk of unforeseen events (Mitigation), and prioritizing the health and quality of life of those involved (Health and Wellbeing). Additionally, occupational health and safety indicators are reported in accordance with international standards, and work accidents are actively managed. The Company has set a target of 100% employee training and is committed to improving risk control systems to reduce the number of work accidents and injuries to zero, aiming to minimize both social and economic losses.

Occupational Health, Safety and Working Environment

The Company has established policies and management guidelines that cover all areas of its responsibilities in accordance with the Occupational Safety, Health, and Environment Act, B.E. 2554 (2011). An Occupational Health, Safety and Working Environment Committee has been appointed (OHSC), with employee and employer representatives elected in proportion to legal requirements.

Meetings are held regularly each month, and issues identified during OHSC audits are presented to senior executives for corrective action. In addition, the hotel business has established an audit by the Internal Quality Unit and Brand Standards Control Unit in collaboration with the Sustainability Development team. For the food business, a Loss Prevention Unit and Food Safety and Brand Standard Quality Assessment Unit conduct regularly in cooperation with various food brands. These efforts ensure that the business operates in line with safety policies, identifies potential risks, assesses their impact, and presents the findings to the OHSC working group and senior executives for improvements. Relevant units are then assigned to implement appropriate control and supervision measures.

The Company prioritizes managing and assessing the impact of employee health to prevent potential losses within the organization. It utilizes the

results of safety, occupational health, and work environment risk assessments to improve operating procedures and workplace conditions. Additionally, the Company has established Standard Operating Procedures (SOPs) for tasks involving chemicals, emergency drills for chemical leaks, storage areas or rooms, personal protective equipment, and random inspections of infectious waste within the facility, which are conducted by nursing staff due to its medical treatment origins. The Company also manages other hazardous waste, including light bulbs, batteries, chemical packaging, and more.

The Company has set a goal for all employees to receive training on safety and occupational health, aiming to reduce the number of work-related accidents and lost-time accidents to zero. This initiative seeks to minimize risks that could lead to loss of life, injury, or illness among employees due to work-related factors. The training applies to both the Company's employees and external individuals working on the premises.

The hotel business has organized basic fire extinguishing training and fire evacuation drills in compliance with the law, ensuring proper learning of advanced fire extinguishing methods using various equipment, as well as safe training in fire emergency response, which had 3,341 participants. Additionally, there were 2,602 participants in Food Safety & HACCP training, 1,243 in CPR & First Aid training, 206 in bomb threat prevention, 97 in water activity safety, 114 in earthquake evacuation drills, and 367 in tsunami evacuation drills.

The food business organized 101 training sessions on safety, occupational health, and the working environment, with 3,423 employees participating. A fire drill was conducted for 230 office employees. Additionally, 97 food safety training sessions were held, with 11,388 employees participating. These sessions aimed to enhance employees' understanding of food sanitation principles, personal hygiene, relevant laws, and best practices for managing food sales locations, ensuring the employees could apply this knowledge effectively to perform their duties correctly and serve clean, safe food to consumers. Additionally, the Company organizes a special training project, "Safety & Security Restaurants," to enhance knowledge in loss prevention, reduce product loss rates, and improve safety in both work and service areas. The CRG Academy Department has also developed an E-Learning platform that allows employees to train, take tests, and earn food sanitation certifications approved by the Department of Health (Thailand).

Furthermore, the Company promotes the health and well-being of employees by providing annual health check-ups for all employees. A special health check-up program is also offered to specific groups of employees who handle food directly, ensuring increased safety for both employees and customers who use the service.

In addition to training in various fields, the Company has established a nursing room staffed with doctors and professional nurses to provide initial care for illnesses or injuries resulting from work-related accidents before sending employees to a hospital. In cases where specialized medical equipment is needed, the Company regularly reviews safety and occupational health practices, enhancing knowledge of safety, occupational health, and the work environment in compliance with laws, regulations, and international standards. This ensures continued improvement of work standards and the preparation of a safety response plan for emergencies.

Health and Wellbeing

The Company emphasizes not only the physical well-being risks associated with work but also focuses on emotional well-being, including issues such as occupational stress. A range of well-being programs is regularly organized for employees, including activities to enhance employee engagement with the organization, annual staff parties, internal sports events, outing trips, birthday celebrations, and special monthly menus for employees. Furthermore, employee opinions are gathered through various channels, enabling the Company to analyze the data and take action to mitigate the impact of stress. In addition, the Company supports employees' financial well-being by enhancing their financial knowledge, recognizing that financial challenges can negatively impact work efficiency. The Company also encourages employees to participate in community and social activities (Social and Community Well-being), creating a sense of belonging and contributing to shared value creation. Additionally, the Company promotes food welfare by offering healthy menu options and providing calorie information for each meal, helping employees make informed dietary choices and maintain a healthy diet.

Social Contribution

9,749 Hours with **43%** of total employees participating

Hotel and Food business volunteer hours

Hotel Business 9 institutions
Food Business 330 institutions

Collaboration with educational institutions (domestic and international): Benefiting 1,178 students

Career opportunities
People with disabilities **10.25%**
Older workers **44.89%**

Creating career opportunities for vulnerable groups: Employment of people with disabilities increased by 10.25%, Employment of older workers increased by 44.89%

Challenges

- The Company recognizes the potential impacts of its operations on society and surrounding communities, which may affect the quality of life, livelihood, and potentially increase inequality if project development does not adhere to sustainability principles. To ensure balanced business operations across economic, social, and environmental aspects, the Company's challenges extend beyond generating economic returns (Return on Investment). They also include adapting to the local business context, addressing diverse community expectations that may impact the acquisition of a Social License to Operate, creating cooperation from surrounding communities, and achieving the Company's social goals. These factors influence stakeholder expectations, customer satisfaction, and the principles of responsible and fair business operations, which the Company values.

Opportunities

- At the same time, the Company sees the potential of service businesses, both in the hotel and food sectors, to create positive social impacts that are in line with the nature of business in promoting social value, creating career opportunities and distributing income, which can improve the quality of life of those involved and help reduce inequality in the community. Additionally, the company's business plays a key role in fostering local community engagement by supporting local products and preserving heritage and cultural values. The Company also develops collaborations with educational institutions, contributing to the development of the labor market to meet industry needs. This encourages employees to apply their knowledge and expertise for the benefit of society. Simultaneously, these initiatives help cultivate a socially responsible mindset within the Company, increasing employee engagement.

The Company has been encouraging its hotel and food businesses to engage in tangible social activities. To this end, the company has incorporated a Social Impact Assessment to identify both potential impacts and opportunities for the community, in alignment with the Environmental Impact Assessment Principles, while also communicating its approach to sustainable development in the social dimension. In 2024, the Company supports the use of internal expertise to initiate and implement projects independently. The Company has continued beneficial projects from the previous year while developing new initiatives aligned with the trends and expectations of stakeholders. Also, the Company emphasizes building collaboration with surrounding communities, as well as partners, foundations, and organizations with similar objectives, to raise awareness of sustainable development across various dimensions, including promoting equality and social equity more effectively. Additionally, there is a plan to explore methodologies for measuring the overall economic, social, and environmental impact (Social Return on Investment: SROI) to ensure that positive social outcomes are measurable. This will help guide the development of social and community projects aligned with business strategies and directions, ensuring maximum benefit for all parties involved. In 2024, the Company launched the following key projects:

Roles of Corporate Executives in Social Responsibility Initiatives

The Company recognizes an opportunity to contribute to both organizational and societal development for sustainable growth. Therefore, it not only focuses on personnel development within the organization but also acknowledges the importance of societal development. The Company encourages its executives to play a key role in driving societal changes through cooperation with various agencies, such as the partnership between National Economic and Social Development Council (NESDC) and United Nations Development Programme (UNDP). This collaboration led to an exchange of ideas and insights on the topic of "Increasing the proportion of the quality young population to enhance the country's competitiveness." They also delivered a lecture on the topic of social enterprise management of the Central Group, titled "From the Disadvantaged to Sustainable Development," for a group of 100 participants in the Advanced Diploma in Public Administration and Public Law program. The lecture highlighted opportunities for the business sector

to promote equality and equity for the disabled, a vulnerable group in society, to achieve the organization's sustainable development goals. Furthermore, they participated in a lecture on proactive employment strategies for the disabled within Central Group businesses for the Faculty of Political Science at Chulalongkorn University. This session helped enhance understanding of the importance of business involvement in the employment, training, and career development of individuals with special needs, with 37 students attending. In addition, they joined an academic seminar with Sukhothai Thammathirat Open University's Human Ecology Field on the topic of "Food, Faith, Family Development." The seminar facilitated an exchange of knowledge regarding the role of food businesses at the industrial level in meeting the nutritional needs of diverse consumer groups and adapting to changing lifestyles. The goal was to maintain competitiveness and promote the development of innovative goods and services for both consumers and society.

External Personnel Development Project Using the Organization's Knowledge

Food and hotel businesses, both domestic and international, emphasize the importance of sharing knowledge and experiences from the Company's personnel, including its practices. This approach aims to develop the labor market within the hospitality industry and strengthen the concept of driving a sense of responsibility in potential employees, encouraging them to contribute meaningfully to society. The Company has supported business units in participating in lectures with both government and private organizations and has organized cooperative projects with educational institutions, both domestically and internationally, to support student internships. These initiatives provide students with opportunities to gain practical knowledge from real work experiences and prepare them for future employment.

Centara Grand Beach Resort & Villas Hua Hin has partnered with Thai universities to organize an on-site study tour aimed at sharing knowledge on hotel services and sustainability management systems in the hospitality industry. A total of 118 students from four universities participated in the project. Additionally, Centara Riverside Hotel Chiang Mai hosted 40 students from Republic Polytechnic School of Hospitality, Singapore, as part of the Exploring Careers in Hospitality program. The students had the opportunity to explore various hotel departments and engage in knowledge exchange with hotel manager. This experience allowed them to apply their experience and knowledge to further develop their educational plans and career paths.

Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana continues its collaboration with the Asia-Pacific Development Center on Disability (APCD) for the fourth consecutive year. The program offers a vocational training course and workplace internship aimed at developing communication and life skills for persons with disabilities, helping them secure employment in the business sector over the course of one month. This year, the program has 17 participants. Similarly, Centara Mirage Beach Resort Dubai has partnered with Rashid Center to support vocational training in the hotel's HR Department and Housekeeping Department for four individuals with disabilities.

In the food business, the first year of the Disabled Persons Dual Program was launched in collaboration with educational institutions, with a vision to promote equality and equity in society, aligning with the organization's goals. Four students with disabilities were selected to gain professional experience in restaurants across three pilot provinces: Lampang, Nakhon Sawan, and Khon Kaen. Moreover, there are plans to expand the program to cover all 77 provinces nationwide.

Collaboration with Educational Institutions, Both Domestically and Internationally

The hotel business runs a project aimed at developing professional careers in the hospitality and service industries in collaboration with 9 Rajamangala Universities of Technology. This project focuses on developing curricula, providing professional training, offering academic services, and creating opportunities for students to intern and engage in cooperative education programs at hotel chains both domestically and internationally. Additionally, the project supports local internship students by accepting participants from educational institutions nationwide, with a total of 1,178 students completing internships at various hotels. Furthermore, the hotel business has partnered with 2 overseas educational institutions, hosting a total of 29 interns. This includes 26 students from the University of Baguio, Philippines, and 3 students from Wenzao University, Taiwan. This project benefits both parties. In addition to students gaining real-world experience and enhancing their service skills, the organization's employees also develop valuable training experiences. They are given opportunities to practice communication and leadership skills, promote creativity in developing more efficient work processes, and engage in cultural exchange between countries. This initiative serves as a driving force for the organization's culture, promoting respect for diversity. Additionally, 20 hotels and resorts within the Group hosted a study tour for knowledge exchange, with 2,092 students participating.

In the food business, various cooperative projects are being developed, including the Dual Program, Cooperative Education and Internship, International Dual Program, Specific Skills Group Dual Program, Disabled Dual Program, and Recruitment Champion Program. The key outcomes of these initiatives are as follows: Dual Program, Cooperative Education, and Internship. The Company has partnered with the Ministry of Education and the Ministry of Labor to advance the policy of student training. It has also collaborated with both public and private educational institutions to jointly develop curricula that align with the labor market and the specific needs of the trainees. In 2024, the Company collaborated with over 330 educational institutions and provided scholarships throughout the course. A total of 1,275 students from vocational certificate, higher vocational certificate, and bachelor's degree levels participated. These students will gain knowledge, experience, and skills through professional training and receive a certification upon graduation. Additionally, they will have the opportunity to grow in their careers and join CRG as employees, with their length of employment counted continuously, helping to create a new generation of quality, expert executives entering the labor market. In the International Dual Program, the Company welcomed 6 professional trainees from Cambodia, providing them with opportunities to exchange knowledge and collaborate in a practical work environment. Based on the results of the 2024 project, the Company plans to expand the trainee group to include participants from Laos and China, aiming to enhance its ability to provide better service to customers. Moreover, the technician training program with Luang Pu Suang Wat Phraipattana College of Technology has been extended for a third year. This program selects a group of outstanding electrical technician trainees, who will continue their internship at the Company's Head Office. Furthermore, Dhurakij Pundit University has partnered with the Recruitment Champion project to develop students into recruiters through real-world work and performance measurement by the Company, with 15 participants involved in the program.

Outcomes of Significant Social Support and Development

The Company has prioritized supporting the development of potential and enhancing the quality of life for people in communities and society across all areas where it operates. In 2024, the Company implemented a variety of support projects focused on the community's economic development, employment, education, social equality, and the preservation of community arts and culture. These initiatives included financial support, products, and services, totaling 116,755,583 Baht. Additionally, the Company encouraged employees to participate in volunteer projects, as well as social and environmental activities both within and outside the organization. In 2024, employees contributed 9,749 hours to volunteer activities, with an estimated value of 1 million Baht. The details of the key projects are as follows:

Hotel Business

1. Centara Hotels & Resorts, both domestically and internationally, including a total of 14 properties, have launched projects to provide spaces for agencies and partners to use for social benefit. For example, Centara Reserve Samui, in collaboration with the Thai Red Cross Society, has designated a blood donation area for employees and external visitors. Similarly, Centara West Bay Residences & Suites Doha in partnership with Lime Micromobility, has allocated space for e-bikes and e-scooters, offering guests an environmentally friendly transportation option. Additionally, other hotels have opened spaces for local community groups to sell locally produced products within the hotel premises, under various project names such as CGLB Flea Market, Suan Son Loi Market & Jing Jai Market, Centara Life Market, and Chokedee Market. A total of 179 community shops participated in these initiatives. The project, which allocates hotel space for public benefit, covers an area of 6,336.8 square meters.
2. Centara Hotels & Resorts, both domestically and internationally, totaling 27 properties, have carried out activities to support local communities

by donating money, products, and services during special celebration festivals. These efforts aim to strengthen cooperation between the organization and surrounding communities. In total, 79 projects were implemented, benefiting 80 agencies. The project was carried out through various joint donations, including a contribution of 56,875 Baht on Children's Day, the donation of food during Ramadan for Muslims (Iftar meals), and the provision of goods and food to the underprivileged. Additionally, food was donated on World Food Day in collaboration with the Scholars of Sustenance Foundation Thailand (SOS Thailand), along with donations of animal food and an aluminum donation project for making prosthetic legs, among other initiatives.

3. Centara Hotels & Resorts, both domestically and internationally, totaling 20 properties, have opened spaces for study tours and training programs for external participants, including individuals with disabilities. These sessions feature lectures by expert personnel within the organization, facilitating knowledge exchange on hotel business operations, as well as projects and activities that promote sustainability in social and environmental aspects. A total of 46 projects were conducted, benefiting 2,092 students.

Food Business

6,336.8 Square Meters

Allocated hotel area for public benefit

46 Projects
2,092 Students benefiting

Hotel business study tours and training programs

1. CRG Surplus Food Project has partnered with the Scholars of Sustenance Foundation Thailand and the VV Share Foundation to deliver quality surplus food to underprivileged individuals in shelters across various areas. In 2024, in collaboration with the Scholars of Sustenance Foundation Thailand, an additional 18 branches of Mister Donut, a pilot brand, have participated in the project, bringing the total to 38 locations across Bangkok, Prachuap Khiri Khan, Phuket, and Chiang Mai. The Company has donated surplus quality donuts from daily sales, totaling 674,741 pieces, valued at 19,567,466 Baht. In collaboration with the VV Share Foundation, the project has been continuously implemented for the second year, with the number of participating branches increasing from 11 to 16 across Samut Prakan, Chiang Rai, and Chonburi provinces. A total of 88,591 donuts, valued at 2,569,136 Baht, have been delivered. Furthermore, the KFC brand has launched a similar initiative to deliver quality surplus food to vulnerable groups in society through the "Harvest & Colonel's Kitchen" project. In 2024, a total of 80 participating branches donated 720,000 pieces of fried chicken, valued at 32,400,000 Baht. Through the CRG Surplus Food and Harvest & Colonel's Kitchen projects, the Mister Donut and KFC brands have delivered food to society, helping to reduce food waste and its associated pollution in the community. The total amount of food delivered is 140,889 kilograms, valued at 54,536,602 Baht.

2. As part of a project benefiting children and society, the Mister Donut and Auntie Anne's brands have organized activities that allow customers to contribute to social good by purchasing products and donating funds to support the initiative. The project of Mister Donut brand, called "Mister Donut Santa 1 Box 2 Happiness," is a campaign that allows customers to contribute to social good. For every purchase of a Mister Donut Santa 1 set via online channels, the Company will donate 2 donuts to the SOS Children's Villages Thailand under The Royal Patronage H.M The Queen. In 2024, a total of 1,000 donuts, valued at 29,000 Baht, were donated to five beneficiary organizations: SOS Children's Villages Thailand in Samut Prakan, Songkhla, Nong Khai, Chiang Rai, and Phuket provinces. In the "Auntie Anne's Pretzel Charity – Up a Good Day for Smart People" project, the Company used part of the proceeds from the sale of "Gulf's Set" in the Craft Pretzel campaign to provide snacks and drinks from the Auntie Anne brand, as well as a donation to child patients and medical personnel at the Queen Sirikit National Institute of Child Health, totaling 50,000 Baht.

3. The Farm Samart Project, a collaboration between CRG and Green Food Factory Co., Ltd. (Salad Factory), continues to uphold social responsibility by promoting sustainability and creating opportunities for individuals with disabilities. They organized a project handover event to jointly support and develop "Farm Samart," a program aimed at enhancing the potential and career opportunities for the disabled. The initiative is set to become a learning and training center, with support for infrastructure and the development of various areas that facilitate work for the disabled, such as growing vegetables in a non-toxic greenhouse, baking goods, and selling beverages at the Farm Samart Café. The Company allocated a total budget of 1,000,000 Baht to improve the area, build a new greenhouse, and organize training sessions to teach various skills that will help disabled individuals generate sustainable income.

4. The "CRG DEAF COMMUNITY: A Space for Creating Happiness for the Voiceless" project is a continuation of the Company's commitment to valuing everyone and supporting development in line with the Employee Journey plan. Now in its second year at KFC, Baan Silom branch, the project focuses on providing opportunities and equality for special groups, creating a space of acceptance for vulnerable communities across society. The initiative opens a space for both the Company's employees and external parties to meet, exchange experiences, and share company news, offering external individuals an opportunity to collaborate with the Company.

Donated food for the community
Valued at **54,536,602** Baht

"Farm Samart" donation
1,000,000 Baht

Donated food for the community:
1.5 Million Pieces

Career opportunity creation project for people
with disabilities, "Farm Samart", with a
donation of 1,000,000 Baht

In addition, we have partnered with the Central Group to implement projects that support community and social development, including the following initiatives:

1. In 2024, Centara Hotels & Resorts donated a total of 338,494 cc of blood, contributed by 4,056 volunteer employees, to the Thai Red Cross Society.

2. Supporting for the Central Project, "Making Dreams of Education Year 7," in collaboration with the Joint Development School Group at the vocational education level, Krabi Technical College, with a donation of 590,000 Baht.

3. Supporting for the activities of the Sports Association for the Disabled of Thailand under the Royal Patronage of His Majesty the King, with a donation of 500,000 Baht.

4. Supporting for the project to develop and improve the Chaopho Luang Uppatham 2 Border Patrol Police School in Chiang Mai Province, with a donation of 2,500,000 Baht.

5. Supporting for the construction project of the Organic Avocado Planting Learning Center for the community enterprise and economic planting in Ban Theppana, Thep Sathit District, Chaiyaphum Province, with a budget of 1,000,000 Baht.

6. Supporting for raising safe broiler chickens at the community level, as part of an ongoing project for young Rhode Thai laying hens (16-18 weeks old), including a food mixer, fermentation tank, and chopper for the Bua Yai Sub-district Organic Farming Community Enterprise in Na Noi District, Nan Province, with a budget of 169,400 Baht.

7. Joining the Tiang Chirathivat Foundation in implementing a project to renovate and repair 72 houses for vulnerable people in honor of His Majesty the King on the occasion of his 6th-cycle birthday anniversary, with a total budget of 850,000 Baht.

8. Supporting budget for the solar energy drying house operation in the Macadamia Agricultural Product Development Project, Aoonrak Sanfun Green Farm Community Enterprise, Thep Sathit District, Chaiyaphum Province, totaling 310,000 Baht.

9. Supporting the integrated agricultural project "Khok Nong Nang," the agricultural product and community product development project of Mae Salong in Mae Fah Luang District, Chiang Rai Province, with an amount of 350,000 Baht.

10. Nine CRG restaurant brands are participating in the 19th Central Group Women's Cancer Project to support female cancer patients. A donation will be made for every purchase of a special menu item to raise funds for the purchase of emergency ambulances for the National Cancer Institute, ensuring sufficient resources for emergency needs. The funds will also support other social and quality-of-life development projects to assist underprivileged patients in improving their well-being. The project will ran from September 1, 2024, to October 15, 2024, with a total donation of 141,904 Baht.

11. The 15th Million Gifts Million Smiles - FROM THE HEARTS TO THE SMILES Project delivers heartfelt gifts to children and youth in the three southern border provinces and other regions of Thailand to bring them joy and smiles. In 2024, CRG, through the Mister Donut brand, contributed donations, increasing the total value to 135,200 Baht.

