



CENTRAL PLAZA HOTEL PUBLIC COMPANY LIMITED

# SUSTAINABILITY DEVELOPMENT 2025



# AWARDS AND RECOGNITION



A member of the S&P Global Sustainability Yearbook for three consecutive years (2024 - 2026).



“Industry Mover” for outstanding sustainability advancement in the Hotels, Resorts & Cruise Lines industry in the 2024 S&P Global Sustainability Yearbook.



SET ESG Ratings “AAA” (2024 - 2025).



MSCI ESG Ratings “A” (2023 - 2025).



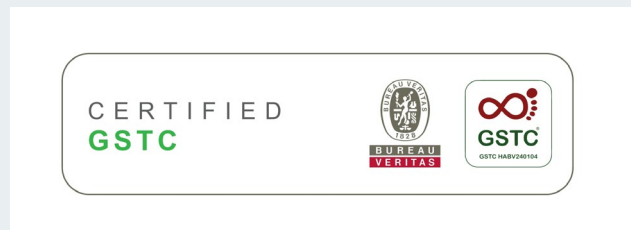
Sustainability Disclosure Recognition (2020 - 2025).



Certified for sustainability standards in the hotel business by the Global Sustainable Tourism Council under the “Centara Earthcare” since 2021.



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



GSTC-Recognized Standards for Hotels

- 2023 - 2025: 26 Hotels
- 2024 - 2027: 42 Hotels (100% Certified in 2025)



Certified Green Key 2023-2025:  
1 Hotel



Thailand Tourism Sustainability Awards 2025:  
2 Hotels

## Business Strategy

In 2025, Centara Hotels & Resorts, together with the food business of Central Plaza Hotel Public Company Limited, will continue to operate in line with the business plan to drive the organization toward becoming a Thai hotel and resort group ranked among the Top 100 leading hotel brands in the world by 2028, and advance to become a leading restaurant chain business in Thailand. The Company adheres to the principles of sustainable growth across environmental, social, governance, and economic dimensions, while integrating collaboration from all sectors to manage risks and opportunities and create a corporate culture focused on achieving shared missions. In terms of business strategy, the Company has established operational plans that respond to current customer needs while anticipating trends and changes over the next five years. This approach aims to develop innovations in products and services aligned with target customer segments and to support the achievement of each business unit's objectives, as follows:

### Hotel Business Strategy

The Company's vision is to achieve Responsible and Sustainable Growth. Therefore, it continuously monitors, reviews, and develops its five-year strategic plan to drive the following objectives:

1. **Portfolio Expansion through Strong Brand Identity:** The Company clearly defines the product philosophy and differentiation of each brand to establish key drivers that respond to changes in customer behavior and market trends. This approach also supports diversified revenue streams, including health tourism, eco-friendly tourism, pet-friendly tourism, senior-friendly tourism, as well as meetings and events (MICE).
2. **Collaborations with Partners to Develop New Business Case Prototypes:** The Company collaborates with partners to develop new business case prototypes both domestically and internationally by leveraging the strengths and business ecosystems of both parties. This approach aims to achieve shared success and enhance operations with a strong customer-centric focus.
3. **Application of Technology and Generative Artificial Intelligence (Gen AI):** The Company applies technology and Generative Artificial Intelligence (Gen AI) in its operations and develops a digital ecosystem for comprehensive and secure management. This enhances revenue generation efficiency and maximizes customer lifetime value, while systematically developing CRM systems and Loyalty Programs.
4. **Product Innovation Excellence in Service Offerings:** The Company analyzes and develops innovative service products in a timely manner to align with evolving market dynamics. It enhances business value through holistic revenue management (TREVPAR) to maximize value across all business units, including food and beverage (F&B), SPA, meetings and events (MICE), as well as health-conscious and functions friendly catering services.
5. **Strategic Human Resource Management:** The Company develops human resource capabilities to serve as a profit-generating center (Centara Manpower Center), aligned with the nature of the business and long-term operational plans. It also enhances employee skills to support the growth of the service business and adapt to future changes.
6. **Integration of Sustainability from Design and Construction Stages:** The Company integrates sustainability principles starting from the design and construction stages to ensure efficient management in accordance with brand standards and Global Sustainable Tourism Council (GSTC). This supports the goal of achieving net-zero greenhouse gas emissions by 2050 while reducing long-term environmental and social impacts.