Governance Dimension

Goal and Performance of year 2024

Governance Performance Result	2024 Target	2024 Performance	
Corporate Governance	The Corporate Governance Report of Thai Listed Companies in the "Excellent" level	▲▲▲▲	↻
[SDG 16 PEACE, JUSTICE AND STRONG INSTITUTIONS]	100 scores of Annual General Meeting of Shareholders (AGM) Assessment	100 scores	↻
	A member of the Thai Private Sector Collective Action Coalition against Corruption (CAC) and CAC Change Agent	CAC CAC	↻
Goal 16.5 / Indicator 16.5.1	100% of employees have received training on the Code of Conduct and Anti-Corruption	100%	↻
Supply Chain Management	100% of Supplier acknowledging the Company's Code of Conduct on Environmental, Social, and Human Rights Aspects	56%	↻
Data Privacy	100% of employees (Hotel Business) responsible for handling information received through digital channels have received training on cybersecurity	100%	↻

↻ Achieved the goal   ↻ Achieving the goal

Challenges

- Nowadays, the long-term investment behavior of investors, including trust from stakeholders such as customers, business partners, and employees, is not only considered based on financial returns or performance but also on organizations with good corporate governance systems that reflect risk management, corruption management, respect for human rights, and governance throughout the value chain. Several studies have shown that organizations with strong corporate governance foundations are better able to cope with crises, manage risks from uncertainties, and are more resilient. Operating a business without controlling its operations in accordance with code of conduct, regulations, and international standards may lead to ineffective management and undermine corporate confidence and reputation, which are issues that cannot be quantified. It may also cause the Company to lose its competitive advantage and miss opportunities for new investment, which are important factors in increasing business value in the long run.

Opportunities

- The Company is committed to building trust among all stakeholders by conducting business in accordance with good business ethics, with transparent, fair, and responsible governance mechanisms, and by respecting the rights of all stakeholders in all dimensions, both socially and environmentally. The Company recognizes the importance of protecting the interests of its stakeholders and has implemented a good corporate governance structure and systematic risk management in accordance with international standards. In addition, the Company aims to build a strong corporate culture by encouraging all levels of personnel, from the Board of Directors to employees, to strictly comply with the Company's policies in order to create a solid foundation for the organization and achieve sustainable growth.

Corporate Governance

Good corporate governance is a fundamental assurance in fostering trust and credibility among all stakeholders. It also plays a vital role in shaping investment decisions. The Company is committed to corporate management based on the principles of good corporate governance, emphasizing transparency, ethical practices, and adherence to the code of conduct, with a strong focus on anti-corruption efforts. These elements are integral to creating long-term value for the Company. A robust and transparent corporate governance framework ensures efficient business operations aligned with international standards, according to various corporate governance assessment criteria, these include 1) The principles of good corporate governance as outlined by the Securities and Exchange Commission, adhering to the 2017 guidelines for listed companies, which serve as a key framework for corporate management. 2) The assessment criteria of the Corporate Governance Survey Project for Thai Listed Companies, aimed at elevating governance standards to align with international practices, while maximizing the Company's benefits and delivering positive impacts on stakeholders, society, and the environment.

A good corporate governance structure consists of the Board of Directors, which is responsible for overseeing operations to ensure transparency and compliance with the principles of good corporate governance, as well as managing risks from internal and external factors to ensure business continuity. The Board of Directors has appointed a sub-committee, the Risk Management and Corporate Governance Committee, to oversee and address key issues. This committee is responsible for identifying and managing risks, including sustainability-related concerns, across the supply chain, before reporting their findings to the Board of Directors. The Company also promotes a risk culture by ensuring that employees understand the importance of risk management and regularly reviews policies, regulations, and requirements to ensure that operations comply with the established policies. In 2024, the Risk Management and Corporate Governance Committee Charter and the Risk Management Committee Charter at the business unit level were reviewed, including the review and approval of 16 policies and procedures in accordance with the principles of good corporate governance.

Read more details in the Sections "Management Structure" and "Corporate Governance" in the Annual Report, 56-1 One Report and Read more details for Good Corporate Governance at https:// investor.centarahotelsresorts.com/storage/download/cg-document/20250116-centel-cg-policy-en.pdf

Code of Conduct

The Company has established a code of conduct for directors, executives, and employees in accordance with Central Group's guidelines, which aim to promote and support strong corporate governance practices. The Company recognizes that achieving set goals and objectives must be aligned with ethics, fairness, and morality, which are essential foundations for its operations.

The Company is committed to upholding the code of conduct as a core principle in its business dealings and interactions with all stakeholders, including shareholders, customers, business partners, creditors, trade competitors, society, communities, the environment, and the government. This commitment aims to foster transparency, fairness, and long-term trust. The Board of Directors has established principles and guidelines for practice, along with mechanisms and processes to ensure fair operations and competition. Additionally, the Company emphasizes the importance of stakeholders' rights, responsible public relations, and marketing practices, ensuring that its products and services are truthful and not misleading to consumers.

Read more details for Good Corporate Governance at https://investor.centarahotelsresorts.com/storage/download/cg-document/cod-and-good-corporate-governance-policy-en.pdf

The Company has established guidelines for addressing any actions that violate the specified code of conduct, taking into account the severity of the violation to ensure strict adherence to ethical standards. In the event of a breach, the Company will initially issue a written warning to the employee to raise awareness of the mistake and prevent it from serving as a negative example. Additionally, the Company requires all employees to review and acknowledge the Company's Code of Conduct annually to strengthen their understanding and commitment to ethical principles in the performance of their duties.

In 2024, the Company set a target for all employees and executives to review their knowledge and complete a knowledge test on the Code of Conduct via the e-learning system. The training was divided into the hotel business with 4,280 participants and the food business with 4,954 participants, totaling 9,234 individuals. All participants successfully completed the training and knowledge test, achieving the target of 100%.

Additionally, knowledge media on the Code of Conduct was developed, with executive representatives conveying information to enhance employees' understanding. Performance results were also reported to Management and the Board of Directors. The Company provides orientation and information to new directors regarding their roles, responsibilities, and key policies, including relevant codes of conduct, to foster understanding and promote continuous learning for the Board. Furthermore, all new employees are required to sign the Company's Code of Conduct to ensure strict compliance with the established guidelines, which are also communicated to all business partners. In 2024, the Company reviewed and revised the Code of Conduct for directors, executives, and employees, incorporating key updates to align with evolving situations and changes in the social context.

Employee Levels	Number of those who received training and communication		Percentage of those who received training (%)	
	Hotel Business	Food Business	Hotel Business	Food Business
Operation	3,469	1,506	100	
First management	645	3,017	100	
Middle management	101	373	100	
High-level executives	65	58	100	

Internal Audit and Control

The Company places great importance on internal auditing as a key mechanism for enhancing transparency, reliability, and sustainability in its operations, which are fundamental principles of the Good Corporate Governance system. Therefore, the Internal Audit unit has been structured to operate independently, ensuring it can effectively carry out its duties. It plays a vital role in assessing and evaluating the adequacy and effectiveness of the internal control system, risk management, and adherence to legal and regulatory requirements. The objective is to support the organization in achieving its strategic goals while upholding the principles of good governance and sustainable development. This approach is designed to create long-term value for the organization and all stakeholders.

In the operations of the Internal Audit unit, evaluation and audit results are regularly presented to the Chief Executive Officer and the Audit Committee on a quarterly and annual basis, in accordance with international internal audit standards. This ensures that senior management receives essential information for strategic decision-making and fosters continuous improvement of the internal audit system. The Company recognizes the importance of transparency in its operations and has implemented an annual internal evaluation project to assess and enhance the quality of internal auditing. Additionally, there is a plan to have the internal control system reviewed by external units every five years, with the process scheduled for completion by 2027.

Furthermore, the Company has promoted knowledge, understanding, and awareness of the importance of internal control systems among employees by organizing training activities and continuously communicating relevant information. This ensures that employees can perform their duties efficiently, in accordance with standards and best practices in internal control. In 2024, training and communication initiatives were extended to all department heads and branch managers within the hotel and food businesses, achieving 100% compliance with the set target.

The Company has appointed Mr. Khunakorn Susukkhon, Manager of Internal Audit Department (Acting Head of Internal Audit), to oversee the Internal Audit Office and be responsible for auditing operations. His responsibilities include auditing financial management and accounting within the Company, supervising internal auditors, and directly reporting audit results to the Audit Committee for presentation to the Board of Directors and the Management.

Anti-corruption

The Company prioritizes compliance with laws on the prevention and combatting of corruption and bribery. It is committed to operating with transparency, social responsibility, and consideration for all stakeholders. The Company supports the use of technology to enhance efficiency in preventing corruption and encourages personnel at all levels to be aware of and actively combat corruption in all forms. Clear communication is maintained to define behaviors that constitute corruption, serving as guidelines for operations and the prevention of misconduct. Additionally, the Company strengthens an organizational culture that upholds business ethics and corporate values in alignment with the principles of good corporate governance.

In 2024, the Company reviewed its anti-corruption policy along with regulations, complaints and fact-finding investigation, as follows:

1. The Company has assessed the risk of fraud, corruption, bribery, and other risks in high-risk business activities or those that may significantly impact the Company's interests. Preventive measures have been established, and their implementation is continuously monitored and evaluated, with the results reported to the Board of Directors. Additionally, internal audits and controls are conducted annually according to the audit plan of the Internal Audit Office.
2. The Company has established clear guidelines and requirements regarding the giving and receiving of gifts, assets, or other benefits, ensuring appropriateness in building relationships and engaging with external organizations in accordance with proper customs. These include hospitality and entertainment, donations or financial support on behalf of the Company, consideration of offers from business partners, provision of money or benefits, and political support. Additionally, the Company has communicated its "No Gift Policy" annually on its website to prevent and combat corruption that may arise in business operations.
3. The Company has continuously provided training to its personnel to enhance their knowledge and understanding of the applicable anti-corruption policy, including the scope of giving and receiving benefits. Clear case study examples are incorporated to ensure employees recognize the importance of complying with this policy. Additionally, the Company has communicated the measures for handling policy violations to ensure that employees are aware of and strictly adhere to the established guidelines.
4. The Company has established clear and comprehensive guidelines for communicating and disseminating its anti-corruption and bribery policies to all relevant parties, including customers, business partners, and employees. These policies are shared through various channels, such as the Company's website, public relations media, and email notifications. This ensures that all stakeholders are fully aware of and comply with the policy while promoting transparent and ethical business operations.
5. The Company has established an accessible, convenient, and secure complaint channel for whistleblowers to facilitate the investigation process in accordance with the principles of good corporate governance. This ensures that all information received is considered and acted upon fairly and transparently.

The Company has published its anti-corruption policy on its https://investor.centarahotelsresorts.com/storage/download/cg-document/20250106-centel-anti-corruption-and-bribery-policy-en.pdf and has issued a formal letter to its business partners. This initiative ensures that business operations remain honest and transparent under the established measures while also inviting business partners to join in expressing their commitment to combating corruption in the Thai private sector.

Membership of Thai Private Sector Collective Action Against Corruption

The Company has joined the Thai Private Sector Collective Action Against Corruption (CAC), a program under the Thai Institute of Directors (IOD), to enhance transparency and code of conduct standards. In 2024, the Company participated in the special CAC Change Agent program, playing a key role in expanding the invitation scope for business partners to join the CAC network through the SME Certification Program. This initiative aims to strengthen transparency throughout the organization's value chain. In addition, the Company has joined various associations and organizations whose objectives align with its goals, reflecting its commitment to conducting business with transparency, good governance, and sustainable development in the country's business sector. These include the Thai Chamber of Commerce, the Joint Foreign Chambers of Commerce in Thailand, the 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, as of September 1, 2011. Furthermore, the Company was evaluated and certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on April 22, 2016, and has consistently renewed its membership every three years.

Process of Receiving Information and Complaint Investigation

The Company prioritizes the development and improvement of its whistleblowing system in accordance with the Whistle-Blowing Policy to ensure maximum efficiency. This includes effectively communicating the policy on receiving information, complaints, whistleblowing and the fact-finding process, as well as implementing fair compensation measures for those affected and safeguarding the rights of whistleblowers. These efforts aim to build confidence in the organization's whistleblowing system, which serves as a crucial tool for preventing and mitigating risks that may impact corporate governance. The Company regularly communicates its practices through the Speak Up project, ensuring that employees understand their roles and the importance of adhering to the correct guidelines. Additionally, business partners are informed of the policy and requirements for receiving information, handling complaints, and conducting fact-finding procedures.

The Company has established a secure contact channel for whistleblowing, complaints, or inquiries regarding actions that may violate laws, rules, regulations, or the Company's code of conduct, including corruption. These channels incorporate measures to protect the rights and safety of whistleblowers, in accordance with a non-retaliation policy. To ensure a thorough investigation of facts, the Company has established an Audit Committee responsible for conducting investigations and reporting its findings to senior executives and the Board of Directors. The investigation process follows the guidelines outlined in the Complaint Fact-Finding Manual, which covers all steps from receiving complaints and fact-finding to determining penalties in cases of violations of laws, rules, or the Company's regulations. Additionally, the manual includes fair and appropriate remedial measures for affected parties and outlines preventive actions to prevent the recurrence of similar complaints in the future.

Whistleblowing or Complaint Channels

The Company has established channels for both internal and external stakeholders to submit whistleblowing reports or complaints to the Company through the following channels:

- Email: whistleblower_centel@chr.co.th
- Post: Internal Audit and Risk Management
  Central Plaza Hotel Public Company Limited
  999/99, 25th Floor, Rama 1 Road, Pathum Wan Sub-district, Pathum Wan District, Bangkok Metropolis 10330

Number of Complaints in 2024

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

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

Risk Management

Challenges

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

Opportunities

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

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

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

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

Risk Management Structure

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                          Board of Directors

        Risk Management , Corporate Governance and Sustainability
                              Committee

   Hotel  Business Unit Risk Management              Food Business Unit Risk Management
            Committee                                        Committee

Risk Management Secretary                                                    Risk Management Secretary

              Chief Executive Officer               President

Risk Management Team                                                         Risk Management Team

Accounting & Finance                                                        Accounting & Finance

Sales & Marketing                                                           Supply Chain Management

Operation                                                                   Operations

Procurement                                                                 Corporate Marketing

Human Resources                                                             Human Resources

Design & Technical                                                          Information Technology

Business Development                                                        Business Development

Information Technology

         General Manager - Hotel                    General Manager - Food
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Risk Assessment Process

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

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

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

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

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

Business Continuity Management

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

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

Risk Culture

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

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

Promotion of Innovation Creation in Organization

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

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

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

In this year, a total of seven innovation development projects have been initiated by employees within the organization. These projects have significantly contributed to enhancing operational efficiency, creating business opportunities, and achieving tangible cost reductions.

"KATSU Egg Spicy Wrap" Employees have identified a shift in consumer behavior, with a growing demand for convenience and an opportunity to expand product offerings to new consumer segments. The company projects first-year sales to reach 2.9 million Baht.

"Fraudulent Control System" has reduced corruption-related damages by 40% compared to the average over the past three years. By detecting and alerting instances of corruption within branches, the system enables timely intervention and effective fraud prevention.

"E-Learning CRG Academy" is an online platform for food sanitation training, officially authorized by the Department of Health (Thailand). It provides comprehensive training, testing, and certification. Additionally, it is certified by government agencies, enabling the expansion of its services beyond the company to external customers. The platform is projected to generate approximately 14 million Baht in revenue by 2027.

"AI powered Skill" leverages AI for employee training and development, reducing the workload of Training Department while enhancing the content, presentation materials, and the development of foreign language training. This aligns with the Company's business direction, which requires the hiring of foreign labor.

"Work Buddy App Sheet" was developed to allow employees to select their own training schedules, reducing duplicate paperwork and minimizing human errors. In the trial phase, the application achieved a satisfaction rate of 89%.

"Feasibility Online" reduces discussion time by over 20% and supports data-driven decision-making for business expansion by leveraging historical data from multiple dimensions as evaluation criteria. This approach minimizes reliance on "personal opinions" in business expansion decisions.

"HR Workplace" is a centralized platform for human resource services, streamlining employee experiences and reducing the time spent searching for information.

Innovation in Service and Operations

The Company is committed to strengthening its image as a market leader by supporting the efforts of Research and Development Department and empowering skilled personnel to drive innovation. This includes enhancing operational efficiency, designing new products, and focusing on innovation and novelty within core product groups to attract new customer segments while retaining existing ones. Additionally, the Company collaborates with partners through co-branding initiatives to expand marketing opportunities. The Company prioritizes market research and continuously monitors various trends, conducting in-depth studies on evolving consumer behavior and preferences, particularly in nutrition, health, and safety. Using data from consumer surveys and consumer feedback gathered through focus groups, the Company analyzes customer needs across target segments. Additionally, new product feedback is assessed through market testing, enabling data-driven analysis and reducing the risks associated with nationwide market expansion.

For hotel business, the Company focuses on expanding the use of the Guest Digital Solution through the Centara Concierge Application to 10 additional hotels within the Group, bringing the total to 18. This initiative aims to enhance service standards in response to evolving customer behavior. The system streamlines communication between guests and staff through a single, integrated channel, covering a wide range of services. These include access to general hotel information, requests for additional room amenities, in-room meal ordering, and booking appointments for services and activities such as spa treatments or experiences offered in partnership with local vendors, etc. Customers can directly request services from staff through the system. The Company has analyzed data from pilot hotels and enhanced the system to better align with customer needs. Operational results showed a reduction in communication errors, leading to a 5.3% decrease in employee communication complaints in 2024 compared to the previous year. Additionally, customers can more conveniently access products and services from Spa Department and Food and Beverage Department. At the same time, the system enables employees to deliver services more quickly and accurately, reducing service costs and enhancing the overall operational efficiency of the organization. Additionally, the Company has developed a Digital Coupon & Voucher System for hotel guests, integrated with keycards for use in restaurants and spas. This system eliminates the need for paper coupons, streamlines employee workflows for verifying coupons and vouchers, and enhances customer convenience in redeeming them. It also serves as a revenue-generating channel, contributing up to 10 million Baht, while reducing the use of over 500,000 printed items, including coupons, vouchers, and promotional materials. This system was jointly developed by Operations Department, Food & Beverage (F&B) Department, and IT Department to integrate technology into the customer service process, enhancing the customer experience while reducing resource usage and service-related waste.

The Company has also enhanced Centara Deals, an online platform that consolidates hotel products and services in one place. This improvement allows guests to easily search for and purchase services, reducing decision-making time and increasing efficiency in accessing special offers quickly.

Food business has successfully leveraged technology to transform its business processes and organizational management, earning recognition from Human Resources Online Institute, Singapore. This achievement reflects the Company's commitment to delivering superior service.
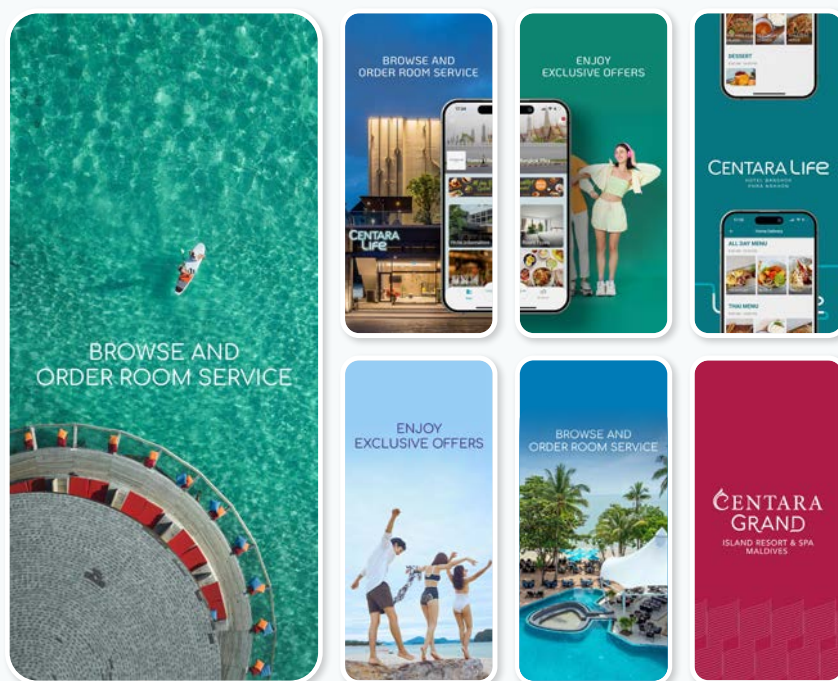
This year, the Company received the Gold Award for Excellence in Digital Transformation. In 2024, the Company integrated technology into its services to further enhance the customer experience and meet their needs by introducing self-ordering kiosks at various KFC branches, enabling cashless payments. It has been observed that the cashless payment rate has increased from 60% to 70%, enabling faster service delivery. Compared to the previous method, which handled an average of 45 transactions per hour, the new system can process 60 transactions per hour. Additionally, it helps reduce labor costs and allows the company to serve a wider range of customer segments including foreign tourists, by minimizing language and communication barriers. In the future, the food business plans to transition its branches into fully digital stores (100%).

For Mister Donut brand, the Company has developed an innovative flour with a unique, soft, and fluffy texture, along with a flour blend enriched with healthy grains. This innovation caters to consumers who prioritize both taste and nutritional value. Additionally, the Company prioritizes the development of innovative and alternative menu options that focus on nutrition and natural ingredients for health benefits. These include reduced-sugar, low-fat, and low-sodium formulations, the selection of ingredients from safe and reliable sources, and the introduction of new fish varieties while maintaining high quality and great taste. To cater to customers who do not consume animal products, the Company has expanded its menu to include beverages made with plant-based milk, supporting those who prioritize a balanced diet.

Service Quality

The Company prioritizes raising service standards to maximize customer satisfaction by ensuring strict quality control of products and services. Additionally, it focuses on training employees to deliver services that align with the organization's standards, brand identity, and international benchmarks that meet customer expectations.

The Company is committed to continuously enhancing service quality and delivering a superior customer experience. It focuses on establishing service standards that cater to all target customer groups, enhancing competitiveness, and continuously driving market expansion. The Company offers a variety of services to meet the needs of a diverse customer base, including family- and kid-friendly options such as Candy Spa, a unique children's spa experience. The Company also organizes special parties in designated areas and the allocation of facilities and minibars specifically curated for family stays, such as those at Centara Mirage, is designed to enhance the guest experience by catering to the unique needs of families. Additionally, the Company has implemented the Pet-Friendly Hotels concept at nine locations across Thailand to accommodate customers traveling with pets, with plans to expand pet-friendly cafes and restaurants.

Additionally, to promote guests' well-being and good health, the Company prioritizes the selection of nutritious food and beverages. More than 40% of the menu consists of healthy dishes, following the Farm to Table concept, which offers customers a fresh dining experience with high-quality ingredients. The Company also encourages the cultivation of vegetables and herbs for use within its hotels. Currently, 22 properties under Centara Hotels & Resorts feature on-site vegetable and herb gardens, offering international guests the opportunity to experience cooking with fresh ingredients harvested directly from the garden. In 2024, the "Organic Sky Farm" project was launched by transforming an old tennis court on the 26th floor of Centara Grand At CentralWorld, covering approximately 1,300 sqm., into an organic vegetable farm. The farm grows 23 types of vegetables based on usage needs, including salad greens such as green oak, red oak, green cos, red cos, and red batavia, as well as other garden vegetables like Hong Kong kale, bok choy, Italian kale, basil, tomatoes, rosemary, lemon, guinea peppers, Spanish chili peppers, and edible flowers. The farm will also feature an area for composting vegetable scraps, fruit scraps, and coffee grounds. In 2024, organic vegetable production totaled 3,777 kilograms, resulting in savings of 445,000 Baht in expenses. Additionally, 9,729 kilograms of food waste, along with vegetable and fruit scraps, were repurposed as fertilizer on the farm, reducing greenhouse gas emissions by 1.6 tCO2e. Similarly, the "Eat Herbs, Live Well" project at Centara Grand at Central Plaza Ladprao Bangkok uses herbs grown on the hotel grounds to prepare authentic Thai dishes, allowing customers to experience the benefits of fresh Thai herbs in every meal. Additionally, the Spa Department has introduced a new service, the "Moroccan Hammam," to meet the growing demand for health tourism. This service combines massage techniques that stimulate cell turnover, leaving the skin brighter and promoting better blood circulation. The service was launched at Centara Grand At CentralWorld, generating over 2 million Baht in revenue.

Customer Complaint Management

The hotel business aims to measure service quality by setting a goal to resolve 100% of customer complaints while the customers are still staying at the hotel. Additionally, complaints will be followed up on and investigated after their stay to ensure effective management and resolution, enhancing customer satisfaction. In the food business, complaints received through the call center must be resolved, and an additional channel for reporting issues and complaints has been introduced via an online form system, which requires responses and resolutions within 24 hours.

Customer Satisfaction Evaluation

Customer satisfaction evaluation for Hotel business:

The Company collects feedback through the Review Pro system, which covers platforms used for booking rooms or expressing opinions on services. The Company also sends satisfaction questionnaires via email, utilizing the following three methods:

1. In-Stay Survey system is a brief questionnaire sent to customers who have stayed for more than 2 nights, delivered via their registered email to assess satisfaction.
2. Guest Satisfaction Survey (GSS) system is a questionnaire that covers the services and facilities provided by the hotel. It is sent to the customer 48 hours after check-out.
3. Online Reputation Management (ORM), also known as Guest Review Index (GRI), measures customer satisfaction by collecting feedback and suggestions about services from customers through online platforms and social media.

Operations Department summarizes the results of customer satisfaction surveys and reports them to the Management, the Risk Management, Corporate Governance and Sustainability Committee, and the Board of Directors every three months. This includes presenting improvement plans aimed at achieving the highest level of customer satisfaction.

The Company's service quality management goal is to resolve as many complaints as possible, thereby increasing customer satisfaction through the use of the GSS or ORM systems. GSS will serve as an internal tool to help us analyze areas for improvement, while effective ORM, driven by both comments and ratings, will enhance brand visibility on online channels. This, in turn, can generate more revenue for the hotel and enable higher room rates due to increased demand and improved product and service quality.

Customer Satisfaction Evaluation for Food business:

The Company has implemented Online Customer Questionnaires alongside Mystery Shopping to provide a comprehensive and accurate assessment and analysis of customer experience. Additionally, the Company uses the CRG Food Tracker system to collect and track data, compiling customer satisfaction results and systematically identifying areas for improvement, ultimately enhancing service efficiency in all aspects.

Overall Customer Satisfaction Evaluation Results For All Brands

In 2024, the overall customer satisfaction score for the Hotel business across all brands (Guest Satisfaction Survey Score: GSS) was 88.3%, 1% below the target of 89.3%. The Online Reputation Management Score (ORM) or Guest Review Index (GRI) was 87.5%, exceeding the global satisfaction review index average by 1.3% but still falling short of the target of 88.9%. The customer satisfaction score during the stay was 86.3%. The Net Promoter Score (NPS) reached 49 points, marking a 0.6-point increase from the previous year, while the target was 53 points. The Quality Competitive Index (QCI) stood at 100.9%, compared to the target of 103.5%.

Hotel Business

2020	2021	2022	2023	2024
88.07	88.9	88.6	88.8	**88.3**

Customer Satisfaction Survey

Food Business

2022	2023	2024
90.6	92.6	**93.5**

Customer Satisfaction Survey

Food Business

2022	2023	2024
96.1	97.6	**98.4**

Product Quality Standard Evaluation
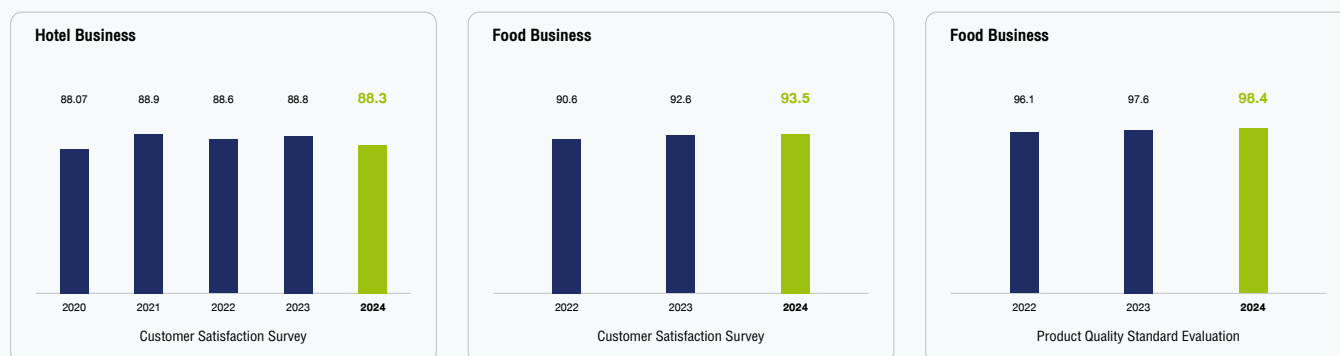
The Company has summarized the results of the customer satisfaction survey and used key findings as guidelines to develop and enhance service quality, ensuring better alignment with customer needs and continuous service improvement. The Company has been developing a diverse range of hotel menus to cover and respond to the needs of all customer groups, while maintaining a strong focus on the nutritional value and safety of raw material sources to ensure the food served is of high quality and meets established standards. Additionally, the Company has continuously enhanced quality control measures for the hotel's rooms and common areas, ensuring a comfortable and convenient stay experience that meets guest expectations. This includes enhancing room functionality to efficiently support the use of electronic devices and ensuring there are enough devices to meet guests' needs.

In the Food business, the Company has established a framework for service quality, with each food brand following specific quality control guidelines. This approach is reflected in the results of the 2024 customer satisfaction assessment. Customers are satisfied with the taste and quality of the food, which meets the standards, as well as the cleanliness and overall atmosphere of the restaurants. According to the evaluation results from the CRG Food Tracker system, overall satisfaction was 93.5%, and the product quality standard evaluation reached 98.4%. Additionally, the Company has focused on improving service quality in three main areas: speed of service, expanding menus and promotions, and enhancing customer welcome experiences. To meet customer satisfaction, the Company has implemented an operational strategy that aims to leverage technology to improve service efficiency, while offering set menus and promotions for various festivals to boost sales and expand the customer base in the market.

Data Privacy Protection

The Company has established a personal data protection policy in strict compliance with the Personal Data Protection Act B.E. 2562 (2019) and related laws. To acknowledge compliance risks and the risk of potential infringement on individuals' rights and privacy, the Company has made this policy publicly available on its website, as well as the hotel and food business websites. Additionally, the policy has been communicated to customers, business partners, and all stakeholders to ensure their confidence in the Company's data governance system.

The Company has scheduled regular reviews of policies, practices, and improvements to data control measures to ensure they remain aligned with current situation. It has also organized annual training sessions to educate employees on the importance of data privacy and the organization's responsibility in maintaining data security and privacy standards. In 2024, 100% of employees completed the training and passed the test.

Additionally, the Company has implemented effective technologies to enhance its cybersecurity system, ensuring the protection and security of information systems and personal data. These technologies include the selection of firewall systems, network threat detection and response systems (CrowdStrike), and the adoption of high-security multi-factor authentication (MFA) to strengthen access controls for information technology systems. The Company has also introduced mobile device management (MDM) systems for personnel accessing sensitive data, among other measures. These measures support the Company's services and business operations. Regarding data transparency and consent, the Company has established clear communication channels with customers, service users, and parties related to business operations to request essential consent for the collection, processing, and sharing of data. The company oversees the collection of only necessary data, ensuring it is done in compliance with legal objectives. Additionally, internal audits are conducted, along with external audits, which include inspections by the Personal Data Protection Officer of the Central Group.

More details of Data Privacy Protection at https://investor.centarahotelsresorts.com/th/privacy-policy

Digital and Cyber Risk Management

The Company prioritizes the prevention and management of digital and cyber risks, ensuring alignment with the organization's acceptable risk level. A dedicated working group, under the supervision of the Chief Technology Officer, continuously improves the IT system structure to maximize security. The company regularly reviews its policies at least once a year and has developed an emergency response plan based on the CHR Crisis Escalation flow process. This plan serves as a guideline for communication and action within the organization to effectively manage risks. Additionally, the Company implements a Security Information and Event Management (SIEM) system to collect data, inspect risks, analyze and identify threats. The system collaborates with external agencies to enhance threat surveillance before it disrupts business operations. Within the organization, the Company has implemented measures to control the security and confidentiality of information in accordance with international standards, while also considering the rights of customers and all relevant parties. These measures aim to maintain confidentiality, integrity, and availability of information. Data security levels are defined to oversee data protection throughout its recording, storage, use, and retention. Each unit within the Company is responsible for the retention, deletion, destruction, or anonymization of personal information.

In 2024, the hotel and food businesses completed system verification to ensure compliance with the standards and requirements of the Information Security Management Certification Standard (ISO/IEC 27001:2022) by an external agency.

Cyber Security Incident Escalation Process

The Company has established measures and procedures for systematic and rigorous information security system audits to prevent and manage cyber risks, including responses to potential threats, ensuring the continuous operation of the business and services. The Company has therefore established a Cyber Security Incident Management Procedure and a CHR Crisis Escalation Flow, both of which are communicated internally and tested periodically. In addition, the Company emphasizes the importance of promoting the cooperation with regulatory agencies and relevant sectors to coordinate information and information systems in compliance with legal requirements and in line with the Company's internal policies and practices, which have been communicated.

The Company's internal personnel are a crucial mechanism for monitoring and maintaining information security. Therefore, the Company emphasizes the importance of creating an organizational culture that raises awareness of cyber risks at all levels, from the Board of Directors and executives to employees, customers, and business partners. At the employee level, the Company provides annual cyber risk training, including training on personal data protection laws, and conducts a cyber awareness program (Phishing Test) at least twice a year. In addition, the Company has conducted vulnerability assessments and cyber security penetration testing programs, collaborating with external agencies to perform virtual cyber security assessments annually. The Company requires reporting cyber risk incidents, whether caused by internal or external factors, to executives to raise awareness, facilitate the determination of effective preventive measures, and strengthen the organization's cybersecurity in alignment with international standards.

The Company has participated in the 2024 Cyber Resilience Survey for listed companies on the Stock Exchange of Thailand to assess its cyber security level and use the insights to develop relevant plans that will help reduce risks and enhance cyber security capabilities.

Request for Exercising Personal Data Rights

In 2024, the Company received No complaints regarding data security, including requests for the exercise of personal data rights or complaints related to personal data.

Read more details for Privacy Policy at
https://investor.centarahotelsresorts.com/storage/download/cg-document/20200630-centel-privacy-policy-en.pdf

Sustainable Supply Chain Governance and Management

Challenges

- The company's operations require collaboration with partners at multiple levels, ranging from small-scale entrepreneurs (community level) to large-scale businesses. Additionally, the Company must meet sustainable tourism certification criteria and address sustainability trends, which include supporting community products and promoting procurement practices that do not harm society and the environment. It has been observed that business partners vary in their potential and capabilities in governance of sustainability. These factors may expose the company to risks within the supply chain, including the commitment to selecting socially and environmentally friendly products or services, supply chain security, and labor-related issues, etc. Therefore, without consistent strategic management, the company may face challenges in maintaining stakeholder confidence in the supply chain management amidst climate change, as well as achieving the company's highest ESG operational goals.

Opportunities

- The Company recognizes an opportunity to assess risks in key areas throughout the supply chain to prevent issues that may impact business operations and its goals, ensuring continuous and efficient management. The Company regularly selects and evaluates its business partners based on ESG criteria each year, ensuring that operations between the Company and its business partners align in a consistent direction. In addition, the Company clearly communicates its supply chain management approach, supports the development of its business partners' potential, and collaborates on innovations and services that effectively meet customer needs. These actions not only strengthen business relationships but also promote sustainable partnerships that can grow steadily in the long term.

The Company emphasizes supply chain governance and continuously improves its approach to align with sustainable development direction in the environmental, social, and governance (ESG) dimensions, all within a framework of transparent and auditable procurement operations and management. The payment timeframe between business partners is clearly defined. The Company also encourages its business partners to join the Anti-Corruption Network as part of its involvement in the CAC Change Agent 2024 project, aimed at driving sustainable supply chains. In addition, indicators have been established for products and services that help reduce social and environmental impacts, lower greenhouse gas emissions, and obtain greenhouse gas emission certification. These indicators also consider occupational health and safety, fair treatment of employees, and adherence to human rights principles, including not supporting business partners involved in modern slavery, child labor, or unfair labor practices. The Company has communicated its practices and policies through various channels, including the Supply Chain Management Policy, Sustainable Supply Chain Management Policy, Sustainable Procurement Policy, Code of Conduct for Business Partners and Suppliers, Occupational Health, Safety, and Work Environment Policy, and other related policies. These policies apply to both existing and new business partners and suppliers, ensuring they acknowledge the Code of Conduct and common practices. Specifically, new business partners are required to undergo a 100% assessment of material issues based on the initial sustainability framework.

Moreover, the Company is aware of potential risks in the value chain that may affect business operations. As a result, it has decided to randomly assess key business partners across the three dimensions of sustainable development, using field visits, questionnaire assessments, and online systems. The Company uses assessment results to develop a plan for engaging business partners directly and indirectly related to its operations. The practices are regularly reviewed to ensure they remain up-to-date and aligned with current circumstances. Performance reports are submitted to management for presentation to the board of directors, providing recommendations aimed at collaboratively building a stable and socially responsible supply chain for the long term.

Read more details for Supply Chain Management Policy at
https://investor.centarahotelsresorts.com/storage/download/cg-document/20190401-centel-policy-on-supply-chain-management-en.pdf

Read more details for Sustainable Procurement Policy at
https://investor.centarahotelsresorts.com/storage/download/cg-document/20210507-centel-sustainble-procurement-policy-en.pdf

Read more details for Code of Conduct Ethics and Guidelines for Business Partners at
https://investor.centarahotelsresorts.com/storage/download/cg-document/20250106-centel-code-of-conduct-for-business-partners-and-suppliers-en.pdf

Performance

In 2024, the Company assessed its business partners based on practices covering environmental, social, and governance (ESG) issues, along with consideration of supplier segmentation, as a guideline for efficient business partner management and reducing the risk of potential impacts on the business, society, and the environment. The Company analyzed the annual trading volume data with its suppliers, categorizing them into the following groups: the Critical Tier 1 group, which includes a single, irreplaceable business partner; the Tier 1 group, which is important according to the criteria set by the Company, if the Company needs to change or find a replacement business partner, it will have a high impact on its operations; and the Non-Critical Tier 1 group, which consists of business partners with trading volumes that meet the specified criteria and are important to the Company, potentially affecting its operations if a replacement is needed. The Company has established clear agreements with its business partners regarding payment methods within 30-45 days and strictly adheres to these terms. In 2024, the average payment period for business partners was 19 days.

Supplier Segmentation

Supplier	No. of supplier		Percentage of total purchase order (%)		No. of suppliers who pass the evaluation criteria (2024)		No. of suppliers who failed to meet the evaluation criteria (2024)	
	Hotel Business	Food Business	Hotel Business	Food Business	Hotel Business	Food Business	Hotel Business	Food Business
Total	2,753	1,039	100	66	78	684	-	-
Critical Suppliers (Critical Tier 1)	0	16	0	3.3	-	-	-	-
Key Suppliers: > 5 million expenses (Tier 1)	77	155	43	90	30	-	-	-
Secondary suppliers: < 5 million expenses (Non-Critical Tier 1)	334	884	37.5	10	48	-	-	-
New Supplier (2024)	195	229	7.5	3	0	0	-	-
SME suppliers	45	23	0.02	0.5	-	-	-	-
Suppliers signed and acknowledged Code of Conduct & Guidelines for Business Partners and Suppliers	1,750	357	63	76	-	-	-	-
The proportion of Local and International product purchase (%)	88/12	89/11						

Supply Chain Assessment and Evaluation

The Company conducts annual business partner assessments to ensure responsible supply chain management. Therefore, the business partner assessment form is based on five principles related to ESG:

1. Potential on product or service quality, including quality standard certification, on-time and complete delivery, and a reliable transportation system
2. Potential on price competitiveness and production capacity
3. Potential for developing innovations and introducing new products to meet the needs and goals of reducing greenhouse gas emissions from the Company's business activities
4. Care for the Company' employees, contributions to society, and environmental responsibility
5. Ethical business conduct and adherence to the principles of good governance

In addition, the importance of standard criteria related to sustainable procurement is being considered, including sustainable production certification standards, animal welfare product standards, green industry assessment standards, and ISO and HACCP food safety and quality factory standards, all of which ensure continuous business operations and minimize impacts on society and the environment. In 2024, the food business increased its supplier assessments by 22% of the total number of suppliers.

Building Business Partner Engagement in the Supply Chain

The company places significant importance on activities that enhance the relationship with business partners to ensure operations are in line with responsible procurement principles upheld by the organization. This includes communicating the practices and strategies for sustainable procurement that encompass ESG issues while also fostering stronger connections between partners and the company through year-round meetings. This aims to ensure that business partners, both directly and indirectly involved, are aware of the goals for sustainable operations under good governance and the Company's efforts to become a net-zero organization. It also provides an opportunity to exchange ideas and discuss market demand trends, helping suppliers stay informed and prepared for the transition to sustainable business practices.

In 2024, hotel business partners held a meeting with 80 key and secondary suppliers to review and communicate guidelines and policies related to sustainable supply chain management. These included the Supplier Code of Conduct, human rights issues, the No Gift Policy, and other business ethics aligned with the Company. The meeting also focused on developing business partners' capability through training on safety standards, hygiene standards, and hotel waste management. Additionally, the payment deadline was clearly revised to align with suppliers' expectations and the principles of transparent and fair business operations.

The food business held meetings throughout the year with 113 business partners and developed products with a total of 42 business partners. Key discussion topics included hygiene system audits, workshops to improve working methods and cost reduction strategies, as well as reducing work steps through the application of technology, all without compromising the quality of products and services. These activities include training on topics such as quality standard requirements (ISO 9001:2015), environmental management systems (ISO 14001:2015), and occupational health and safety management systems (ISO 45001:2018), among others. In addition, business ideas were exchanged, and key points from the discussion were used to enhance cooperation in support of responsible business operations, aligning with the Company's goals. These initiatives include a project to support the use of renewable energy with 6 business partners, a project to promote the switch to ozone-friendly refrigerants (R-290) with 2 business partners, and a project to support innovations in waterless cleaning products, which could reduce the Company's water usage by up to 1,275,881 liters per year.

Sustainable Raw Materials

The Company is committed to conducting business responsibly in line with the Sustainable Supply Chain Management Strategy and Sustainable Procurement Policy. As part of this commitment, it emphasizes supporting environmentally friendly products and services that are safe, traceable, and promote transparency in the raw material sourcing process. It also considers sustainability certifications from reliable external agencies, including standards for promoting sustainable fair trade systems (Fairtrade), protecting forests and supporting sustainable agriculture and business (Rainforest Alliance), and standards certifying raw materials that do not contribute to deforestation through the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC). In addition, it considers product standards certified for animal welfare, such as the Marine Stewardship Council (MSC) certification for seafood from sustainable wild fisheries, the Dolphin-Safe certification for tuna caught using fishing methods that do not harm dolphins, and agricultural product standards, among others.

The hotel business requires products and services certified with environmental standards, prioritizing those that consider their impact on society and the environment, as well as their disposal methods after use. As a result, there is a strong emphasis on sourcing raw materials and packaging that minimize negative impacts on both society and the environment. In 2024, the procurement of products certified for sustainable production, quality, and food safety accounted for 16.6%, marking an increase of 6.6% from the previous year. Additionally, the procurement of raw materials certified for animal welfare standards by the hotel business represented 40% of total purchases.

In the food business, there is a Co-sustainability project with a drinking water brand focused on sustainable supply chain management through the innovation of 100% recycled plastic bottles (rPET). The project also supports environmentally friendly raw materials, including RSPO-certified palm oil, biodegradable straws, FSC and PEFC-certified packaging, 50% recycled plastic bags, and stainless-steel refrigerators using R-290 refrigerant, which has a low global warming potential and does not harm the atmosphere, resulting in energy savings throughout the life of the machine.