The Company operates its business under the principle of "Responsible Growth", driving business expansion by systematically integrating sustainability concepts into its operational direction. This approach enables comprehensive risk management and supports the Company in achieving high-quality and sustainable growth. Under the five-year strategic plan (2025–2029), the Company is committed to achieving Quality Growth while strengthening its long-term competitiveness. The strategy consists of six key approaches as follows:

1. **Expansion & New Brands:** The Company expands its business and develops new brands to build a diversified and balanced business portfolio. It focuses on seeking partnership opportunities to create innovations that respond to market demands.
2. **Omni-channel & Delivery Development:** The Company enhances omni-channel and delivery channels to deliver a seamless customer experience between physical stores and online platforms. This includes expanding delivery channels and O2O (Online-to-Offline) channel to accommodate changing consumer behaviors and broaden revenue streams.
3. **Menu Innovation & Trend-led Marketing:** The Company develops products and marketing strategies that align with modern consumer trends by enhancing its menu portfolio and introducing new offerings, particularly health-oriented menus and specialized menu options. These initiatives aim to meet current and future consumer demands while strengthening a modern and accessible brand image.

### Food Business Strategy



4. Digital Transformation & CRM: The Company leverages technology and customer data management by enhancing customer relationship management through CRM systems and Loyalty Programs that connect all brands. This enables effective and personalized marketing campaigns. The Company also invests in POS systems, Kiosks, Kitchen Automation, and online queue booking systems to improve operational efficiency and service quality.
5. Sustainability in Food Business: Sustainability is a key element in establishing an efficient operational foundation and strengthening stakeholder trust. The Company places importance on creating circularity in its operations by reducing food waste, supporting the use of environmentally friendly packaging, and promoting responsible sourcing. This is achieved through collaboration with suppliers to enhance ingredient quality, develop traceability systems, and ensure food standards and safety.
6. Cost & Store Model Efficiency: The Company enhances sales and profitability per branch through effective cost management. At the same time, it develops appropriate store models, such as small-sized stores or pop-up shops, to increase flexibility in business expansion and control investment risks.



## Corporate Sustainability Development

Central Plaza Hotel Public Company Limited is committed to creating long-term shared value throughout its business operations. This is achieved through a comprehensive sustainability governance structure that covers environmental, social, economic, and governance (ESG) dimensions. The structure serves as a key mechanism for translating sustainability principles and goals into practical implementation across all business units throughout the organization. The Company places importance on communicating its sustainability policies to suppliers across all business relationships in order to collectively create maximum benefits for stakeholders. The Company has established three core pillars to drive sustainability consisting of Caring, Sharing, and Belonging, covering stakeholders throughout the value chain, including employees, customers and suppliers, communities, and the environment.

[Read More: Policy on Sustainable Development](#)



# CENTEL's Value Chain

## SALES & MARKETING

### Value Creation

- Customer Satisfaction
- Risk Management and Organizational Resilience
- Community Economic Development and Promotion

## CONSTRUCTION & DESIGN

### Value Creation

- Good Corporate Governance
- Environmental and Social Impact Management
- Community Development
- Customer Satisfaction
- Supply Chain Management