In 2024, the purchase of products certified for sustainable production, quality, and food safety accounted for 1.06% of total purchase orders. Regarding the procurement of raw materials certified for animal welfare standards, this accounted for 29% of total purchases. Additionally, 82% of poultry products in the purchase order list were certified for animal welfare and other sustainable production standards.

Additionally, in 2024, the Company selected 12 products certified with carbon footprint reduction or global warming reduction labels. These include 4 palm oil products and soybean oil products, and 8 beverage products.

Sustainable Packaging

At the current stage of innovation in sustainable packaging development, sustainable packaging can meet functional, safety, and sustainability requirements in alignment with circular economy principles. The Company actively promotes the use of sustainable packaging by reducing single-use plastics, increasing the proportion of environmentally friendly packaging, and collaborating with business partners and allies to transition to sustainable packaging across its hotel and food businesses. In the hotel business, certified bio-packaging and compostable packaging made from sugarcane bagasse or other plant-based biodegradable materials are utilized. Meanwhile, the food business has shifted to biodegradable packaging, replacing plastic lids with paper or pulp-based alternatives, which contribute to a lower environmental impact, lower energy consumption, and promote the use of paper-based packaging sourced from sustainably managed forests, which does not harm natural forests and is certified by FSC or an equivalent program such as PEFC.

In 2024, the Company recorded the use of 1,117.60 tons of FSC-certified paper products, 20 tons of recycled plastic, 30 tons of biodegradable plastic, and 270 tons of plastic that complies with the Restriction of Hazardous Substances (RoHS) regulations, ensuring controlled levels of hazardous substances to protect both consumers and the environment.

Hotel Business Employee Information

Employee Information	2020		2021		2022		2023		2024	
1. Employee Information at 31 December 2024	Person	%	Person	%	Person	%	Person	%	Person	%
Total number of employees	3,785		2,913		3,746		4,133		4,280	
Male	2,032	53.69	1,602	54.99	2,082	55.58	2,275	55.04	2,407	56.24
Female	1,753	46.31	1,311	45.01	1,664	44.42	1,858	44.96	1,873	43.76
Permanemt employees	3,728	98.49	2,892	99.28	3,637	97.09	3,974	96.15	4,143	96.80
Male	1,998	53.59	1,589	54.94	2,025	55.68	2,178	54.81	2,323	56.07
Female	1,730	46.41	1,303	45.06	1,612	44.32	1,796	45.19	1,820	43.93
Temporary / Contract employees	57	1.51	21	0.72	109	2.91	159	3.85	137	3.20
Male	34	59.65	13	61.90	57	52.29	97	61.01	84	61.31
Female	23	40.35	8	38.10	52	47.71	62	38.99	53	38.69
Part-time/Casual							939		526	
Male							607	64.64	348	66.16
Female							332	35.36	178	33.84
Workers are not Employee							2,425		2,242	
Male							1,299	53.57	1,133	50.54
Female							1,126	46.43	1,109	49.46
Male employees by age										
under 30 years old.	464	22.83	334	20.85	472	22.67	543	24.93	557	23.98
30-50 years old.	1,349	66.39	1,098	68.54	1,433	68.83	1,516	69.61	1,539	66.25
over 50 years old.	219	10.78	170	10.61	177	8.50	216	9.92	311	13.39
The number of female employees by age										
under 30 years old.	511	29.15	329	25.10	509	30.59	591	32.91	564	30.99
30-50 years old.	1,115	63.61	880	67.12	1,022	61.42	1,124	62.58	1,123	61.70
over 50 years old.	127	7.24	102	7.78	133	7.99	143	7.96	186	10.22
The number of male employees by position										
Operation	1,705	83.91	1,319	82.33	1,754	84.25	1,895	87.01	1,991	85.71
First management	311	15.31	268	16.73	315	15.13	290	13.31	325	13.99
Middle management							53	2.43	51	2.20
High-level executives	16	0.79	15	0.94	13	0.62	37	1.70	40	1.72
The number of female employees by position										
Operation	1,424	81.23	1,018	77.65	1,327	79.75	1,489	80.14	1,478	78.91
First management	325	18.54	290	22.12	333	20.01	296	15.93	320	17.08
Middle management							51	2.74	50	2.67
High-level executives	4	0.23	3	0.23	4	0.24	22	1.18	25	1.33
The number of employees by work experience										
less than 1 year	104	2.75	462	15.86	1,305	34.84	1,024	24.78	846	19.77
1-3 years	871	23.01	377	12.94	517	13.80	1,411	34.14	1,601	37.41
> 3 years -5 years	609	16.09	414	14.21	305	8.14	150	3.63	310	7.24
> 5 years -9 years	1,066	28.16	707	24.27	543	14.50	477	11.54	413	9.65
> 9 years -15 years	818	21.61	665	22.83	758	20.23	742	17.95	691	16.14
more than 15 years	326	8.61	288	9.89	318	8.49	329	7.96	419	9.79

Employee Information	2020		2021		2022		2023		2024	
The total number of employees by religion										
Northern	56	1.48	0		29	0.77	30	0.73	**37**	**0.86**
Male									**20**	
Female									**17**	
Central	1,393	36.80	1,076	36.94	1,499	40.02	1,617	39.12	**1,528**	**35.70**
Male									**757**	
Female									**771**	
Northeastern	0		0		0		0	0.00	**0**	**0.00**
Male									**0**	
Female									**0**	
Eastern	530	14.00	404	13.87	414	11.05	426	10.31	**385**	**9.00**
Male									**219**	
Female									**166**	
Western	327	8.64	239	8.20	0		0		**0**	**0.00**
Male									**0**	
Female									**0**	
Sounthern	1,142	30.17	857	29.42	1,145	30.57	1,205	29.16	**1,287**	**30.07**
Male									**684**	
Female									**603**	
Foreign Countries	337	8.90	337	11.57	659	17.59	855	20.69	**1,043**	**24.37**
Male									**727**	
Female									**316**	
The total number of employees by nationality (person)										
Thailand	3,399	89.80	2,561	87.92	3,142	83.88	3,358	81.25	**3,315**	**77.45**
Cambodia	1	0.03	1	0.03	1	0.03	0	0.00	**1**	**0.02**
Korea							2	0.05	**2**	**0.05**
Kazakhstan			1	0.03	1	0.03	2	0.05	**7**	**0.16**
Cameroon							1	0.02	**2**	**0.05**
Kretistan							5	0.12	**8**	**0.19**
Kenya	1	0.03	1	0.03	1	0.03	6	0.15	**6**	**0.14**
Canada	1	0.03	1	0.03	1	0.03	0	0.00	**0**	**0.00**
Seria							3	0.07	**3**	**0.07**
Seychelles							1	0.02	**1**	**0.02**
South Africa							1	0.02	**1**	**0.02**
China	5	0.13	1	0.03	4	0.11	6	0.15	**8**	**0.19**
Jordan							1	0.02	**1**	**0.02**
Japan	1	0.03	1	0.03	5	0.13	153	3.70	**148**	**3.46**
Dutch	0	0.00	2	0.07	2	0.05	1	0.02	**1**	**0.02**
Denmark	0	0.00	0	0.00	0	0.00	0	0.00	**0**	**0.00**
Taiwan	1	0.03	0	0.00	0	0.00	0	0.00	**0**	**0.00**
Tunisai						0.00	1	0.02	**1**	**0.02**
Tajikistan						0.00	0	0.00	**1**	**0.02**
Nepal	8	0.21	8	0.27	35	0.93	36	0.87	**45**	**1.05**
Bangladesh	58	1.53	45	1.54	84	2.24	67	1.62	**83**	**1.94**
Bulgaria	0	0.00	0	0.00	0	0.00	1	0.02	**1**	**0.02**
Belarus	1	0.03	1	0.03	0	0.00	1	0.02	**1**	**0.02**

Employee Information	2020		2021		2022		2023		2024	
Blegium							1	0.02	0	0.00
Brazil	1	0.03	0	0.00	0	0.00	0	0.00	0	0.00
Pakistan	1	0.03	4	0.14	13	0.35	7	0.17	9	0.21
Franch	11	0.29	7	0.24	9	0.24	4	0.10	2	0.05
Cambodia	3	0.08	1	0.03	0	0.00	9	0.22	14	0.33
Philipines	21	0.55	11	0.38	45	1.20	30	0.73	48	1.12
Puttan	2	0.05	0	0.00	0	0.00	0	0.00	0	0.00
Maldives	117	3.09	126	4.33	192	5.13	112	2.71	191	4.46
Malaysia	1	0.03	1	0.03	7	0.19	4	0.10	5	0.12
Morocco	1	0.03	0	0.00	0	0.00	2	0.05	3	0.07
Mongolia							1	0.02	1	0.02
Germany	8	0.21	6	0.21	7	0.19	5	0.12	4	0.09
Ukraine	0	0.00	0	0.00	3	0.08	0	0.00	0	0.00
Uganda							1	0.02	2	0.05
Russia	4	0.11	2	0.07	2	0.05	6	0.15	5	0.12
Laos							1	0.02	0	0.00
Lebanon			1	0.03	0	0.00	0	0.00	0	0.00
Vietnam	2	0.05	2	0.07	5	0.13	12	0.29	13	0.30
Sri Langka	53	1.40	48	1.65	70	1.87	97	2.35	123	2.87
Spain	1	0.03	1	0.03	0	0.00	1	0.02	1	0.02
Switzerland	0	0.00	1	0.03	3	0.08	2	0.05	2	0.05
Sweden	1	0.03	1	0.03	1	0.03	0	0.00	1	0.02
Singapore							0	0.00	1	0.02
Irish							1	0.02	0	0.00
Algeria							4	0.10	4	0.09
America	3	0.08	2	0.07	2	0.05	2	0.05	1	0.02
Australia	8	0.21	4	0.14	5	0.13	4	0.10	1	0.02
Austria	2	0.05	1	0.03	8	0.21	0	0.00	1	0.02
England	5	0.13	4	0.14	1	0.03	1	0.02	3	0.07
Italy	3	0.08	3	0.10	2	0.05	6	0.15	8	0.19
India	44	1.16	54	1.85	69	1.84	142	3.44	158	3.69
Indonesia	6	0.16	5	0.17	16	0.43	13	0.31	24	0.56
Egypt	4	0.11	4	0.14	8	0.21	15	0.36	13	0.30
Iran			1	0.03	2	0.05	0	0.00	0	0.00
South America	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Uzbekistan							3	0.07	3	0.07
Hongkong							1	0.02	1	0.02
Maxico							0	0.00	0	0.00
No registered status	7	0.18	0	0.00	0	0.00	0	0.00	0	0.00
Not specify										
The number of employees by education										
Lower than a bachelor's degree.			1,731	59.42	2,404	64.18	2,638	63.83	2,606	63.05
Bachelor's degree.			1,082	37.14	1,250	33.37	1,397	33.80	1,581	38.25
Master's degree.			99	3.40	92	2.46	96	2.32	92	2.23
Doctorate degree (Ph.D.).			1	0.03	0	0.00	2	0.05	1	0.02

Employee Information	2020		2021		2022		2023		2024	
The number of employees resignation										
Turnover Rate (%)	14.40		20.49		22.70		14.29		**13.84**	
The total employee resignations (excluding Part-time)	639		687		769		552		**586**	
Male	307	48.04	340	49.49	368	47.85	281	50.91	**278**	**47.44**
Female	332	51.96	347	50.51	401	52.15	271	49.09	**302**	**51.54**
employees who voluntarily resigned by gender										
Voluntarily resigned	639		687		769		552		**586**	
Male	307	48.04	340	49.49	368	47.85	281	50.91	**278**	**47.44**
Female	332	51.96	347	50.51	401	52.15	271	49.09	**305**	**52.05**
The number of employees resignation by position										
Operation							436	78.99	**468**	**84.78**
First management							92	16.67	**99**	**17.93**
Middle management							14	2.54	**13**	**2.36**
High-level executives							10	1.81	**6**	**1.09**
The number of male resigned employees by age										
under 30 years old.	112	36.48	127	37.35	106	28.80	86	30.60	**104**	**37.41**
30-50 years old.	174	56.68	207	60.88	246	66.85	182	64.77	**163**	**58.63**
over 50 years old.	21	6.84	6	1.76	16	4.35	14	4.98	**13**	**4.68**
The number of female resigned employees by age										
under 30 years old.	271	81.63	154	44.38	129	32.17	101	37.27	**121**	**40.07**
30-50 years old.	334	100.60	186	53.60	262	65.34	167	61.62	**179**	**59.27**
over 50 years old.	34	10.24	7	2.02	10	2.49	2	0.74	**6**	**1.99**
The number of resigned employees by religion										
Northern	7	1.10	0		3	0.39	0	0.00	**0**	**0.00**
Central	289	45.23	253	36.83	323	42.00	153	27.72	**179**	**30.55**
Northeastern	0		0		0		0	0.00	**0**	**0.00**
Eastern	61	9.55	76	11.06	91	11.83	34	6.16	**34**	**5.80**
Western	34	5.32	25	3.64	0	0.00	0	0.00	**0**	**0.00**
Sounthern	211	33.02	252	36.68	266	34.59	159	28.80	**158**	**26.96**
Foreign Countries	37	5.79	81	11.79	86	11.18	206	37.32	**215**	**36.69**
The number of resigned employees by nationality (person)										
Thailand			604	87.92	695	90.38	377	68.30	**392**	**71.01**
Kazakhstan			1	0.15	0	0.00	1	0.18	**4**	**0.72**
Canada			1	0.15	0	0.00	0	0.00	**0**	**0.00**
Kurdistan							2	0.36	**0**	**0.00**
Kyrgyzstan									**4**	**0.72**
China			2	0.29	0	0.00	2	0.36	**1**	**0.18**
Jordan							1	0.18	**0**	**0.00**
Nepal			3	0.44	2	0.26	10	1.81	**9**	**1.63**
Belarus			1	0.15	0	0.00	0	0.00	**0**	**0.00**
Bangladesh							5	0.91	**2**	**0.36**
Portugal							1	0.18	**0**	**0.00**
Pakistan							4	0.72	**0**	**0.00**
Panama									**1**	**0.18**
Franch			2	0.29	0	0.00	1	0.18	**1**	**0.18**
Myanmar							4	0.72	**3**	**0.54**

Employee Information	2020		2021		2022		2023		2024	
Philipines			6	0.87	1	0.13	8	1.45	7	1.27
Puttan			2	0.29	0	0.00	0	0.00	0	0.00
Japan							15	2.72	52	9.42
Uganda							3	0.54	0	0.00
Germany							1	0.18	1	0.18
Russia							0	0.00	2	0.36
Laos									3	0.54
Vietnam							1	0.18	1	0.18
Maldives			34	4.95	49	6.37	25	4.53	33	5.98
Malaysia									1	0.18
Sri Langka			18	2.62	12	1.56	14	2.54	21	3.80
Syria							1	0.18	0	0.00
Singapore							1	0.18	0	0.00
Switzerland							1	0.18	2	0.36
Irish							1	0.18	0	0.00
United Kingdom								0.00	1	0.18
America			1	0.15	1	0.13	1	0.18	1	0.18
Australia			1	0.15	0	0.00	1	0.18	0	0.00
India			7	1.02	6	0.78	27	4.89	38	6.88
Indonesia			3	0.44	3	0.39	6	1.09	3	0.54
Egypt			1	0.15	0	0.00	2	0.36	2	0.36
Italy									1	0.18
Algeria			0	0.00	0	0.00	1	0.18	0	0.00
Albania			0	0.00	0	0.00	1	0.18	0	0.00
Uzbekistan			0	0.00	0	0.00	2	0.36	0	0.00
Not specify			1	0.15	0	0.00	32	5.80	0	0.00
The number of new recruit										
Total number of new recruits (exclude Part-time)	205		556		1,521		1,123		806	
Male	101	49.27	302	54.32	778	51.15	579	51.56	427	52.98
Female	104	50.73	254	45.68	743	48.85	544	48.44	379	47.02
The number of new recruit by position										
Operation							934	83.17	651	80.77
First management							163	14.51	126	15.63
Middle management							9	0.80	20	2.48
High-level executives							17	1.51	9	1.12
The number of male new recruit (person)										
under 30 years old.	43	42.57	126	41.72	299	38.43	257	44.39	216	50.59
30-50 years old.	50	49.50	171	56.62	434	55.78	297	51.30	193	45.20
over 50 years old.	8	7.92	5	1.66	45	5.78	25	4.32	18	4.22
The number of female new recruit (person)										
under 30 years old.	56	53.85	116	45.67	364	48.99	296	54.41	211	55.67
30-50 years old.	45	43.27	134	52.76	350	47.11	237	43.57	158	41.69
over 50 years old.	3	2.88	4	1.57	29	3.90	11	2.02	10	2.64

Employee Information	2020		2021		2022		2023		2024	
The number of new recruit by religion (person)										
Northern	3	1.46	0	0.00	12	0.79	2	0.13	**2**	**0.13**
Central	100	48.78	144	25.90	621	40.83	369	24.26	**157**	**10.32**
Northeastern	0	0.00	0	0.00	0	0.00	0	0.00	**0**	**0.00**
Eastern	17	8.29	17	3.06	110	7.23	63	4.14	**12**	**0.79**
Western	3	1.46	1	0.18	0	0.00	0	0.00	**0**	**0.00**
Sounthern	55	26.83	286	51.44	582	38.26	247	16.24	**327**	**21.50**
Foreign Countries	27	13.17	108	19.42	196	12.89	442	29.06	**308**	**20.25**
The number of new recruit by nationality (person)										
Thailand			454	81.65	1,221	80.28	738	65.72	**515**	**45.86**
Cambodia			1	0.18	0	0.00	0	0.00	**0**	**0.00**
Korea							2	0.18	**6**	**0.53**
Kyrgyzstan									**7**	**0.62**
Kazakhstan			1	0.18	5	0.33	3	0.27	**4**	**0.36**
Kurdistan							1	0.09	**0**	**0.00**
Cameroon							1	0.09	**1**	**0.09**
Kenya							1	0.09	**0**	**0.00**
Canada			1	0.18	0	0.00		0.00	**0**	**0.00**
Columbia									**1**	**0.09**
China							4	0.36	**4**	**0.36**
Japan			1	0.18	4	0.26	142	12.64	**59**	**5.25**
Nepal			3	0.54	6	0.39	11	0.98	**17**	**1.51**
Bangladesh			2	0.36	23	1.51	6	0.53	**11**	**0.98**
Pakistan			3	0.54	12	0.79	3	0.27	**2**	**0.18**
Panama									**1**	**0.09**
Franch							2	0.18	**0**	**0.00**
Myanmar							10	0.89	**8**	**0.71**
Philipines			3	0.54	7	0.46	13	1.16	**11**	**0.98**
Russia							3	0.27	**1**	**0.09**
Laos				0.00	0	0.00	1	0.09	**0**	**0.00**
Vietnam							9	0.80	**12**	**1.07**
Tunisai							1	0.09	**0**	**0.00**
Maldives			49	8.81	110	7.23	20	1.78	**48**	**4.27**
Malaysia							2	0.18	**1**	**0.09**
Mongolia							1	0.09	**0**	**0.00**
Morocco							1	0.09	**1**	**0.09**
Maxico									**1**	**0.09**
Germany			1	0.18	3	0.20	2	0.18	**0**	**0.00**
Sri Langka			11	1.98	45	2.96	24	2.14	**33**	**2.94**
Spain							1	0.09	**0**	**0.00**
Singapore			1	0.18	4	0.26		0.00	**1**	**0.09**
Switzerland							1	0.09	**1**	**0.09**
Enland									**2**	**0.18**
America			1	0.18	0	0.00		0.00	**0**	**0.00**
Italy			1	0.18	1	0.07	1	0.09	**3**	**0.27**
Iran			1	0.18	9	0.59		0.00	**0**	**0.00**

Employee Information	2020		2021		2022		2023		2024	
India			21	3.78	68	4.47	55	4.90	43	3.83
Indonesia							5	0.45	8	0.71
Uzbekistan							3	0.27	1	0.09
Uganda									1	0.09
Egypt			1	0.18	3	0.20	6	0.53	2	0.18
Hongkong							1	0.09	0	0.00
Not specify							49	4.36	0	0.00
The number of job openings for internal employees (person)										
Total number of job openings for internal employees					1,521		134		98	
Number of male employees hired in the internal job openings					10	0.66	53	39.55	35	35.71
Number of female employees hired in the internal job openings					11	0.72	49	36.57	35	35.71
Cost per Recruit							134,867		118,917	
The Disability Employment									88	
Total Disable employee	43	1.14	29	1.00	43	1.15	44	1.06	50	1.17
Male	24		15		29		31	70	33	66.00
Female	19		14		14		13	30	17	34.00
Opeation level	N/A		29		43		44		50	
Management level	N/A		0		0		0		0	0.00
Total salary for employees with disabilities (Baht)	6,000,000		4,000,000		6,100,000		6,240,000		7,090,800	
Fund for Empowerment of Persons with Disabilities (Bath)									0	
Hiring of elderly employees										
Total elderly employees	88	2.32	65	2.23	96	2.56	44	1.06	63	1.47
Male	50		37		62		25	57	38	60.32
Female	38		28		34		19	43	25	39.68
Operation	40		24		35		9	20	22	34.92
Management	48		41		61		35	80	41	65.08
Total salary of elderly employees	45,000,000		46,000,000		66,000,000		74,760,757		86,768,775	
Promotion by gender										
Total number of employees promoted	83	2.19	65	2.23	276	7.37	222	5.37	217	5.07
Male	53	63.86	40	61.54	164	59.42	118	53.15	120	55.30
Female	30	36.14	25	38.46	112	40.58	104	46.85	97	44.70
Employee promotions by nationality										
Thai	69	83.13	62	95.38	236	85.51	179	80.63	151	69.59
Foreigners	14	16.87	3	4.62	40	14.49	43	19.37	45	20.74
Employee promotions by position (person)										
Director Up					2	0.72	8	3.60	10	4.61
Manager and Director					30	10.87	45	20.27	21	9.68
Number of employees hired through Outsource/Agency *not company employees*										
Total number of employees					468		939		1,017	
Male					281		607		758	74.53
Female					187		332		259	25.47

Employee Information	2020		2021		2022		2023		2024	
Number of Sales Employees										
Total number of employees					72	1.92	110	2.66	**109**	**2.55**
Male					15	20.83	28	25.45	**36**	**33.03**
Female					57	79.17	82	74.55	**73**	**66.97**
Number of Female Sales Employees										
Operation					18	25.00	25	22.73	**19**	**17.43**
Management					38	52.78	56	50.91	**53**	**48.62**
High-level executives					1	1.39	1	0.91	**1**	**0.92**
Number of employees related to STEM : Science/ IT/ Engineering / Mathematics										
Total employees					532	14.20	598	14.47	**607**	**14.18**
Male					297	55.83	428	71.57	**454**	**74.79**
Female					235	44.17	170	28.43	**153**	**25.21**
Number of female employees related to STEM : Science/ IT/ Engineering /Mathematics										
Operation					182	34.21	109	18.23	**92**	**15.16**
Management					50	9.40	58	9.70	**58**	**9.56**
High-level executives					3	0.56	3	0.50	**3**	**0.49**
Number of employees who are welfare committee members										
Total number of employees					125	3.34	151	3.65	**299**	**6.99**
Male					67	53.60	64	42.38	**133**	**44.48**
Female					58	46.40	87	57.62	**168**	**56.19**
The number of employees on maternity leave										
Number of employees entitled to maternity leave	1,753	46.31	1,311	45.01	1,664	44.42	1,715	41.50	**1,720**	**40.19**
Number of employees who used maternity leave entitlement.	67	1.77	34	1.17	15	0.40	0	0.00	**25**	**0.58**
Number of employees who took maternity leave and returned to work afterward.	56	83.58	30	88.24	13	86.67	0	0.00	**20**	**80.00**
2.Compensation										
Employee compensation (Baht)										
Total compensation							1,358,314,075		**1,922,354,068**	
Total Male compensation									**1,105,902,059**	
Total Female compensation									**816,452,009**	
Average Male Salary										
Operation									**16,966**	
Management									**73,988**	
High-level executives									**343,102**	
Average Female Salary										
Operation									**17,845**	
Management									**63,281**	
High-level executives									**227,123**	
Average Male Salary and other compensation										
Operation									**21,207**	
Management									**92,486**	
High-level executives									**428,878**	
Average Female Salary and other compensation										

Employee Information	2020		2021		2022		2023		2024	
Operation									**22,306**	
Management									**79,102**	
High-level executives									**283,904**	
Provident Fund										
Number of employees who are members of Employee Provident Fund (person)	1,555	41.08	1,110	38.11	796	21.25	2,064	49.94	**1,862**	**43.50**
Amount of money contributed by the company to the Employee Provident Fund (Baht)							29,413,199		**32,782,519**	
Ratio of basic salary and compensation for male and female employees										
High-level management positions, including Director and above	1 : 0.73		1 : 0.80		1 : 1.00		1 : 1.25		**1 : 0.66**	
Executive level management positions	1 : 0.98		1 : 0.79		1 : 1.20		1 : 0.92		**1 : 0.86**	
Operational level management positions.	1 : 0.98		1 : 1.03		1 : 0.79		1 : 1.61		**1 : 1.06**	
Ratio of basic salary of male and female employees										
High-level management positions, including Director and above									**1 : 0.66**	
Executive level management positions									**1 : 0.86**	
Operational level management positions.									**1 : 1.06**	
3. Safety, occupational health, and environmental conditions in employees' work										
Total working hours of all employees (hours)							8,577,192		**10,746,736**	
Total working hours of workers who are not employee (hours)									**5,157,360**	
Statistics on injuries or accidents from employee's operation										
Number of Lost Time Accident from the employee's operation (times)							21		**84**	
Total number of employees injured at work (person)	58		4		125		56		**232**	
Number of employees injured at work until lost time of work more than 1 day (person)	28		4		10		20		**63**	
Number of employees injured at work and still working (person)	30		0		115		43		**151**	
Total Number of days off from injuries (days)							189		**405**	
Number of Fatalities	0		1				0		**1**	
Rate of fatalities							0.00		**0.09**	
Total working hours of all employees (hours)	4.80		0.60		14.30		6.53		**21.59**	
Injury Rate (IR) /per 1,000,000 operating hours	2.30		0.60		1.10		2.45		**7.82**	
Rate of high-consequence work-related injuries (excluding fatalities)									**0.00**	
Absent Rate	0.02		0.01		0.09		0.88		**0.95**	
Total Sick Leave (Day)	3,037		1,219		15,436		8,975		**9,987**	
4. Promotion of relationship and employee engagement.										
Important labor disputes (yes / no).	0		0		0		0		**0**	
Number of employees volunteering for social activities (person)										
Number of employees participating in activities	1,110		75		1,325		2,520		**1,802**	
Number of hours employees participated in activities (hours)	16,299		2,004		3,597		5,377		**3,201**	
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**	
The number of complaints that have been resolved and addressed.	1								**0**	
The number of complaints that are still under investigation or being addressed.	0								**1**	

Employee Information	2020		2021		2022		2023		2024	
5. Employee development.										
Training and development expenses for employees (baht)	8,500,000		7,584,022		7,026,116		8,879,876		**9,485,201**	
Total training hours (hours)									**342,120**	
Average training hours (hours/person/year)	15		84		59		59		**83**	
Average training hours for male employee (hours/person/year)					32		34		**46**	
Average training hours per female employee (hours/person/year)					26		25		**37**	
Number of employees who received training (person)										
Total number of employees					3,746	100.00	4,133	100.00	**4,280**	**100.00**
Number of male employees					2,082	55.58	2,275	55.04	**2,407**	**56.24**
Number of female employees					1,664	44.42	1,858	44.96	**1,873**	**43.76**
The percentage of total employees					100		1			
Training										
Operation							3,384	81.88	**3,469**	**81.05**
First management							586	14.18	**645**	**15.07**
Middle management							104	2.52	**101**	**2.36**
High-level executives							59	1.43	**65**	**1.52**
Number of male employees who attended training by position (person)										
Operation					1,754	84.25	1,895	83.30	**1,991**	**82.72**
First management					315	15.13	290	12.75	**325**	**13.50**
Middle management							53	2.33	**51**	**2.12**
High-level executives					13	0.62	37	1.63	**40**	**1.66**
Number of female employees who attended training by position (person)										
Operation					1,327	79.75	1,489	80.14	**1,478**	**78.91**
First management					333	20.01	296	15.93	**320**	**17.08**
Middle management							51	2.74	**50**	**2.67**
High-level executives					4	0.24	22	1.18	**25**	**1.33**
Number of male employees who attended training by age										
under 30 years old.					472	22.67	543	23.87	**557**	**23.14**
30-50 years old.					1,433	68.83	1,516	66.64	**1,539**	**63.94**
over 50 years old.					177	8.50	216	9.49	**311**	**12.92**
Number of female employees who attended training by age										
under 30 years old.					509	30.59	591	31.81	**564**	**30.11**
30-50 years old.					1,022	61.42	1,124	60.50	**1,123**	**59.96**
over 50 years old.					133	7.99	143	7.70	**186**	**9.93**
Number of employees trained in the Code of Conduct:					3,746	100.00	4,133	100.00	**4,280**	**100.00**
Number of employees trained in anti-corruption:					3,746	100.00	4,133	100.00	**4,280**	**100.00**
Number of employees trained in Cyber Security (person)										
Number of employees					2,669	71.25	1,136	27.49	**1,223**	**28.57**
Male					1,474	55.23	602	52.99	**684**	**55.93**
Female					1,195	44.77	534	47.01	**539**	**44.07**

Food Business Employee Information

Employee Information	2020		2021		2022		2023		**2024**	
1. Employee Information at 31 December 2024	Person	%	Person	%	Person	%	Person	%	Person	%
Total number of employees	4,806		10,174		11,261		11,048		**11,563**	
Male	1,478	31	3,075	30	3,469	31	3,579	32	**3,833**	**33.1**
Female	3,328	69	7,099	70	7,792	69	7,469	68	**7,730**	**66.9**
Permanemt employees	4,777		4,710		4,791		4,797	43.42	**5,090**	**44.0**
Male	1,466	31	1,404	30	1,368	29	1,360	28	**1,519**	**29.8**
Female	3,311	69	3,306	70	3,423	71	3,437	72	**3,571**	**70.2**
Temporary / Contract employees	29	1	0		24	0.2	29	0.3	**32**	**0.3**
Male	12	41	0		11	46	12	41	**15**	**46.9**
Female	17	59	0		13	54	17	59	**17**	**53.1**
Part-time/Casual	0		5,464		6,446		6,222		**6,441**	
Male	0		1,671	31	2,090	32	2,207	35	**2,299**	**35.7**
Female	0		3,793	69	4,356	68	4,015	65	**4,142**	**64.3**
Workers are not Employee										
Male										
Female										
Male employees by age										
under 30 years old.	732	50	2,167	70	2,542	73	2,626	73	**2,871**	**74.9**
30-50 years old.	683	46	841	27	870	25	887	25	**898**	**23.4**
over 50 years old.	63	4	67	2	57	2	66	2	**64**	**1.7**
The number of female employees by age										
under 30 years old.	1,669	50	5,078	72	5,715	73	5,377	72	**5,600**	**72.4**
30-50 years old.	1,533	46	1,888	27	1,969	25	1,972	26	**1,999**	**25.9**
over 50 years old.	126	4	133	2	108	1	120	2	**131**	**1.7**
The number of male employees by position										
Operation	1,356	91.7	2,944	95.7	2,562	73.9	2,678	74.8	**3,684**	**96.1**
First management	111	7.5	123	4.0	900	25.9	893	25.0	**116**	**3.0**
Middle management									**15**	**0.4**
High-level executives	11	0.7	8	0.3	7	0.2	8	0.2	**18**	**0.5**
The number of female employees by position										
Operation	3,104	93.3	6,870	96.8	5,376	69.0	5,050	67.6	**7,487**	**96.9**
First management	219	6.6	224	3.2	2,411	30.9	2,414	32.3	**179**	**2.3**
Middle management									**27**	**0.3**
High-level executives	5	0.2	5	0.1	5	0.1	5	0.1	**37**	**0.5**
The number of employees by work experience										
less than 1 year	461	10	4,050	40	5,608	50	4,876	44	**5,428**	**46.9**
1-3 years	1,270	26	2,370	23	1,853	16	2,597	24	**2,643**	**22.9**
> 3 years -5 years	765	16	1,176	12	1,185	11	858	8	**718**	**6.2**
> 5 years -9 years	971	20	1,106	11	1,044	9	1,086	10	**1,102**	**9.5**
> 9 years -15 years	706	15	797	8	857	8	868	8	**887**	**7.7**
more than 15 years	636	13	675	7	714	6	763	7	**785**	**6.8**

Employee Information	2020		2021		2022		2023		2024	
The total number of employees by religion										
Northern	264	5	723	7	759	7	746	7	**808**	**7.0**
Male									**286**	
Female									**522**	
Central	3,428	71	6,927	68	7,472	66	7,317	66	**6,997**	**60.5**
Male									**2,405**	
Female									**4,592**	
Northeastern	550		1,213		1,412		1,429		**1,483**	**12.8**
Male									**459**	
Female									**1,024**	
Eastern	305	6	751	7	936	8	867	8	**955**	**8.3**
Male									**276**	
Female									**679**	
Western	0	0	0	0	0	0	0	0	**0**	**0.0**
Male									**0**	
Female									**0**	
Sounthern	259	5	560	6	682	6	689	6	**1,320**	**11.4**
Male									**407**	
Female									**913**	
Foreign Countries	0	0	0	0	0	0	0	0	**0**	**0.0**
Male									**0**	
Female									**0**	
The total number of employees by nationality (person)										
Thailand	4,691	97.60	9,927	97.57	11,201	99.47	10,981	99.39	**11,332**	**98.0**
Cambodia							1	0	**6**	**0.1**
Korea										
Kazakhstan										
Cameroon										
Kretistan										
Kenya										
Canada										
Seria										
Seychelles										
South Africa										
China			2	0.02	2	0.02	2	0.02	**0**	**0.0**
Jordan										
Japan			3	0.03	3	0.03	2	0.02	**1**	**0.0**
Dutch										
Denmark										
Taiwan										
Tunisai										
Tajikistan										
Nepal										
Bangladesh										
Bulgaria										
Belarus										

Employee Information	2020		2021		2022		2023		2024	
Blegium										
Brazil										
Pakistan										
Franch										
Cambodia			116	1.14	49	0.44	52	0.47	**88**	**0.8**
Philipines										
Puttan										
Maldives										
Malaysia										
Morocco										
Mongolia										
Germany										
Ukraine										
Uganda										
Russia										
Laos			61	0.60	6	0.05	10	0.09	**136**	**1.2**
Lebanon										
Vietnam										
Sri Langka										
Spain										
Switzerland										
Sweden										
Singapore										
Irish										
Algeria										
America	0		0		0		0		**0**	
Australia										
Austria										
England										
Italy										
India										
Indonesia										
Egypt										
Iran										
South America										
Uzbekistan										
Hongkong										
Maxico										
No registered status										
Not specify	116	2.41	0		0		0		**0**	
The number of employees by education										
Lower than a bachelor's degree.			7,661	75	10,648	95	10,478	95	**11,037**	**95.5**
Bachelor's degree.			2,446	24	558	5	519	5	**476**	**4.1**
Master's degree.			65	1	54	0	50	0	**49**	**0.4**
Doctorate degree (Ph.D.).			2	0	1	0	1	0	**1**	**0.0**

Employee Information	2020		2021		2022		2023		2024	
The number of employees resignation										
Turnover Rate (%)	6.20		6.65		7.80		7.34		**5.20**	
The total employee resignations (excluding Part-time)	2,374		1,316		1,737		2,089		**2,130**	
Male	867	37	408	31	489	28	547	26	**599**	**28.1**
Female	1,507	63	908	69	1,248	72	1,542	74	**1,531**	**71.9**
employees who voluntarily resigned by gender										
Voluntarily resigned	2,374		1,316		1,737		2,089		**2,130**	
Male	867	37	408	31	489	28	547	26	**599**	**28.1**
Female	1,507	63	908	69	1,248	72	1,542	74	**1,531**	**71.9**
The number of employees resignation by position										
Operation									**2,097**	**98.5**
First management									**27**	**1.3**
Middle management									**3**	**0.1**
High-level executives									**3**	**0.1**
The number of male resigned employees by age										
under 30 years old.	637	73	300	74	351	72	412	75	**423**	**70.6**
30-50 years old.	222	26	101	25	135	28	134	24	**164**	**27.4**
over 50 years old.	8	1	7	2	3	1	1	0	**12**	**2.0**
The number of female resigned employees by age										
under 30 years old.	1,049	70	674	74	933	75	1,138	74	**1,150**	**75.1**
30-50 years old.	429	28	209	23	305	24	383	25	**361**	**23.6**
over 50 years old.	29	2	25	3	10	1	21	1	**20**	**1.3**
The number of resigned employees by religion										
Northern	59	2	41	3	50	3	66	3	**70**	**3.3**
Central	1,979	83	1,065	81	1,382	80	1,589	76	**1,583**	**74.3**
Northeastern	124		81	6	120	7	172	8	**159**	**7.5**
Eastern	127	5	95	7	130	7	175	8	**209**	**9.8**
Western	0	0	0	0	0	0	0	0	**0**	**0.0**
Sounthern	85	4	34	3	55	3	87	4	**109**	**5.1**
Foreign Countries	0	0	0	0	0	0	0	0		**0.0**
The number of resigned employees by nationality (person)										
Thailand			1,286	97.7	1,723	99.2	2,071	99.1	**2,068**	**99.0**
Kazakhstan			1	0.1	0		0	0.0	**0**	**0.0**
Canada										
Kurdistan										
Kyrgyzstan										
China										
Jordan										
Nepal										
Belarus										
Bangladesh										
Portugal										
Pakistan										
Panama										
Franch										
Myanmar			23	1.7	14	0.8	16	0.8	**31**	**1.5**

Employee Information	2020		2021		2022		2023		**2024**	
Philipines										
Puttan										
Japan										
Uganda										
Germany										
Russia										
Laos			6	0.5	0		2	0.1	**31**	**1.5**
Vietnam										
Maldives										
Malaysia										
Sri Langka										
Syria										
Singapore										
Switzerland										
Irish										
United Kingdom										
America										
Australia										
India										
Indonesia										
Egypt										
Italy										
Algeria										
Albania										
Uzbekistan										
Not specify										
The number of new recruit										
Total number of new recruits (exclude Part-time)	1,299		8,932		14,293		1,340		**1,730**	
Male	484	37	2,974	33	4,634	32	377	28	**554**	**32.0**
Female	815	63	5,958	67	9,659	68	963	72	**1,176**	**68.0**
The number of new recruit by position										
Operation									**1,712**	**99.0**
First management									**14**	**0.8**
Middle management									**2**	**0.1**
High-level executives									**2**	**0.1**
The number of male new recruit (person)										
under 30 years old.	392	81	2,751	93	4,296	93	304	81	**454**	**81.9**
30-50 years old.	89	18	220	7	338	7	73	19	**100**	**18.1**
over 50 years old.	3	1	3	0	0	0	0	0	**0**	**0.0**
The number of female new recruit (person)										
under 30 years old.	614	75	5,523	93	8,967	93	801	83	**970**	**175.1**
30-50 years old.	195	24	425	7	687	7	162	17	**206**	**17.5**
over 50 years old.	6	1	10	0.2	5	0.1	0	0.0	**0**	**0.0**
The number of new recruit by religion (person)										
Northern	10	1	508	6	849	6	17	1	**47**	**2.7**
Central	1,233	95	6,399	72	9,902	69	1,085	81	**1,353**	**78.2**

Employee Information	2020		2021		2022		2023		2024	
Northeastern	17	1	1,030	12	1,566	11	82	6	**53**	**3.1**
Eastern	24	2	729	8	1,299	9	106	8	**188**	**10.9**
Western	0		0		0		0	0	**0**	**0.0**
Sounthern	11	1	266	3	677	5	50	4	**89**	**5.1**
Foreign Countries	0		0		0		0	0	**0**	**0.0**
The number of new recruit by nationality (person)										
Thailand			8,839	99.0	14,237	99.6	1,324	98.8	**1,520**	**87.9**
Cambodia								-		**0.0**
Korea								-		**0.0**
Kyrgyzstan										
Kazakhstan								-		**0.0**
Kurdistan								-		**0.0**
Cameroon								-		**0.0**
Kenya								-		**0.0**
Canada								-		**0.0**
Columbia										
China								-		**0.0**
Japan								-		**0.0**
Nepal								-		**0.0**
Bangladesh								-		**0.0**
Pakistan								-		**0.0**
Panama										
Franch								-		**0.0**
Myanmar			74	0.8	56	0.4	11	0.8	**41**	**3.1**
Philipines								-		**0.0**
Russia								-		**0.0**
Laos			11	0.1	0	0.0	5	0.4	**169**	**12.6**
Vietnam								0.0		**0.0**
Tunisai								0.0		**0.0**
Maldives								-		**0.0**
Malaysia								-		**0.0**
Mongolia								-		**0.0**
Morocco								-		**0.0**
Maxico										
Germany								-		**0.0**
Sri Langka								-		**0.0**
Spain								-		**0.0**
Singapore								-		**0.0**
Switzerland								-		**0.0**
Enland										
America								-		**0.0**
Italy								-		**0.0**
Iran								-		**0.0**
India								-		**0.0**
Indonesia								-		**0.0**
Uzbekistan								-		**0.0**

Employee Information	2020		2021		2022		2023		2024	
Uganda										
Egypt							-		**0.0**	
Hongkong							-		**0.0**	
Not specify							-		**0.0**	
The number of job openings for internal employees (person)										
Total number of job openings for internal employees					15,824		13,069		**14,108**	
Number of male employees hired in the internal job openings					4,634	29.28	4,659	35.65	**5,245**	**37.2**
Number of female employees hired in the internal job openings					9,659	61.04	8,161	62.45	**8,863**	**62.8**
Cost per Recruit									**1,111**	
The Disability Employment										
Total Disable employee	55	1	60	1	89	1	73	1	**79**	**0.7**
Male	18		0		45		32	44	**38**	**48.1**
Female	37		76		44		41	56	**41**	**51.9**
Opeation level			79		89		73		**79**	
Management level							0		**0**	
Total salary for employees with disabilities (Baht)	9,741,314		10,389,350		981,048		902,986		**975,446**	
Fund for Empowerment of Persons with Disabilities (Bath)									**40,276**	
Hiring of elderly employees										
Total elderly employees	7	0.15	10	0.10	6	0.05	5	0.05	**8**	**0.07**
Male	0		1		0		3	60	**6**	**75**
Female	7		9		5		2	40	**2**	**25**
Operation	7		6		5		4	80	**5**	**63**
Management	0		4		1		2	40	**3**	**38**
Total salary of elderly employees	1,798,572		773,620		267,976		173,631		**787,407**	
Promotion by gender										
Total number of employees promoted	550	11	1,186	12	4,344	39	3,453	31	**4,215**	**36.5**
Male	253	46	355	30	1,406	32	1,113	32	**1,534**	**36.4**
Female	297	54	831	70	2,938	68	2,340	68	**2,681**	**63.6**
Employee promotions by nationality										
Thai	550	100	1,186	100	4,338	99.9	3,453	100	**4,210**	**99.9**
Foreigners	0		0		6	0.1	0	0	**5**	**0.1**
Employee promotions by position (person)										
Director Up			4	0.34	3	0.07	1	0.03	**1**	**0.0**
Manager and Director			0		1	0.02	4	0.12	**2**	**0.0**
Number of employees hired through Outsource/Agency *not company employees*										
Total number of employees					31		34		**40**	
Male					20	64.5	23	67.6	**26**	**65.0**
Female					11	35.5	11	32.4	**14**	**35.0**
Number of Sales Employees										
Total number of employees					8	0.1	7	0.1	**10**	**0.1**
Male					3	37.5	3	42.9	**7**	**70.0**
Female					5	62.5	4	57.1	**3**	**30.0**
Number of Female Sales Employees										
Operation					0		0	0.0	**0**	**0.0**
Management					5	62.5	4	57.1	**2**	**20.0**
High-level executives					0		0	0.0	**5**	**50.0**