## CUSTOMERS

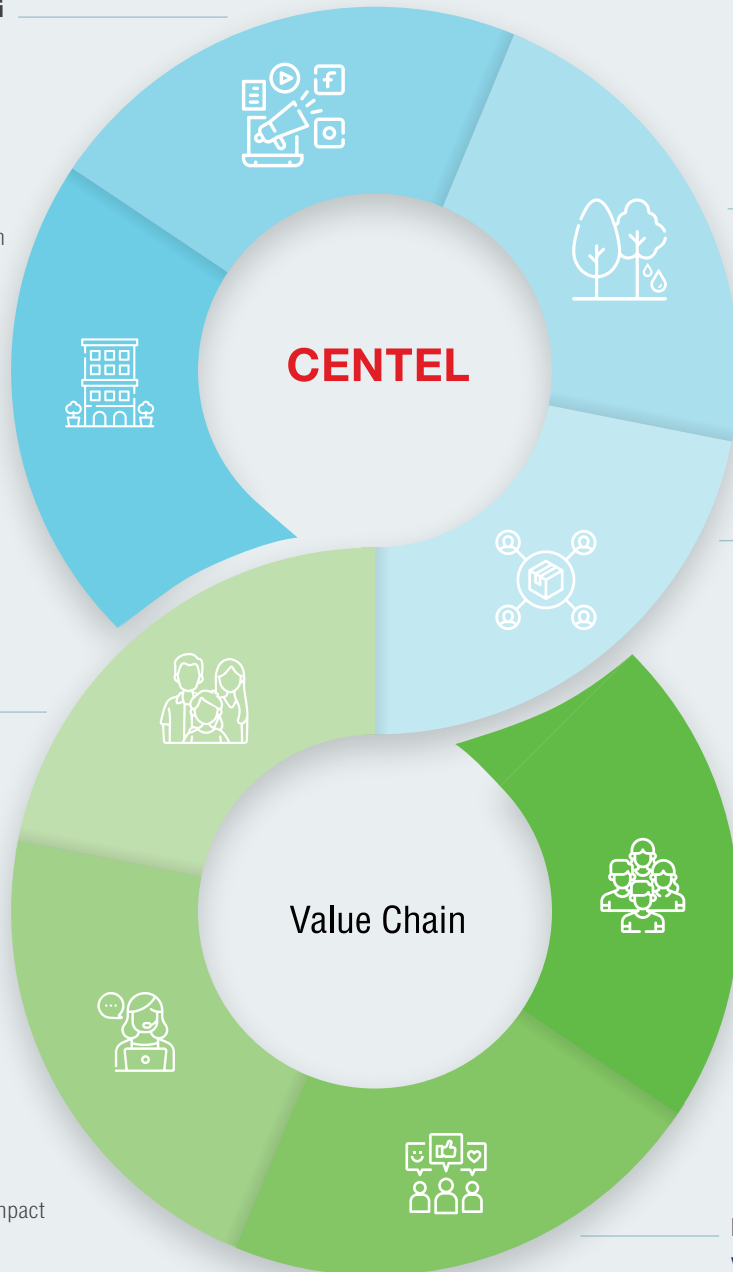
### Value Creation

- Customer Satisfaction
- Risk Management and Organizational Resilience

## OPERATIONS & SERVICES

### Value Creation

- Product Safety and Quality
- Customer Satisfaction
- Environmental and Social Impact Management



## LOCAL MATERIALS

### Value Creation

- Community Economic Development and Promotion
- Customer Satisfaction
- Supply Chain Management

## LOCAL SUPPLIERS & PRODUCTS

### Value Creation

- Supplier Capacity Development
- Community Economic Development and Promotion
- Supply Chain Management

## LOCAL PEOPLE

### Value Creation

- Community Economic Development and Promotion
- Customer Satisfaction
- Employee Capacity Development