Employee Information	2020		2021		2022		2023		2024	
Number of employees related to STEM : Science/ IT/ Engineering / Mathematics										
Total employees					69	0.6	69	0.6	**61**	**0.5**
Male					20	29.0	23	33.3	**20**	**32.8**
Female					49	71.0	46	66.7	**41**	**67.2**
Number of female employees related to STEM : Science/ IT/ Engineering /Mathematics										
Operation					0		0		**20**	**48.8**
Management					48	98.0	45	97.8	**14**	**34.1**
High-level executives					1	2.0	1	2.2	**7**	**17.1**
Number of employees who are welfare committee members										
Total number of employees					9	0.1	9	0.1	**9**	**0.1**
Male					3	33.3	3	33.3	**5**	**55.6**
Female					6	66.7	6	66.7	**4**	**44.4**
The number of employees on maternity leave										
Number of employees entitled to maternity leave	3,328	69.2	7,099	69.8	7,792	69.2	7,469	67.6	**7,730**	**66.9**
Number of employees who used maternity leave entitlement.	135	2.8	277	2.7	195	1.7	247	2.2	**213**	**1.8**
Number of employees who took maternity leave and returned to work afterward.	108	80.0	166	59.9	151	77.4	183	74.1	**139**	**65.3**
2.Compensation										
Employee compensation (Baht)									**171,117,590**	
Total compensation									**57,800,885**	
Total Male compensation									**113,316,705**	
Total Female compensation										
Average Male Salary									**11,011**	
Operation									**55,184**	
Management									**307,098**	
High-level executives										
Average Female Salary									**11,609**	
Operation									**57,913**	
Management									**184,570**	
High-level executives										
Average Male Salary and other compensation									**11,884**	
Operation									**60,198**	
Management									**340,737**	
High-level executives										
Average Female Salary and other compensation									**12,371**	
Operation									**62,710**	
Management									**210,273**	
High-level executives										
Provident Fund	541	11	518	5	534	5	795	7	**594**	**5.1**
Number of employees who are members of Employee Provident Fund (person)									**12,023,180**	
Amount of money contributed by the company to the Employee Provident Fund (Baht)										

Employee Information	2020	2021	2022	2023	2024
Ratio of basic salary and compensation for male and female employees	1 : 0.84	1 : 0.88	1 : 1.00	1 : 1.00	1 : 0.62
High-level management positions, including Director and above	1 : 0.97	1 : 0.86	1 : 0.87	1 : 0.87	1 : 1.04
Executive level management positions	1 : 0.97	1 : 0.98	1 : 0.98	1 : 0.99	1 : 0.93
Operational level management positions.					
Ratio of basic salary of male and female employees					1 : 0.60
High-level management positions, including Director and above					1 : 1.05
Executive level management positions					1 : 1.05
Operational level management positions.					
3. Safety, occupational health, and environmental conditions in employees' work					
Total working hours of all employees (hours)				26,302,458	27,663,182
Total working hours of workers who are not employee (hours)					
Statistics on injuries or accidents from employee's operation					
Number of Lost Time Accident from the employee's operation (times)				45	48
Total number of employees injured at work (person)	5	25	33	56	67
Number of employees injured at work until lost time of work more than 1 day (person)	5	25	0	44	29
Number of employees injured at work and still working (person)	0	0	0	12	19
Total Number of days off from injuries (days)				161	213
Number of Fatalities	0	1	0	0	0
Rate of fatalities				0.00	0.00
Total working hours of all employees (hours)	2	4	1	2.13	2.42
Injury Rate (IR) /per 1,000,000 operating hours	2	2	0.0	1.71	1.74
Rate of high-consequence work-related injuries (excluding fatalities)					0.00
Absent Rate	0	0	0	0.87	0.44
Total Sick Leave (Day)	4,892	1,566	9,873	23,511	12,596
4. Promotion of relationship and employee engagement.					
Important labor disputes (yes / no).	0	0	0	0	0
Number of employees volunteering for social activities (person)					
Number of employees participating in activities	22	0	0		512
Number of hours employees participated in activities (hours)	10	0	0		6,548
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	
5. Employee development.					
Training and development expenses for employees (baht)	9,600,000	7,104,300	7,894,200	9,037,800	9,431,450
Total training hours (hours)					77,875
Average training hours (hours/person/year)	5	4	5	7	6.7
Average training hours for male employee (hours/person/year)			16	7	6.7
Average training hours per female employee (hours/person/year)			7	7	6.7

Employee Information	2020		2021		2022		2023		2024	
Number of employees who received training (person)										
Total number of employees					11,261		8,455		11,563	
Number of male employees					3,716	33	2,266	27	3,833	33.1
Number of female employees					7,545	67	6,189	73	7,730	66.9
The percentage of total employees					100		77		100	
Training										
Operation							1,800	16	11,171	96.6
First management							5,076	46	295	2.6
Middle management							1,481	13	42	0.4
High-level executives							98	1	55	0.5
Number of male employees who attended training by position (person)										
Operation					2,848	77	576	25	3,684	162.6
First management					867	23	1,228	54	116	5.1
Middle management							434	19	15	0.7
High-level executives					1	0	28	1	18	0.8
Number of female employees who attended training by position (person)										
Operation					5,196	69	1,224	20	7,487	96.9
First management					2,342	31	3,848	62	179	2.3
Middle management							1,047	17	27	0.3
High-level executives					7	0	70	1	37	0.5
Number of male employees who attended training by age										
under 30 years old.					2,903	78	2,067	91	2,871	74.9
30-50 years old.					725	20	1,405	62	898	23.4
over 50 years old.					88	2	158	7	64	1.7
Number of female employees who attended training by age										
under 30 years old.					5,660	75	4,934	80	5,600	72.4
30-50 years old.					1,751	23	3,676	59	1,999	25.9
over 50 years old.					134	2	385	6	131	1.7
Number of employees trained in the Code of Conduct:					4,714	42	5,143	47	4,954	42.8
Number of employees trained in anti-corruption:					4,714	42	5,143	47	4,954	42.8
Number of employees trained in Cyber Security (person)										
Number of employees							1,905	17	1,803	15.6
Male									487	27.0
Female									1,316	73.0

CENTEL Employee Information

Employee Information	2020		2021		2022		2023		2024	
1. Employee Information at 31 December 2024	Person	%	Person	%	Person	%	Person	%	Person	%
Total number of employees	8,591		13,087		15,007		15,181		15,843	
Male	3,510	41	4,677	36	5,551	37	5,854	39	6,240	39
Female	5,081	59	8,410	64	9,456	63	9,327	61	9,603	61
Permanemt employees	8,505		7,602		8,428		8,771	57.78	9,233	58.28
Male	3,464	41	2,993	39	3,393	40	3,538	40	3,842	42
Female	5,041	59	4,609	61	5,035	60	5,233	60	5,391	58
Temporary / Contract employees	86		21		133		188	1	169	1
Male	46	53	13	62	68	51	109	58	99	59
Female	40	47	8	38	65	49	79	42	70	41
Part-time/Casual	-		5,464		6,446		7,161		6,967	
Male	-		1,671	31	2,090	32	2,814	39	2,647	38
Female	-		3,793	69	4,356	68	4,347	61	4,320	62
Workers are not Employee							2,425		2,242	
Male							1,299	53.57	1,133	50.54
Female							1,126	46.43	1,109	49.46
Male employees by age										
under 30 years old.	1,196	34	2,501	53	3,014	54	3,169	54	3,428	55
30-50 years old.	2,032	58	1,939	41	2,303	41	2,403	41	2,437	39
over 50 years old.	282	8	237	5	234	4	282	5	375	6
The number of female employees by age										
under 30 years old.	2,180	43	5,407	64	6,224	66	5,968	64	6,164	64
30-50 years old.	2,648	52	2,768	33	2,991	32	3,096	33	3,122	33
over 50 years old.	253	5	235	3	241	3	263	3	317	3
The number of male employees by position										
Operation	3,061	87.2	4,263	91.1	4,316	77.8	4,573	78.1	5,675	90.9
First management	422	12.0	391	8.4	1,215	21.9	1,183	20.2	441	7.1
Middle management							53	0.9	66	1.1
High-level executives	27	0.8	23	0.5	20	0.4	45	0.8	58	0.9
The number of female employees by position										
Operation	4,528	89.1	7,888	93.8	6,703	70.9	6,539	70.1	8,965	93.4
First management	544	10.7	514	6.1	2,744	29.0	2,710	29.1	499	5.2
Middle management							51	0.5	77	0.8
High-level executives	9	0.2	8	0.1	9	0.1	27	0.3	62	0.6
The number of employees by work experience										
less than 1 year	565	7	4,512	34	6,913	46	5,900	39	6,274	40
1-3 years	2,141	25	2,747	21	2,370	16	4,008	26	4,244	27
> 3 years -5 years	1,374	16	1,590	12	1,490	10	1,008	7	1,028	6
> 5 years -9 years	2,037	24	1,813	14	1,587	11	1,563	10	1,515	10
> 9 years -15 years	1,524	18	1,462	11	1,615	11	1,610	11	1,578	10
more than 15 years	962	11	963	7	1,032	7	1,092	7	1,204	8

Employee Information	2020		2021		2022		2023		2024	
The total number of employees by religion										
Northern	320	4	723	6	788	5	776	5	845	5
Male									306	36
Female									539	64
Central	4,821	56	8,003	61	8,971	60	8,934	59	8,525	54
Male									3,162	37
Female									5,363	63
Northeastern	550	16	1,213	26	1,412	25	1,429	24	1,483	9
Male									459	31
Female									1,024	69
Eastern	835	10	1,155	9	1,350	14	1,293	14	1,340	8
Male									495	37
Female									845	63
Western	327	4	239	2	0	0	0	0	-	0
Male									-	0
Female									-	0
Sounthern	1,401	16	1,417	11	1,827	12	1,894	12	2,607	16
Male									1,091	42
Female									1,516	58
Foreign Countries	337	4	337	3	659	4	855	6	1,043	7
Male									727	#DIV/0!
Female									316	#DIV/0!
The total number of employees by nationality (person)										
Thailand	8,090	94.16	12,488	95.42	14,343	96	14,339	94	14,647	92
Cambodia	1	0.01	1	0.01	1	0.01	1	0	7	0
Korea							2	0	2	0
Kazakhstan			1	0.01	1	0.01	2	0	7	0
Cameroon							1	0	2	0
Kretistan							5	0	8	0
Kenya	1	0.01	1	0.01	1	0.01	6	0	6	0
Canada	1	0.01	1	0.01	1	0.01	0	0	-	0
Seria							3	0	3	0
Seychelles							1	0	1	0
South Africa							1	0	1	0
China	5	0.06	3	0.02	6	0.04	8	0	8	0
Jordan							1	0	1	0
Japan	1	0.01	4	0.03	8	0.05	155	1	149	1
Dutch	0	0.00	2	0.02	2	0.01	1	0	1	0
Denmark	0	0.00	0	0.00	0	0.00	0	0	-	0
Taiwan	1	0.01	0	0.00	0	0.00	0	0	-	0
Tunisai							1	0	1	0
Tajikistan							0	0	1	0
Nepal	8	0.09	8	0.06	35	0.23	36	0	45	0
Bangladesh	58	0.68	45	0.34	84	0.56	67	0	83	1
Bulgaria	0		0	0.00	0	0.00	1	0	1	0
Belarus	1	0.01	1	0.01	0	0.00	1	0	1	0

Employee Information	2020		2021		2022		2023		2024	
Blegium							1	0	-	0
Brazil	1	0.01	0	0.00	0	0.00	0	0	-	0
Pakistan	1	0.01	4	0.03	13	0.09	7	0	9	0
Franch	11	0.13	7	0.05	9	0.06	4	0	2	0
Cambodia	3	0.03	117	0.89			61	0	102	1
Philipines	21	0.24	11	0.08	45	0.30	30	0	48	0
Puttan	2	0.02					0	0	-	0
Maldives	117	1.36	126	0.96	192	1.28	112	1	191	1
Malaysia	1	0.01	1	0.01	7	0.05	4	0	5	0
Morocco	1	0.01	0		0		2	0	3	0
Mongolia							1	0	1	0
Germany	8	0.09	6	0.05	7	0.05	5	0	4	0
Ukraine	0		0		3	0.02	0	0	-	0
Uganda							1	0	2	0
Russia	4	0.05	2	0.02	2	0.01	6	0	5	0
Laos			61	0.47	0	0.00	11	0	136	1
Lebanon			1	0.01	0	0.00	0	0	-	0
Vietnam	2	0.02	2	0.02	5	0.03	12	0	13	0
Sri Langka	53	0.62	48	0.37	70	0.47	97	1	123	1
Spain	1	0.01	1	0.01	0	0.00	1	0	1	0
Switzerland			1	0.01	3	0.02	2	0	2	0
Sweden	1	0.01	1	0.01	1	0.01	0	0	1	0
Singapore	0	0.00	0	0.00	0	0.00	0	0	1	0
Irish							1	0	-	0
Algeria							4	0	4	0
America	3	0.03	2	0.02	2	0.01	2	0	1	0
Australia	8	0.09	4	0.03	5	0.03	4	0	1	0
Austria	2	0.02	1	0.01	8	0.05	0	0	1	0
England	5	0.06	4	0.03	1	0.01	1	0	3	0
Italy	3	0.03	3	0.02	2	0.01	6	0	8	0
India	44	0.51	54	0.41	69	0.46	142	1	158	1
Indonesia	6	0.07	5	0.04	16	0.11	13	0	24	0
Egypt	4	0.05	4	0.03	8	0.05	15	0	13	0
Iran			1	0.01	2	0.01	0	0	-	0
South America	0	0.00	0	0.00	0	0.00	0	0	-	0
Uzbekistan							3	0	3	0
Hongkong							1	0	1	0
Maxico							0	0	-	0
No registered status	7	0.08	0	0.00	0	0.00	0	0	-	0
Not specify	116	1.35	0	0.00	0	0.00	0	0	-	0
The number of employees by education										
Lower than a bachelor's degree.			9,392	72	13,052	87	13,116	86	13,643	86
Bachelor's degree.			3,528	27	1,808	12	1,916	13	2,057	13
Master's degree.			164	1	146	1	146	1	141	1
Doctorate degree (Ph.D.).			3	0	1	0	3	0	2	0

Employee Information	2020		2021		2022		2023		2024	
The number of employees resignation										
Turnover Rate (%)	35.1		15.3		16.7		17.4		**17.1**	
The total employee resignations (excluding Part-time)	3,013		2,003		2,506		2,641		**2,716**	
Male	1,174	39	748	37	857	34	828	31	**877**	**32**
Female	1,839	61	1,255	63	1,649	66	1,813	69	**1,833**	**67**
employees who voluntarily resigned by gender										
Voluntarily resigned	3,013		2,003		2,506		2,641		**2,716**	
Male	1,174	39	748	37	857	34	828	31	**877**	**32**
Female	1,839	61	1,255	63	1,649	66	1,813	69	**1,836**	**68**
The number of employees resignation by position										
Operation							436	17	**2,565**	**94**
First management							92	3	**126**	**5**
Middle management							14	1	**16**	**1**
High-level executives							10	0	**9**	**0**
The number of male resigned employees by age										
under 30 years old.	749	64	427	57	457	53	498	60	**527**	**60**
30-50 years old.	396	34	308	41	381	44	316	38	**327**	**37**
over 50 years old.	29	2	13	2	19	2	15	2	**25**	**3**
The number of female resigned employees by age										
under 30 years old.	1,320	72	828	66	1,062	64	1,239	68	**1,271**	**69**
30-50 years old.	763	41	395	31	567	34	550	30	**540**	**29**
over 50 years old.	63	3	32	3	20	1	23	1	**26**	**1**
The number of resigned employees by religion										
Northern	66	2	41	2	53	2	66	2	**70**	**3**
Central	2,268	75	1,318	66	1,705	68	1,742	66	**1,762**	**65**
Northeastern	124	4	81	4	120	5	172	7	**159**	**6**
Eastern	188	6	171	9	221	9	209	8	**243**	**9**
Western	34	1	25	1	-	0	-	0	**-**	**0**
Sounthern	296	10	286	14	321	13	246	9	**267**	**10**
Foreign Countries	37	1	81	4	86	3	206	8	**215**	**8**
The number of resigned employees by nationality (person)										
Thailand			1,890	94.4	2,418	96.5	2,448	92.7	**2,460**	**93.1**
Kazakhstan			2	0.1	0	0.0	1	0.0	**4**	**0.15**
Canada			1	0.0	0	0.0	0	0.0	**-**	**0.00**
Kurdistan							2	0.1	**-**	**0.00**
Kyrgyzstan									**4**	**0.15**
China			2	0.1	0	0.0	2	0.1	**1**	**0.04**
Jordan			0				1		**-**	**0.00**
Nepal			3	0.1	2	0.1	10	0.4	**9**	**0.34**
Belarus			1	0.0	0	0.0	0	0.0	**-**	**0.00**
Bangladesh							5	0.2	**2**	**0.08**
Portugal							1	0.0	**-**	**0.00**
Pakistan							4	0.2	**-**	**0.00**
Panama									**1**	**0.04**
Franch			2	0.1	0	0.0	1	0.0	**1**	**0.04**
Myanmar			23	1.1	14	0.6	20	0.8	**34**	**1.29**

Employee Information	2020		2021		2022		2023		2024	
Philipines			6	0.3	1	0.0	8	0.3	**7**	**0.27**
Puttan			2	0.1	0	0.0	0	0.0	**-**	**0.00**
Japan							15	0.6	**52**	**1.97**
Uganda							3	0.1	**-**	**0.00**
Germany							1	0.0	**1**	**0.04**
Russia									**2**	**0.08**
Laos			6	0.3	0	0.0	2	0.1	**34**	**1.29**
Vietnam			0		0	0.0	1		**1**	**0.04**
Maldives			34	1.7	49	2.0	25	1.0	**33**	**1.25**
Malaysia									**1**	**0.04**
Sri Langka			18	0.9	12	0.5	14	0.6	**21**	**0.80**
Syria							1	0.0	**-**	**0.00**
Singapore							1	0.0	**-**	**0.00**
Switzerland							1	0.0	**2**	**0.08**
Irish							1	0.0	**-**	**0.00**
United Kingdom									**1**	**0.04**
America			1	0.0	1	0.0	1	0.0	**1**	**0.04**
Australia			1	0.0	0	0.0	1	0.0	**-**	**0.00**
India			7	0.3	6	0.2	27	1.1	**38**	**1.44**
Indonesia			3	0.1	3	0.1	6	0.2	**3**	**0.11**
Egypt			1	0.0	0	0.0	2	0.1	**2**	**0.08**
Italy									**1**	**0.04**
Algeria							1	0.0	**-**	**0.00**
Albania							1	0.0	**-**	**0.00**
Uzbekistan							2	0.1	**-**	**0.00**
Not specify			1	0.0	0	0.0	32	1.3	**-**	**0.00**
The number of new recruit										
Total number of new recruits (exclude Part-time)	1,504		9,488		15,814		2,463		**2,536**	
Male	585	39	3,276	35	5,412	34	956	0	**981**	**0**
Female	919	61	6,212	65	10,402	66	1,507	1	**1,555**	**1**
The number of new recruit by position										
Operation							934	0	**2,363**	**1**
First management							163	0	**140**	**0**
Middle management							9	0	**22**	**0**
High-level executives							17	0	**11**	**0**
The number of male new recruit (person)										
under 30 years old.	435	74	2,877	88	4,595	85	561	1	**670**	**1**
30-50 years old.	139	24	391	12	772	14	370	0	**293**	**0**
over 50 years old.	11	2	8	0	45	1	25	0	**18**	**0**
The number of female new recruit (person)										
under 30 years old.	670	73	5,639	91	9,331	90	1,097	1	**1,181**	**1**
30-50 years old.	240	26	559	9	1,037	10	399	0	**364**	**0**
over 50 years old.	9	1.0	14	0.2	34	0.3	11	0	**10**	**0**
The number of new recruit by religion (person)										
Northern	13	1	508	5	861	5	19	1	**49**	**2**
Central	1,333	89	6,543	69	10,523	67	1,454	59	**1,510**	**61**

Employee Information	2020		2021		2022		2023		2024	
Northeastern	17	1	1,030	11	1,566	10	82	3	**53**	**2**
Eastern	41	3	746	8	1,409	9	169	7	**200**	**8**
Western	3	0	1	0	0	0	0	0	**-**	**0**
Sounthern	66	4	552	6	1,259	8	297	12	**416**	**17**
Foreign Countries	27	2	108	1	196	1	442	18	**308**	**13**
The number of new recruit by nationality (person)										
Thailand			9,293	97.94	15,458	97.75	2,062	83.72	**2,035**	**82.62**
Cambodia			1	0.01	0	0.00	0	0.00	**-**	**0.00**
Korea							2	0.08	**6**	**0.24**
Kyrgyzstan									**7**	**0.28**
Kazakhstan			1	0.01	5	0.03	3	0.12	**4**	**0.16**
Kurdistan							1	0.04	**-**	**0.00**
Cameroon							1	0.04	**1**	**0.04**
Kenya							1	0.04	**-**	**0.00**
Canada			1	0.01		0.00	0	0.00	**-**	**0.00**
Columbia									**1**	**0.04**
China							4	0.16	**4**	**0.16**
Japan			1	0.01	4	0.03	142	5.77	**59**	**2.40**
Nepal			3	0.03	6	0.04	11	0.45	**17**	**0.69**
Bangladesh			2	0.02	23	0.15	6	0.24	**11**	**0.45**
Pakistan			3	0.03	12	0.08	3	0.12	**2**	**0.08**
Panama									**1**	**0.04**
Franch							2	0.08	**-**	**0.00**
Myanmar			74	0.78	56	0.35	21	0.85	**49**	**1.99**
Philipines			3	0.03	7	0.04	13	0.53	**11**	**0.45**
Russia							3	0.12	**1**	**0.04**
Laos			11	0.12		0.00	6	0.24	**169**	**6.86**
Vietnam							9	0.37	**12**	**0.49**
Tunisai							1	0.04	**-**	**0.00**
Maldives			49	0.52	110	0.70	20	0.81	**48**	**1.95**
Malaysia							2	0.08	**1**	**0.04**
Mongolia							1	0.04	**-**	**0.00**
Morocco							1	0.04	**1**	**0.04**
Maxico									**1**	**0.04**
Germany			1	0.01	3	0.02	2	0.08	**-**	**0.00**
Sri Langka			11	0.12	45	0.28	24	0.97	**33**	**1.34**
Spain							1	0.04	**-**	**0.00**
Singapore			1	0.01	4	0.03	0	0.00	**1**	**0.01**
Switzerland							1	0.04	**1**	**0.01**
Enland									**2**	**0.01**
America			1	0.01		0.00	0	0.00	**-**	**0.00**
Italy			1	0.01	1	0.01	1	0.04	**3**	**0.02**
Iran			1	0.01	9	0.06	0	0.00	**-**	**0.00**
India			21	0.22	68	0.43	55	2.23	**43**	**0.27**
Indonesia							5	0.20	**8**	**0.05**
Uzbekistan							3	0.12	**1**	**0.01**

Employee Information	2020		2021		2022		2023		2024	
Uganda									1	0.01
Egypt			1	0.01	3	0.02	6	0.24	2	0.01
Hongkong							1	0.04	-	0.00
Not specify							49	1.99	-	0.00
The number of job openings for internal employees (person)										
Total number of job openings for internal employees					17,345		13,203		14,206	
Number of male employees hired in the internal job openings					4,644	27	4,712	36	5,280	37
Number of female employees hired in the internal job openings					9,670	56	8,210	62	8,898	63
Cost per Recruit									120,028	
The Disability Employment										
Total Disable employee	98	1	89	1	132	1	117	1	129	1
Male	42	43	15	17	74	56	63	54	71	55
Female	56	57	90	101	58	44	54	46	58	45
Opeation level	0		108		132		117		129	
Management level	0		0		0		0		0	
Total salary for employees with disabilities (Baht)	15,741,314		14,389,350		7,081,048		7,142,986		8,066,246	
Fund for Empowerment of Persons with Disabilities (Bath)									40,276	
Hiring of elderly employees										
Total elderly employees	95	1.1	75	0.6	102	0.7	49	0.3	71	0.4
Male	50	53	38	51	62	61	28	57	44	62
Female	45	47	37	49	39	38	21	43	27	38
Operation	47	49	30	40	40	39	13	27	27	38
Management	48	51	45	60	62	61	37	76	44	62
Total salary of elderly employees	46,798,572		46,773,620		66,267,976		74,934,388		87,556,182	
Promotion by gender										
Total number of employees promoted	633	7	1,251	10	4,620	31	3,675	24	4,432	28
Male	306	48	395	32	1,570	34	1,231	33	1,654	37
Female	327	52	856	68	3,050	66	2,444	67	2,778	63
Employee promotions by nationality										
Thai	619	97.8	1,248	99.8	4,574	99.0	3,632	98.8	4,361	98.4
Foreigners	14	2.2	3	0.2	46	1.0	43	1.2	50	1.1
Employee promotions by position (person)										
Director Up			4	0.3	5	0.11	9	0.24	11	0.25
Manager and Director			0	0.0	31	0.67	49	1.33	23	0.52
Number of employees hired through Outsource/Agency *not company employees*										
Total number of employees					499		973		1,057	
Male					301	60.3	630	64.7	784	74.2
Female					198	39.7	343	35.3	273	25.8
Number of Sales Employees										
Total number of employees					80	0.5	117	0.8	119	0.8
Male					18	22.5	31	26.5	43	36.1
Female					62	77.5	86	73.5	76	63.9
Number of Female Sales Employees										
Operation					18	23	25	21	19	16
Management					43	54	60	51	55	46
High-level executives					1	1	1	1	6	5

Employee Information	2020		2021		2022		2023		2024	
Number of employees related to STEM : Science/ IT/ Engineering / Mathematics										
Total employees					601	4	667	4	**668**	**4**
Male					317	53	451	68	**474**	**71**
Female					284	47	216	32	**194**	**29**
Number of female employees related to STEM : Science/ IT/ Engineering /Mathematics										
Operation					182	30	109	16	**112**	**17**
Management					98	16	103	15	**72**	**11**
High-level executives					4	1	4	1	**10**	**1**
Number of employees who are welfare committee members										
Total number of employees					134	0.9	160	1.1	**308**	**1.9**
Male					70	52	67	42	**138**	**45**
Female					64	48	93	58	**172**	**56**
The number of employees on maternity leave										
Number of employees entitled to maternity leave	5,081	59.1	8,410	64.3	9,456	63.0	9,184	60.5	**9,450**	**59.6**
Number of employees who used maternity leave entitlement.	202	2.4	311	2.4	210	1.4	247	1.6	**238**	**1.5**
Number of employees who took maternity leave and returned to work afterward.	164	81.2	196	63.0	164	78.1	183	74.1	**159**	**66.8**
2.Compensation										
Employee compensation (Baht)										
Total compensation	3,709,000,000		3,200,000,000		4,373,000,000		5,001,465,000			
Total Male compensation										
Total Female compensation										
Average Male Salary										
Operation									**13,100**	
Management									**69,130**	
High-level executives									**331,929**	
Average Female Salary										
Operation									**12,637**	
Management									**61,361**	
High-level executives									**201,729**	
Average Male Salary and other compensation										
Operation									**15,155**	
Management									**84,143**	
High-level executives									**401,524**	
Average Female Salary and other compensation										
Operation									**14,009**	
Management									**73,239**	
High-level executives									**239,963**	
Provident Fund										
Number of employees who are members of Employee Provident Fund (person)	2,096		1,628		1,330		2,859		**2,456**	**43.50**
Amount of money contributed by the company to the Employee Provident Fund (Baht)	36,000,000		29,000,000		34,000,000		45,000,000		**44,805,699**	

Employee Information	2020	2021	2022	2023	2024
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	**1 : 0.60**
Executive level management positions	1 : 0.98	1 : 0.83	1 : 1.04	1 : 1.04	**1 : 0.87**
Operational level management positions.	1 : 0.98	1 : 1.01	1 : 0.89	1 : 0.89	**1 : 0.92**
Ratio of basic salary of male and female employees					
High-level management positions, including Director and above					**1 : 0.61**
Executive level management positions					**1 : 0.89**
Operational level management positions.					**1 : 0.96**
3. Safety, occupational health, and environmental conditions in employees' work					
Total working hours of all employees (hours)		17,837,820	19,976,580	34,879,650	**38,409,918**
Total working hours of workers who are not employee (hours)					
Statistics on injuries or accidents from employee's operation					
Number of Lost Time Accident from the employee's operation (times)	-	-	-	66	**132**
Total number of employees injured at work (person)	63	29	158	112	**299**
Number of employees injured at work until lost time of work more than 1 day (person)	33	29	10	64	**92**
Number of employees injured at work and still working (person)	30	-	115	55	**170**
Total Number of days off from injuries (days)			-	350	**618**
Number of Fatalities	-	2	-	0	**1**
Rate of fatalities				0.00	**0.03**
Injury Rate (IR) /per 1,000,000 hours worked	2.8	2.7	4.5	3.21	**7.78**
Lost Time Injury Frequency Rate (LTIFR) / 1,000,000 hours worked	2.9	1.6	0.3	1.89	**3.44**
Rate of high-consequence work-related injuries (excluding fatalities)					**0.00**
Absent Rate	0.021	0.005	0.037	0.87	**0.58**
Total Sick Leave (Day)	7,929	2,785	25,309	32,486	**22,583**
4. Promotion of relationship and employee engagement.					
Important labor disputes (yes / no).					
Number of employees volunteering for social activities (person)					
Number of employees participating in activities	1,132	75	1,325	2,520	**2,314**
Number of hours employees participated in activities (hours)	16,309	2,004	3,597	5,377	**9,749**
The number of complaints filed by employees regarding human rights violations and unfair labor practices (issue)					
Complaints regarding human rights violations.	-	-	0	0	**0**
Complaints regarding unfair labor practices.	2	2	0	0	**0**
The number of complaints that have been resolved and addressed.	2	2	0	0	**0**
The number of complaints that are still under investigation or being addressed.	-	-	0	0	**0**
5. Employee development.					
Training and development expenses for employees (baht)	18,100,000	14,688,322	14,920,316	17,917,676	**18,916,651**
Total training hours (hours)					**419,995**
Average training hours (hours/person/year)	8.9	21.6	18.4	21	**27**
Average training hours for male employee (hours/person/year)			8.3	18	**22**
Average training hours per female employee (hours/person/year)			10.6	11	**13**

Employee Information	2020	2021	2022		2023		2024	
Number of employees who received training (person)								
Total number of employees			15,007		12,588		**15,843**	**100**
Number of male employees			5,798	39	4,541	36	**6,240**	**39**
Number of female employees			9,209	61	8,047	64	**9,603**	**61**
The percentage of total employees			100		100			
Training								
Operation					5,184	0	**14,640**	**92**
First management					5,662	45	**940**	**6**
Middle management					1,585	13	**143**	**1**
High-level executives					157	0	**120**	**1**
Number of male employees who attended training by position (person)								
Operation			4,602	79	2,471	54	**5,675**	**91**
First management			1,182	20	1,518	33	**441**	**7**
Middle management					487	0	**66**	**1**
High-level executives			14	0.24	65	1.43	**58**	**0.9**
Number of female employees who attended training by position (person)								
Operation			6,523	70.8	2,713	33.7	**8,965**	**93.4**
First management			2,675	29.0	4,144	51.5	**499**	**5.2**
Middle management					1,098	0	**77**	**0.8**
High-level executives			11	0.1	92	1.1	**62**	**0.6**
Number of male employees who attended training by age								
under 30 years old.			3,375	58	2,610	57	**3,428**	**55**
30-50 years old.			2,158	37	2,921	64	**2,437**	**39**
over 50 years old.			265	5	374	8	**375**	**6**
Number of female employees who attended training by age								
under 30 years old.			6,169	67	5,525	69	**6,164**	**64**
30-50 years old.			2,773	30	4,800	60	**3,122**	**33**
over 50 years old.			267	3	528	7	**317**	**3**
Number of employees trained in the Code of Conduct:			8,460	56	9,276	61	**9,234**	**58**
Number of employees trained in anti-corruption:			8,460	56	9,276	61	**9,234**	**58**
Number of employees trained in Cyber Security (person)								
Number of employees			2,669	18	3,041	20	**3,026**	**19**
Male			1,474	55	602	20	**1,171**	**39**
Female			1,195	45	534	18	**1,855**	**61**

Environmental Performance 2024

GHG emissionss - Hotel Business

GHG emissionss	Unit	2020	2021	2022	2023	2024
Direct (Scope 1) GHG emissionss	MT CO2e	9,214.31	9,912.75	14,793.45	17,046.90	16,027.69
Energy indirect (Scope 2) GHG emissionss	MT CO2e	24,572.99	18,523.35	50,372.26	67,121.41	66,405.35
Total GHG emissionss (Scope 1+2)	MT CO2e	33,787.30	28,436.10	65,165.71	84,168.31	82,433.04
Other indirect (Scope 3) GHG emissionss	MT CO2e	2,363.97	1,674.43	5,044.30	6,820.21	212,120.07
Category 1 Purchased goods and services	MT CO2e	945.23	716.08	1,808.62	2,530.75	181,330.10
Category 3 Fuel and energy-related activities emissions	MT CO2e	-	-	-	-	23,471.33
Category 5 Waste generated in operations**	MT CO2e	1,399.49	934.92	3,154.52	4,145.87	3,980.52
Category 6 Business travel	MT CO2e	19.25	23.44	81.16	143.59	331.96
Category 7 Employee commuting	MT CO2e	-	-	-	-	3,006.15
Total GHG emissionss (Scope 1+2+3)	MT CO2e	36,151.27	30,110.53	70,210.01	90,988.52	294,553.11
GHG emissionss intensity (Scope 1+2+3) per square meter	MT CO2e / sq.m.	0.07	0.06	0.07	0.08	0.26
GHG emissionss intensity (Scope 1+2+3) per revenue	MT CO2e / millionTHB	11.60	12.91	10.73	9.16	26.39
GHG emissionss intensity (Scope 1+2) (Facility+Vehical+Refrigerants) per occupied room	MT CO2e / occupied room	-	-	-	-	0.04
GHG emissionss intensity (Scope 1+2) (Facility+Vehical+Refrigerants) per square meter	MT CO2e / sq.m.	-	-	-	-	0.10
GHG emissionss intensity (Scope 1+2)* per occupied room	MT CO2e / occupied room	0.08	0.09	0.04	0.03	0.03
GHG emissionss intensity (Scope 1+2)* per square meter	MT CO2e / sq.m.	0.07	0.05	0.07	0.08	0.07

Remark :   * Reporting scope of facility only for comparing with Cornell Hotel Sustainability Benchmarking Index
*   ** Update Waste Generated in Operations including Direct waste and Diverted wast*

GHG emissions - Food Business

GHG emissions	Unit	2020	2021	2022	2023	2024
Direct (Scope 1) GHG emissionss	MT CO2e	685.53	721.50	948.95	608.97	1,050.49
Energy indirect (Scope 2) GHG emissionss	MT CO2e	41,853.35	39,949.31	46,657.16	45,234.64	50,313.24
Total GHG emissions (Scope 1+2)	MT CO2e	42,538.88	40,670.81	47,606.11	45,843.61	51,363.74
Other indirect (Scope 3) GHG emissionss	MT CO2e	13,012.09	12,706.39	13,709.02	15,114.07	63,776.26
Category 1 Purchased goods and services	MT CO2e	-	-	-	-	44,016.73
Category 5 Waste generated in operations	MT CO2e	13,012.09	12,706.39	13,709.02	15,114.07	19,759.53
Total GHG emissions (Scope 1+2+3)	MT CO2e	55,550.97	53,377.20	61,315.13	60,957.68	115,140.00
GHG emissionss intensity (Scope 1+2+3) per square meter	MT CO2e / sq.m.	5.48	5.74	5.25	4.83	8.80
GHG emissionss intensity (Scope 1+2+3) per revenue	MT CO2e / millionTHB	0.49	0.46	0.44	0.48	0.92

GHG emissions - CENTEL (Hotel and Food Business)

GHG emissions	Unit	2020	2021	2022	2023	2024
Direct (Scope 1) GHG emissionss	MT CO2e	9,899.84	10,634.25	15,742.40	17,655.87	17,078.18
Energy indirect (Scope 2) GHG emissionss	MT CO2e	66,426.34	58,472.66	97,029.42	112,356.05	116,718.59
Total GHG emissions (Scope 1+2)	MT CO2e	76,326.18	69,106.91	112,771.82	130,011.92	133,796.78
Other indirect (Scope 3) GHG emissionss	MT CO2e	2,363.97	1,674.43	5,044.30	6,820.21	275,896.33
Category 1 Purchased goods and services	MT CO2e	945.23	716.08	1,808.62	2,530.75	225,346.83
Category 3 Fuel and energy-related activities emissions	MT CO2e	-	-	-	-	23,471.33
*Category 5 Waste generated in operations**	MT CO2e	1,399.49	934.92	3,154.52	4,145.87	23,740.05
Category 6 Business travel	MT CO2e	19.25	23.44	81.16	143.59	331.96
Category 7 Employee commuting	MT CO2e	-	-	-	-	3,006.15
Total GHG emissions (Scope 1+2+3)	MT CO2e	78,690.15	70,781.34	117,816.12	136,832.13	409,693.10
GHG emissionss intensity (Scope 1+2+3) per square meter	MT CO2e / sq.m.	6.92	7.18	7.22	6.74	16.90
GHG emissionss intensity (Scope 1+2+3) per revenue	MT CO2e / millionTHB	0.15	0.14	0.12	0.13	0.33

Energy usage - Hotel Business

Energy	Unit	2020	2021	2022	2023	2024
Total energy usage	kWh	87,562,357.69	79,014,585.43	174,457,455.98	243,231,593.63	266,365,611.27
Total non-renewable energy consumption	kWh	87,379,166.46	78,610,196.09	173,906,214.03	242,670,006.37	264,465,303.11
Total renewable energy consumption	kWh	183,191.23	404,389.34	551,241.95	561,587.26	1,900,308.16
Fuel	kWh	37,452,403.92	39,194,158.86	60,586,692.18	78,982,444.27	83,270,901.54
Diesel	kWh	18,878,557.67	25,639,045.61	26,852,699.89	27,842,639.26	27,268,263.19
Gasoline	kWh	1,478,148.30	1,349,295.14	2,939,063.48	3,285,377.01	2,882,378.05
LPG	kWh	16,702,913.93	11,931,624.05	30,177,591.66	47,063,069.30	52,248,898.81
Others	kWh	392,784.02	274,194.06	617,337.16	791,358.70	871,361.49
Purchased Electricity	kWh	49,926,762.54	39,416,037.23	113,319,521.85	163,687,562.10	162,009,633.14
Purchased chilled water	kWh	-	-	-	-	19,184,768.43
Renewable energy	kWh	183,191.23	404,389.34	551,241.95	561,587.26	1,900,308.16
Solar cell	kWh	177,656.90	394,252.00	512,671.00	544,458.78	1,777,115.07
Biogas	kWh	5,534.33	10,137.34	38,570.95	17,128.48	7,820.87
Biofuels	kWh	-	-	-	-	115,372.22
Energy usage per occupied room	kWh/room	208.61	266.80	119.01	98.63	102.56
Energy usage per square meter	kWh/sqm.	174.08	157.09	181.85	209.43	238.70

Energy usage - Food Business

Energy	Unit	2020	2021	2022	2023	2024
Total energy usage	kWh	85,818,718.53	81,979,417.50	96,368,818.98	93,459,628.15	106,012,243.72
Total non-renewable energy consumption	kWh	85,818,718.53	81,946,852.92	96,053,976.95	93,147,494.58	105,048,731.13
Total renewable energy consumption	kWh	-	32,564.58	314,842.03	312,133.57	963,512.59
Fuel	kWh	2,095,274.53	2,032,250.92	2,720,991.84	2,660,120.65	4,402,115.36
Diesel	kWh	-	-	-	-	4,765.30
Gasoline	kWh	-	-	-	-	5,782.00
LPG	kWh	2,095,274.53	2,032,250.92	2,720,991.84	2,660,120.65	3,727,968.06
Heavy oil - Grade A	kWh	-	-	-	-	663,600.00
Purchased Electricity	kWh	83,723,444.00	79,914,602.00	93,332,985.11	90,487,373.93	100,646,615.77
Total renewable energy consumption	kWh	-	32,564.58	314,842.03	312,133.57	963,512.59
Solar cell	kWh	-	32,564.58	314,842.03	312,133.57	963,512.59
Energy usage per revenue	kWh/millionTHB	8,470.07	8,812.15	8,254.29	7,408.61	8,106.77
Energy usage per square meter	kWh/sqm.	759.55	708.55	693.03	732.39	843.32

Energy usage - CENTEL (Hotel and Food Business)

Energy	Unit	2020	2021	2022	2023	2024
Total energy usage	kWh	173,381,076.22	160,994,002.93	270,826,274.96	336,691,221.78	372,377,854.99
Total non-renewable energy consumption	kWh	173,197,884.99	160,557,049.01	269,960,190.98	335,817,500.95	369,514,034.24
Total renewable energy consumption	kWh	183,191.23	436,953.92	866,083.98	873,720.83	2,863,820.75
Fuel	kWh	39,547,678.45	41,226,409.78	63,307,684.02	81,642,564.92	87,673,016.90
Diesel	kWh	18,878,557.67	25,639,045.61	26,852,699.89	27,842,639.26	27,273,028.49
Gasoline	kWh	1,478,148.30	1,349,295.14	2,939,063.48	3,285,377.01	2,888,160.05
LPG	kWh	18,798,188.46	13,963,874.97	32,898,583.50	49,723,189.95	55,976,866.87
Heavy oil - Grade A	kWh	-	-	-	-	663,600.00
Others	kWh	392,784.02	274,194.06	617,337.16	791,358.70	871,361.49
Purchased Electricity	kWh	133,650,206.54	119,330,639.23	206,652,506.96	254,174,936.03	262,656,248.91
Purchased chilled water	kWh	-	-	-	-	19,184,768.43
Renewable energy	kWh	183,191.23	436,953.92	866,083.98	873,720.83	2,863,820.75
Solar cell	kWh	177,656.90	426,816.58	827,513.03	856,592.35	2,740,627.66
Biogas	kWh	5,534.33	10,137.34	38,570.95	17,128.48	7,820.87
Biofuels	kWh	-	-	-	-	115,372.22
Energy usage per square meter	kWh/sqm.	281.47	260.23	246.57	261.20	299.92

Remark : 1. Intensity of Centara Hotels & Resorts
2. Intensity of Central Restaurants Group

Water Withdrawal - Hotel Business

Water Withdrawal (Cubic Meter)	2020	2021	2022	2023		2024	
				All Areas	Area with Water Stress[1]	All Areas	Area with Water Stress[1]
Surface water	0	0	0	243.00	0	419.00	0
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	243.00	-	419.00	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Groundwater	299,250.00	215,120.00	708,840.00	1,082,740.85	110,912.00	1,061,589.59	391,821.51
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	299,250.00	215,120.00	708,840.00	1,082,740.85	110,912.00	1,061,589.59	391,821.51
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Seawater	106,560.00	138,440.00	156,260.00	158,356.00	0	148,718.00	0
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	106,560.00	138,440.00	156,260.00	158,356.00	-	148,718.00	-
Third-party water : Purchased Municipal and Tanker water	783,460.00	547,390.00	1,410,230.00	1,942,788.55	116,240.66	1,901,804.25	393,245.52
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	783,460.00	547,390.00	1,410,230.00	1,942,788.55	116,240.66	1,901,804.25	393,245.52
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Total water withdrawal	1,189,270.00	900,950.00	2,275,330.00	3,184,128.40	227,152.66	3,112,530.84	785,067.03

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

Water Withdrawal - Food Business

Water Withdrawal (Cubic Meter)	2020	2021	2022	2023	2024
Third-party water : Purchased Municipal	755,610.00	649,103.00	984,690.00	985,690.00	1,122,801.90
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	755,610.00	649,103.00	984,690.00	985,690.00	1,122,801.90
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-
Total water withdrawal	755,610.00	649,103.00	984,690.00	985,690.00	1,122,801.90

Water Withdrawal - CENTEL (Hotel and Food Business)