## LOCAL COMMUNITY

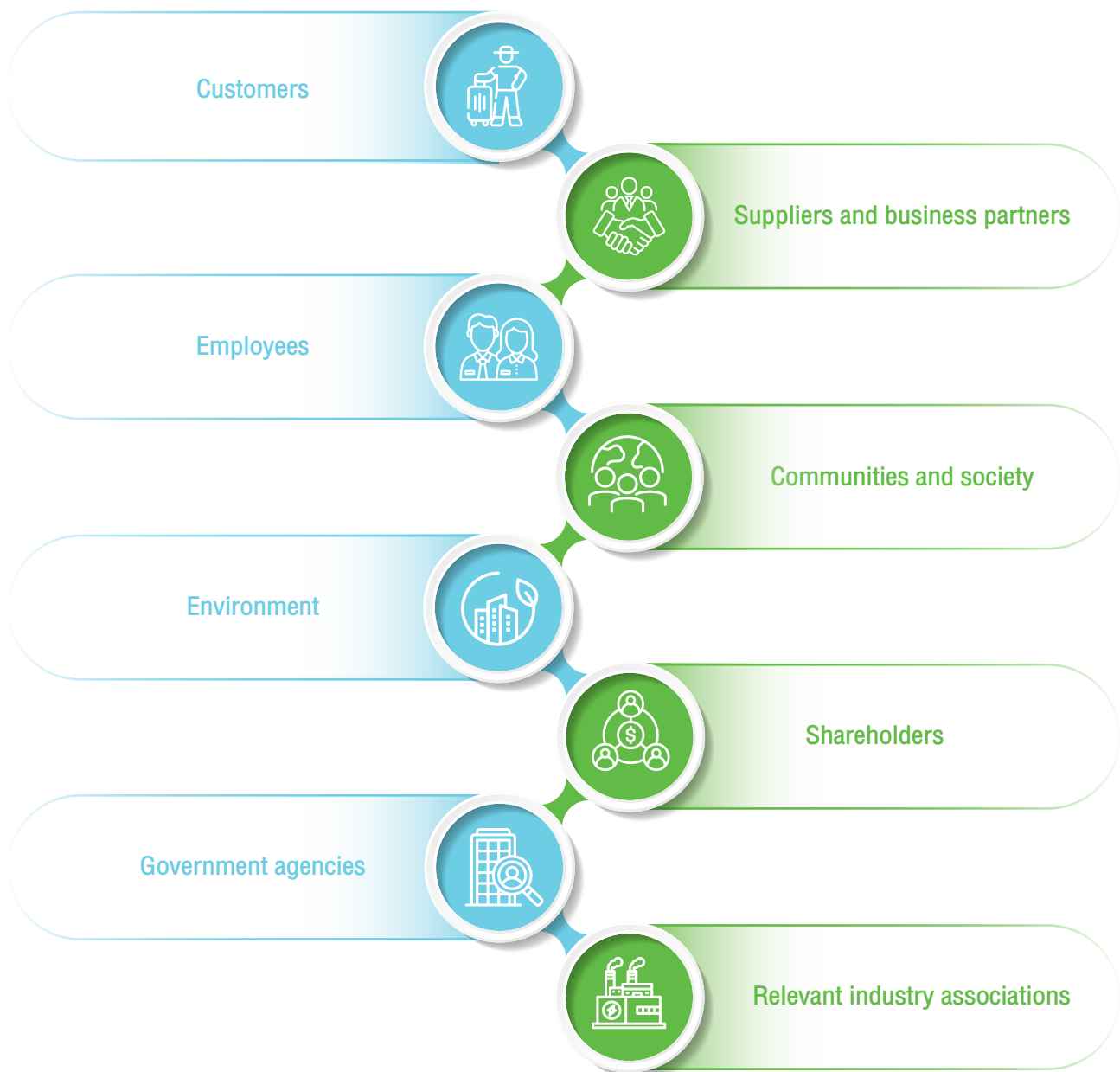
### Value Creation

- Community Economic Development and Promotion
- Customer Satisfaction

**Create memorable experience and fairness for all**



## CENTEL's Stakeholders



The Company believes that an efficient value chain is a key mechanism in driving sustainable business operations while creating value for the organization through delivering positive, fair, and responsible experiences to stakeholders in line with the Environmental, Social, and Governance (ESG) framework. Therefore, the Company focuses on analyzing, developing, and enhancing both primary activities and supporting activities throughout the value chain to maximize value creation, as follows:

**1. Construction & Design:** The Company aims to develop construction projects and designs based on high-quality and aesthetically refined structures, which form the foundation for defining the identity of each brand under Centara. At the same time, the Company secures loans and funding sources for project improvement and development by utilizing sustainability-linked financing under proper governance and in compliance with relevant laws and regulations, serving as a foundation for achieving business sustainability certifications. In addition, meticulous design and construction enhance the operational efficiency of the hotel, elevate guest experience and safety, and support sustainable operations through the efficient use of resources over the long term.

**2. Local Materials:** The Company places importance on the transparent and fair procurement of products and raw materials under the principles of Sustainable Sourcing at both local and regional levels. The use of local materials in construction and interior design not only supports the local economy and reduces transportation costs but also clearly reflects the identity and cultural heritage of the local community.

**3. Local Suppliers and Products:** The Company promotes collaboration with local suppliers through systematic management while supporting locally produced goods and products. At the same time, it enhances the long-term capabilities of suppliers to enable them to meet the Company's needs effectively and sustainably. This approach also helps build positive relationships with local suppliers and enables the Company to offer products that are fresh, distinctive, and environmentally friendly, enhancing the image of the hotel and restaurant businesses while strengthening the local supply chain.

**4. Sales & Marketing:** Sales and marketing play a crucial role in strengthening the business's competitiveness and revenue generation. This is achieved through the integration of technology and digital marketing strategies to enhance revenue efficiency while reducing commission costs. At the same time, the Company collaborates with tourism agencies and effectively communicates the cultural identity of local destinations, helping elevate the image of tourist attractions and create shared value with local communities. The Company aims to expand and maintain its customer base across diverse target segments by developing products and services that align with market needs and rapidly changing trends, while strengthening a clear brand identity.

**5. Operations and Services:** High-quality operations and service delivery in accordance with international service standards are key mechanisms in driving the business. This includes compliance with health and safety standards and customer relationship management, which help strengthen confidence in the organization. The Company integrates sustainability practices into all operational processes to improve resource efficiency, promote the use of renewable energy, reduce waste generation, and enhance brand image. These efforts contribute to building customer loyalty and strengthening long-term competitive advantage. In addition, the Company places importance on risk management to continuously improve and enhance service delivery.

**6. Local People:** Employing personnel from local communities plays an important role in improving quality of life, expanding economic opportunities, and promoting equality. Local employees often possess language skills, cultural knowledge, and pride in their local heritage, enabling them to share authentic local experiences and insights with customers. These factors contribute to enhancing service quality and creating memorable experiences for guests. Additionally, promoting the capabilities of local personnel through training and career development in service-related professions for the hotel and restaurant businesses serves as an important approach to developing qualified talent for the tourism industry.

**7. Local Community:** The Company's engagement with local communities through educational initiatives, cultural support, and environmental projects reflects its commitment to social responsibility and helps strengthen acceptance and a positive corporate image. Supporting community activities and developing local infrastructure also enhances the potential of tourism destinations, creating long-term shared benefits for both the Company and surrounding communities.

**8. Customers:** Customers are at the center of the Company's value chain. Customer satisfaction is a key factor driving the organization's success. The Company is committed to delivering authentic Thai service experiences that combine innovation, warm family-style hospitality, high-quality service, and personalized services through diverse cultural expressions, creating valuable and sustainable travel experiences for the future.

## Sustainability Management Goals

Sustainability operational goals have been integrated as key performance indicators for the organization and relevant business units to promote maximum operational efficiency. These goals and indicators are cascaded from the executive level to the departmental and individual levels to collectively drive tangible outcomes and create maximum shared value for all stakeholders. The Company also contributes to global sustainability objectives by integrating indicators aligned with international standards, such as the United Nations Sustainable Development Goals (UN SDGs), the GRI Sustainability Reporting Framework, and industry-specific indicators based on international standards for the hotel and food industries. These frameworks serve as guiding principles for sustainability development across all dimensions, including economic and governance, social, and environmental aspects.

In addition, Central Group became a member of the United Nations Global Compact in 2023. Therefore, as a subsidiary of Central Group, the Company has established business operation guidelines that align with and respond to the principles and commitments of international sustainability practices.