Water Withdrawal (Cubic Meter)	2020	2021	2022	2023		2024	
				All Areas	Area with Water Stress[1]	All Areas	Area with Water Stress[1]
Surface water							
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	243.00	-	419.00	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Groundwater	299,250.00	215,120.00	708,840.00	1,082,740.85	110,912.00	1,061,589.59	391,821.51
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	299,250.00	215,120.00	708,840.00	1,082,740.85	110,912.00	1,061,589.59	391,821.51
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Seawater	106,560.00	138,440.00	156,260.00	158,356.00	0	148,718.00	0
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	106,560.00	138,440.00	156,260.00	158,356.00	-	148,718.00	-
Third-party water : Purchased Municipal and Tanker water	1,539,070.00	1,196,493.00	2,394,920.00	2,928,478.55	116,240.66	3,024,606.15	393,245.52
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	1,539,070.00	1,196,493.00	2,394,920.00	2,928,478.55	116,240.66	3,024,606.15	393,245.52
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Total water withdrawal	1,944,880.00	1,550,053.00	3,260,020.00	4,169,818.40	227,152.66	4,235,332.74	785,067.03

Water Discharge - Hotel Business

Water Discharge (Cubic Meter)	2020	2021	2022	2023		2024	
				All Areas	Area with Water Stress[1]	All Areas	Area with Water Stress[1]
Surface water	0	0	0	1,261,107.58	91,825.20	1,424,816.43	420,324.31
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	1,261,107.58	91,825.20	1,424,816.43	420,324.31
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Third-party water (municipal wastewater treatment)	0	0	0	753,247.71	97,567.01	909,502.80	82,634.20
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	753,247.71	97,567.01	909,502.80	82,634.20
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Seawater	0	0	0	80,162.88	-	74,137.30	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	80,162.88	-	74,137.30	-
Total Water Discharge	835,180.00	588,200.00	1,458,600.00	2,094,518.17	189,392.21	2,408,456.53	502,958.51

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

Water Discharge - Food Business

Water Discharge (Cubic Meter)	2020	2021	2022	2023	2024
Third-party water : Purchased Municipal	0	0	0	0	898,241.52
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	898,241.52
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-
Total Water Discharge	0	0	0	0	898,241.52

Water Discharge - CENTEL (Hotel and Food Business)

Water Discharge (Cubic Meter)	2020	2021	2022	2023		2024	
				All Areas	Area with Water Stress[1]	All Areas	Area with Water Stress[1]
Surface water	0	0	0	1,261,107.58	91,825.20	1,424,816.43	420,324.31
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	1,261,107.58	91,825.20	1,424,816.43	420,324.31
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Third-party water (municipal wastewater treatment)	0	0	0	753,247.71	97,567.01	1,807,744.32	82,634.20
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	753,247.71	97,567.01	1,807,744.32	82,634.20
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Seawater	0	0	0	80,162.88	0	74,137.30	0
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	80,162.88	-	74,137.30	-
Total Water Discharge	835,180.00	588,200.00	1,458,600.00	2,094,518.17	189,392.21	3,306,698.05	502,958.51

Water Consumption - Hotel Business

Water Consumption	2020	2021	2022	2023		2024	
				All Areas	Area with Water Stress[1]	All Areas	Area with Water Stress[1]
Total Water Consumption	354,090.00	312,750.00	816,730.00	1,089,610.23	39,826.45	704,074.31	282,108.52
Total Water Recycling	221,860.00	201,890.00	329,560.00	460,401.00	-	530,160.44	-

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

Water Consumption - Food Business

Water Consumption (Cubic Meter)	2020	2021	2022	2023	2024
Total Water Consumption	0	0	0	0	224,560.38
Total Water Recycling	0	0	0	0	0

หมายเหตุ ร้านอาหารเช่าพื้นที่อาคารในการดำเนินธุรกิจจึงไม่มีการนำน้ำกลับมาใช้ใหม่

Water Consumption - CENTEL (Hotel and Food Business)

Water Consumption (Cubic Meter)	2020	2021	2022	2023		2024	
				All Areas	Area with Water Stress[1]	All Areas	Area with Water Stress[1]
Total Water Consumption	354,090.00	312,750.00	816,730.00	1,089,610.23	39,826.45	928,634.69	282,108.52
Total Water Recycling	221,860.00	201,890.00	329,560.00	460,401.00	-	530,160.44	-

Waste generation - Hotel Business

Waste generation	2020	2021	2022	2023	2024
Total waste generate (Metric Ton)	**2,666.80**	**1,865.78**	**6,094.68**	**8,303.01**	**8,039.98**
Total non hazardous waste generated	2,660.42	1,816.91	6,070.25	8,283.17	8,030.81
Total hazardous waste generated	6.38	48.87	24.43	19.84	9.17

Waste disposal	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Total waste diverted from disposal (Metric Ton)	1,107.59	-	606.66	-	1,852.41	-	2,335.89	1.32	2,333.14	1.51
Recycling	426.67	-	175.61	-	863.93	-	678.96	1.32	731.46	1.51
Composting	92.06	-	139.73	-	222.04	-	716.00	-	428.72	-
Energy (Biogas)	19.59	-	28.43	-	46.51	-	25.78	-	26.71	-
Animal farmfeed	569.27	-	262.89	-	719.94	-	915.15	-	1,074.19	-
Used cooking oil	-	-	-	-	-	-	-	-	72.06	-
Total waste directed to disposal (Metric Ton)	**1,552.83**	**6.38**	**1,210.25**	**48.87**	**4,217.84**	**24.43**	**5,947.28**	**18.52**	**5,697.67**	**7.66**
Landfill	1,552.83	6.38	1,210.25	48.87	4,217.84	24.43	5,690.05	18.52	5,083.83	7.66
Incineration	-	-	-	-	-	-	257.23	-	613.84	-
Diverted from onsite disposal	-	-	-	-	-	-	63.13	-	56.58	-
Directed to offsite disposal	-	-	-	-	-	-	194.1	-	557.26	-

Waste generation - Food Business

Waste generation	2020	2021	2022	2023	2024
Total waste generate (Metric Ton)	6,007.00	5,818.00	6,278.00	6,223.61	9,673.96
Total non hazardous waste generated	6,007.00	5,818.00	6,278.00	6,223.61	9,613.55
Total hazardous waste generated	0.00	0.00	0.00	0.00	60.41

Waste disposal	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Total waste diverted from disposal (Metric Ton)	-	-	-	-	-	-	46.61	-	1,096.51	-
Composting	0	-	0	-	0	-	46.61	-	74.75	-
Used cooking oil	-	-	-	-	-	-	-	-	1,021.76	-
Total waste directed to disposal (Metric Ton)	6,007.00	-	5,818.00	-	6,278.00	-	6,177.00	-	8,517.04	60.41
Landfill	6,007	-	5,818	-	6,278	-	6,177	-	8,517.04	60.41

Waste generation - CENTEL (Hotel and Food Business)

Waste generation	2020	2021	2022	2023	2024
Total Waste generate (Metric Ton)	8,673.80	7,683.78	12,372.68	14,526.62	17,713.94
Total non hazardous waste generated	8,667.42	7,634.91	12,348.25	14,506.78	17,644.36
Total hazardous waste generated	6.38	48.87	24.43	19.84	69.58

Waste disposal	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous
Total waste diverted from disposal (Metric Ton)	1,107.59	-	606.66	-	1,852.41	-	2,382.50	1.32	3,429.65	1.51
Recycling	426.67	-	175.61	-	863.93	-	678.96	1.32	731.46	1.51
Composting	92.06	-	139.73	-	222.04	-	762.61	-	503.47	-
Energy (Biogas)	19.59	-	28.43	-	46.51	-	25.78	-	26.71	-
Animal farmfeed	569.27	-	262.89	-	719.94	-	915.15	-	1,074.19	-
Used cooking oil	-	-	-	-	-	-	-	-	1,093.82	-
Total waste directed to disposal (Metric Ton)	7,559.83	6.38	7,028.25	48.87	10,495.84	24.43	12,124.28	18.52	14,214.71	68.07
Landfill	7,559.83	6.38	7,028.25	48.87	10,495.84	24.43	11,867.05	18.52	13,600.87	68.07
Incineration	-	-	-	-	-	-	257.23	-	613.84	-
Diverted from onsite disposal	-	-	-	-	-	-	63.13	-	56.58	-
Directed to offsite disposal	-	-	-	-	-	-	194.1	-	557.26	-

About Report

Central Plaza Hotel Public Company Limited has prepared a sustainable development report for the 9th 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 2024 has been prepared following the guidelines for preparing annual information and reporting (56-1 One Report) of the Securities and Exchange Commission and SET Sustainability Reporting Guide of the Stock Exchange of Thailand. The reporting framework is aligned 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. 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 2024, from January 1 to December 31. The report covers the company's economic, social, and environmental performance in its hotel and food businesses includes the company's operations, its subsidiaries, joint ventures, and affiliated businesses both in Thailand and abroad. Lastly, the data covers the company's 50 hotels and 20 food brands operated by Central Restaurant Group Company Limited.

The Board of Directors, Risk Management, Corporate Governance and Sustainability Committee, along with the top management, establishes the guidelines for reporting content that aligns with the company's key sustainability materiality 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. The food business data also gathered following the company's internal standard 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, GRI 405-2 Ratio of basic salary and remuneration of women to men 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 disclosure of sustainability performance in this report falls under the responsibility of executive management, which is tasked with monitoring, reviewing, advising, and approving the disclosed information to ensure its completeness. The finalized report is subsequently submitted to the company's board of directors for acknowledgment.

All inquiries regarding the report should be addressed to: the Sustainability Development Department, Central Plaza Hotel Public Company Limited. Tel. 0 2769 1234   Email : chuleegornth@chr.co.th

Sustainability performance boundary

Name	Social Performance (Employee, OSH)	Environmental Performance (GHG, Energy, Water ,Waste)
Hotel Business -Owed 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 Krabi	•	•
5. Centara Grand Beach Resort & Villas Hua Hin	•	•
6. Centara Grand Mirage Beach Resort Pattaya	•	•
7. Centara Grand Beach Resort Phuket	•	•
8. Machchafushi Island Resort & Spa Maldives	•	•
9. Centara Grand Hotel Osaka	•	•
10. Centara Villas Samui	•	•
11. Centara Villas Phuket	•	•
12. Centara Kata Resort Phuket	•	•
13. Centara Karon Resort Phuket	•	•
14. Centara Hotel Hat Yai	•	•
15. Centara Ras Fushi Resort & Spa Maldives	•	•
16. Centara Mirage Beach Resort Dubai	•	•
17. Centara Life Government Complex Hotel & Convention Centre	•	•
18. Centara Life Hotel Mae Sot	•	•
19. COSI Samui Chaweng Beach	•	•
20. COSI Pattaya Wong Amat Beach	•	•
21. Centara Mirage Lagoon Maldives	•	

Name	Social Performance (Employee, OSH)	Environmental Performance (GHG, Energy, Water ,Waste)
Hotel Business -Hotel Management Agreement		
1. Centara Chaan Talay Resort & Villas Trat	•	•
2. Centara Udon	•	•
3. Centara Anda Dhevi Resort & Spa Krabi	•	•
4. Centara Watergate Pavilion Hotel Bangkok	•	•
5. Centara Pattaya Hotel	•	•
6. Centara Q Resort Rayong	•	•
7. Centara Koh Chang Tropicana Resort	•	•
8. Centara Nova Hotel & Spa Pattaya	•	•
9. Centara Ao Nang Beach Resort & Spa Krabi	•	•
10. Centara Korat	•	•
11. Centara Ubon	•	•
12. Centara Ayutthaya	•	•
13. Centara Riverside Hotel Chiang Mai	•	•
14. Centara Muscat Hotel	•	•
15. Centara Mirage Resort Mui Ne	•	•
16. Centara Sonrisa Residences & Suites Sriracha	•	•
17. Centara West Bay Hotel & Residences Doha	•	•
18. Centara Life Maris Resort Jomtien	•	•
19. Centara Life Phu Pano Resort Krabi	•	•
20. Centara Life Cha Am Beach Resort Hua Hin	•	•
21. Centara Life Hotel Bangkok Phra Nakhon	•	•
22. Centara Life Lamai Resort Samui	•	•
23. Centara Life Muscat Dunes Hotel	•	•
24. COSI Krabi Ao Nang Beach	•	•
25. COSI Vientiane Nam Phu	•	•
26. Al Hail Waves Hotel	•	•
27. Waterfront Suites Phuket by Centara	•	
28. Varivana Resort Koh Phangan*	•	
29. Roukh Kiri Khaoyai		
Food Business		
1. Central Restaurants Group (20 brands)	•	•

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

LRQA Independent Assurance Statement

Relating to Central Plaza Hotel Public Company Limited's Sustainability Report for the calendar year 2024

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 2024 ("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 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., GRI 405-2 Ratio on basic salary and remuneration of women to men.

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 overseas covered by LRQA's assurance:
- Republic of Maldives: Centara Grand Island Resort & Spa Maldives, Centara Ras Fushi Resort & Spa Maldives
- Laos: COSI Vientiane Nam Phu
- 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 Plaza Ladprao Bangkok, Centara Life Hotel Bangkok Phra Nakhon, Centara Pattaya Hotel, COSI Pattaya Wong Amat Beach, CRG Manufacturing, Central Restaurant Group Head Office, and remotely auditing Centara Mirage Beach Resort Dubai 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 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 and implemented throughout CENTEL as observed by improvements in the accuracy and reliability of data reported this year.

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   Dated: 14st March 2025
LRQA Lead Verifier

On behalf of LRQA (Thailand) Limited,
252/123 Muang Thai-Phatra Complex Tower B, 26th floor,
Unit 252/123 (C) Ratchadaphisek Rd., Huaykwang Sub-district,
Huaykwang District, Bangkok 10310, Thailand.

LRQA reference: BGK00001151

GRI content index

Statement of use	Central Plaza Hotel Public Company Limited has reported the information cited in this GRI content index for the period 1 January – 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

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 p. 36-51	
		2-2 Entities included in the organization's sustainability reporting	AR p. 275	
		2-3 Reporting period, frequency and contact point	AR p. 275 /	
		2-4 Restatements of information	AR p. 148-152 /	
		2-5 External assurance	AR p.275, 279-280	
		2-6 Activities, value chain and other business relationships	AR p. 12-17, 85-92, 137	
		2-7 Employees	AR p. 233-262	SDG 8
		2-8 Workers who are not employees	AR p. 233, 234, 253	SDG 8
		2-9 Governance structure and composition	AR p. 320	
		2-10 Nomination and selection of the highest governance body	AR p. 327-328	
		2-11 Chair of the highest governance body	AR p. 22, 24	
		2-12 Role of the highest governance body in overseeing the management of impacts	AR p. 320-323, 124-125, 141-142	
		2-13 Delegation of responsibility for managing impacts	AR p. 321-329	
		2-14 Role of the highest governance body in sustainability reporting	AR p. 140-141, 275	
		2-15 Conflicts of interest	AR p. 346, 312	
		2-16 Communication of critical concerns	AR p. 314-315, 219	
		2-17 Collective knowledge of the highest governance body	AR p. 342-343	
		2-18 Evaluation of the performance of the highest governance body	AR p. 340-341	
		2-19 Remuneration policies	AR p. 328, 330-332	
		2-20 Process to determine remuneration	AR p. 328, 330-332	
		2-21 Annual total compensation ratio	Confidentiality constraints -It's related to personal data.	
		2-22 Statement on sustainable development strategy	AR p. 136-146 / SR p.	
		2-23 Policy commitments	AR p. 136-143 / SR p.	
		2-24 Embedding policy commitments	AR p. 142-143	
		2-25 Processes to remediate negative impacts	AR p. 131, 220-222	
		2-26 Mechanisms for seeking advice and raising concerns	AR p. 148-154	
		2-27 Compliance with laws and regulations	AR p. 189, 229, 346, 348	
		2-28 Membership associations	AR p. 155-156	
		2-29 Approach to stakeholder engagement	AR p. 153-154	
		2-30 Collective bargaining agreements	AR p. 201, 240, 250, 260	SDG 8
GRI 3:	Material Topics 2021	3-1 Process to determine material topics	AR p. 148	
		3-2 List of material topics	AR p. 149-152	

GRI STANDARD		DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
CLIMATE CHANGE				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 139, 142, 144, 150, 157-158, 166	
GRI 302:	Energy 2016	302-1 Energy consumption within the organization	AR p. 159-166, 265-266	SDG 8, 13
		302-3 Energy intensity	AR p. 159-166, 265-266	SDG 8, 13
		302-4 Reduction of energy consumption	AR p. 159-166, 265-266	SDG 8, 13
		302-5 Reductions in energy requirements of products and services	AR p. 165-166, 265-266	SDG 8, 13
GRI 305:	Emissions 2016	305-1 Direct (Scope 1) GHG emissions	AR p. 167-169, 263-264	SDG 9, 13
		305-2 Energy indirect (Scope 2) GHG emissions	AR p. 167-169, 263-264	SDG 9, 13
		305-3 Other indirect (Scope 3) GHG emissions	AR p. 167-169, 263-264	SDG 9, 13
		305-4 GHG emissions intensity	AR p. 167-169, 263-264	SDG 9, 13
		305-5 Reduction of GHG emissions	AR p. 167-169, 263-264	SDG 9, 13
GRI 201:	Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	TCFD Report	
WASTE				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 138, 142, 144, 150, 157-158, 175	
GRI 306:	Waste 2020	306-1 Waste generation and significant waste-related impacts	AR p. 175-185, 272-274	SDG 12,13
		306-2 Management of significant waste-related impacts	AR p. 175-185, 272-274	SDG 12,13
		306-3 Waste generated	AR p. 175-185, 272-274	SDG 12,13
		306-4 Waste diverted from disposal	AR p. 175-185, 272-274	SDG 12,13
		306-5 Waste directed to disposal	AR p. 175-185, 272-274	SDG 12,13
HUMAN RIGHTS				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 138, 143, 145, 150-152, 192-193, 195-197, 201	
GRI 401:	Employment 2016	401-1 New employee hires and employee turnover	AR p. 237-239, 247-249, 257-259	SDG 5, 8
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	AR p. 201-202	SDG 8
		401-3 Parental leave	AR p. 240, 250, 260	SDG 5, 8
GRI 405:	Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	AR p. 320, 233, 235, 243-245, 253-255	SDG 5, 8
		405-2 Ratio of basic salary and remuneration of women to men	AR p. 202, 241, 251, 261	SDG 5, 8, 10
GRI 406:	Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	AR p. 220	
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 p. 193-194	
GRI 408:	Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	AR p. 193, 229	
GRI 409:	Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	AR p. 193, 229	
GRI 410:	Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	AR p. 193-194	
GRI 411:	Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	AR p. 193-194	

GRI STANDARD		DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
HUMAN CAPITAL				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 138, 143, 145, 151, 191, 195	SDG 4, 5, 8
GRI 404:	Training and Education 2016	404-1 Average hours of training per year per employee	AR p. 195, 198-199	SDG 8
		404-2 Programs for upgrading employee skills and transition assistance programs	AR p. 198-199	SDG 5, 8
		404-3 Percentage of employees receiving regular performance and career development reviews	AR p. 200	
OCCUPATIONAL HEALTH AND SAFETY				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 138, 143, 145, 151, 191, 208	
GRI 403:	Occupational Health and Safety 2018	403-1 Occupational health and safety management system	AR p. 208-209	
		403-2 Hazard identification, risk assessment, and incident investigation	AR p. 208-209	
		403-3 Occupational health services	AR p. 208-209	
		403-4 Worker participation, consultation, and communication on occupational health and safety	AR p. 209	
		403-5 Worker training on occupational health and safety	AR p. 208-209	
		403-6 Promotion of worker health	AR p. 209	
		403-8 Workers covered by an occupational health and safety management system	AR p. 209	
		403-9 Work-related injuries	AR p. 241, 251, 261	
		403-10 Work-related ill health	AR p. 241, 251, 261	SDG 3, 8
DATA PRIVACY				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 146, 151, 153, 227	
GRI 418:	Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	AR p. 229	
CUSTOMER SATISFACTION				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 151, 153, 226	
GRI 417:	Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	AR p. 226	
BUSINESS DEVELOPMENT				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 24-26, 28-29, 151	
GRI 201:	Economic Performance 2016	201-1 Direct economic value generated and distributed	AR p. 20-21	
		201-3 Defined benefit plan obligations and other retirement plans		
GRI 203:	Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	AR p. 211-212	

GRI STANDARD		DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
SUPPLY CHAIN MANAGEMENT				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 139, 146, 152-153, 229	
GRI 204:	Procurement Practices 2016	204-1 Proportion of spending on local suppliers	AR p. 230	
GRI 308:	Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	https://investor.centarahotelsresorts.com/storage/download/sustainability-performance/20230928-centel-sustainable-supply-chain-management-en.pdf	
		308-2 Negative environmental impacts in the supply chain and actions taken	https://investor.centarahotelsresorts.com/storage/download/sustainability-performance/20230928-centel-sustainable-supply-chain-management-en.pdf	
GRI 414:	Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	https://investor.centarahotelsresorts.com/storage/download/sustainability-performance/20230928-centel-sustainable-supply-chain-management-en.pdf	
		414-2 Negative social impacts in the supply chain and actions taken	https://investor.centarahotelsresorts.com/storage/download/sustainability-performance/20230928-centel-sustainable-supply-chain-management-en.pdf	
GOOD GOVERNANCE				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 139, 143, 146, 215, 218	
GRI 205:	Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	AR p. 218	
		205-2 Communication and training about anti-corruption policies and procedures	AR p. 216-7	SDG 16
		205-3 Confirmed incidents of corruption and actions taken	AR p. 220	
WATER MANAGEMENT				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 138, 142, 152, 158, 170	
GRI 303:	Water and Effluents 2018	303-1 Interactions with water as a shared resource	AR p. 170-175	
		303-2 Management of water discharge-related impacts	AR p. 173-175	
		303-3 Water withdrawal	AR p. 170-175, 267-272	
		303-4 Water discharge	AR p. 170-175,267-272	
		303-5 Water consumption	AR p. 170-175, 267-272	
SOCIAL AND COMMUNITY DEVELOPMENT				
GRI 3:	Material Topics 2021	3-3 Management of material topics	AR p. 143, 145, 152, 154, 210	
GRI 413:	Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	AR p. 210-214	
		413-2 Operations with significant actual and potential negative impacts on local communities	AR p. 210-214	