In 2025, the Company identified 8 goals, 15 targets, and 16 indicators in alignment with the United Nations Sustainable Development Goals (UN SDGs) as follows:



### Goal 5

**Achieve gender equality and empower all women and girls**

#### ESG Dimension

- Social
- Governance

#### UN SDGs Targets and Indicators

- 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 (Indicator 5.5.2)

#### The Company's Goals and Commitments

The Company is committed to protecting and promoting human rights and places importance on building a culture of equality without discrimination. It aims to achieve a balanced workforce between male and female employees, promote children's rights, and encourage leadership opportunities for female employees at all levels.



### Goal 6

**Ensure availability and sustainable management of water and sanitation for all**

#### ESG Dimension

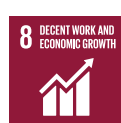
- Environmental
- Social

#### UN SDGs Targets and Indicators

- 6.3 Improve water quality, wastewater treatment, and safe reuse (Indicator 6.3.1)

#### The Company's Goals and Commitments

The Company is committed to reducing environmental and community impacts from its operations by prioritizing wastewater treatment and monitoring water quality after treatment before discharging it into public waterways. The Company also promotes efficient water use by reusing treated water that meets standards for purposes such as plant irrigation and floor cleaning.



### Goal 8

**Promote sustained economic growth**

#### ESG Dimension

- Social

#### UN SDGs Targets and Indicators

- 8.5 Achieve productive employment and decent work for all women and men, including young people and persons with disabilities (Indicator 8.5.2)
- 8.6 Reduce the proportion of young people not in employment, education, or training (Indicator 8.6.1)
- 8.8 Promote safe working environments (Indicator 8.8.1)

#### The Company's Goals and Commitments

The Company is committed to creating career opportunities for everyone, including vulnerable groups in society. It has established an Equal Employment Opportunity policy and promotes collaboration through training programs that support career development and employment opportunities for young people. In addition, the Company continuously enhances workplace safety to ensure a safe working environment.



### Goal 9

**Promote sustainable industrial development and innovation**

#### ESG Dimension

- Environmental

#### UN SDGs Targets and Indicators

- 9.4 Increase resource-use efficiency and adopt clean and environmentally sound technologies and industrial processes (Indicator 9.4.1)

#### The Company's Goals and Commitments

The Company places importance on integrating environmentally friendly innovations and technologies to reduce the use of limited natural resources, support sustainable growth, and achieve greenhouse gas emission reduction targets. The Company also aims to become a net-zero greenhouse gas emissions organization by 2050.



### Goal 11

#### Make cities and communities sustainable

##### ESG Dimension

- Environmental
- Social

##### UN SDGs Targets and Indicators

11.6 Reduce the adverse environmental impact of cities and communities, including air quality and waste management (Indicator 11.6.1)

##### The Company's Goals and Commitments

The Company places importance on waste management, which is a key factor contributing to greenhouse gas emissions and pollution affecting air quality in communities. The Company aims to reduce waste sent to landfills by 20% by 2029 through systematic waste management and to increase the rate of waste reuse and recycling to over 50%.



### Goal 12

#### Ensure sustainable consumption and production patterns

##### ESG Dimension

- Environmental
- Social

##### UN SDGs Targets and Indicators

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 processes and supply chains (Indicator 12.3.1)

12.4 Achieve environmentally sound management of chemicals and waste (Indicator 12.4.2)

12.5 Reduce waste generation through prevention, reduction, reuse, and recycling (Indicator 12.5.1)

12.7 Promote sustainable procurement practices (Indicator 12.7.1)

##### The Company's Goals and Commitments

The Company supports the 3Rs principle (Reduce, Reuse, Recycle) by applying technology and innovation to reduce waste from operations. Waste is managed in accordance with the Centara Waste Management Plan, while promoting efficient resource utilization, supporting the use of renewable energy, and encouraging environmentally friendly procurement practices throughout production and service processes.



### Goal 13

#### Climate Action

##### ESG Dimension

- Environmental

##### UN SDGs Targets and Indicators

13.3 Improve awareness and human capacity for climate change mitigation, adaptation, and impact reduction (Indicator 13.3.1)

##### The Company's Goals and Commitments

The Company recognizes the impacts of climate change on society and the environment. Therefore, it promotes the development of an organizational culture that raises awareness through training and capacity-building programs for employees and stakeholders. These initiatives aim to enhance the ability to adapt to related impacts and prepare for the transition toward a low-carbon society. The Company has also established a 10-year environmental action plan (2020 - 2029) and a Climate Change Strategy to drive operational performance toward achieving the defined goals.



### Goal 16

#### Peace, Justice and Strong Institutions

##### ESG Dimension

- Governance
- Social

##### UN SDGs Targets and Indicators

16.5 Substantially reduce corruption and bribery in all their forms (Indicators 16.5.1 and 16.5.2)


##### The Company's Goals and Commitments



The Company places great importance on good corporate governance by participating in anti-corruption initiatives and encouraging suppliers to declare a shared commitment against corruption. In addition, the Company continuously enhances and develops its governance structure and risk management practices to strengthen effective mechanisms that support sustainable development.

## Sustainable Development Goals and Performance

The evaluation of sustainability performance for 2025 is linked to the organization’s key sustainability performance indicators and is driven through the participation of all functions across the organization. The Company has established operational plans, appointed dedicated working committees, and continuously reported performance results to the Board of Directors to obtain feedback and recommendations. This process also ensures that adequate resources are allocated to achieve the defined targets. The details of the key performance indicators are as follows:

Sustainability Development Policy	2025 Target	2025 Performance
<b>Environmental Development Pillar</b> 		
<ul style="list-style-type: none"> <li>Achieving a net-zero greenhouse gas emissions organization by 2050</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the greenhouse gas emission intensity of the hotel business (Scope 1 and 2) in the first phase by 40% by 2029, compared with the 2019 baseline year, under the 10-year action plan (2020 - 2029).</li> </ul>	<ul style="list-style-type: none"> <li>The greenhouse gas emission intensity of the hotel business (Scope 1 and 2) decreased by 38.40% compared with 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Renewable Energy Operations</li> </ul>	<ul style="list-style-type: none"> <li>Increase the proportion of all renewable energy used in the hotel business compared with 2024.</li> <li>Drive the installation of solar panels with a target of installing them in more than 50% of company-owned hotels by 2028.</li> </ul>	<ul style="list-style-type: none"> <li>The proportion of renewable energy used in the hotel business increased by 3.2 times compared with 2024.</li> <li>In 2025, 45% of company-owned hotels have installed solar panels.</li> </ul>
<ul style="list-style-type: none"> <li>Waste and Pollution Management</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the amount of waste sent to landfills per occupied room by 20% compared with the 2019 baseline year.</li> <li>Increase the recycling rate of waste generated from operations of hotel business to over 50%.</li> </ul>	<ul style="list-style-type: none"> <li>Waste sent to landfill per occupied room decreased by 22.90% compared with the 2019 baseline year.</li> <li>The recycling rate of waste generated from operations of hotel business was 29.29%.</li> </ul>
<ul style="list-style-type: none"> <li>Supporting and Contributing to Sustainable Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 100% sustainability certification from the Global Sustainable Tourism Council (GSTC) for Centara Hotels &amp; Resorts by 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Centara Hotels &amp; Resorts achieved the sustainability certification target from the Global Sustainable Tourism Council (GSTC) for all 42 hotels.</li> </ul>
<ul style="list-style-type: none"> <li>Biodiversity Management</li> </ul>	<ul style="list-style-type: none"> <li>Increase green areas in the hotel business.</li> <li>Plant corals to restore ecosystems both on land and underwater.</li> </ul>	<ul style="list-style-type: none"> <li>Green areas in the hotel business accounted for 40% of the total area.</li> <li>25 hotels have vegetable and herb gardens for hotel use.</li> <li>Number of trees planted: 2,886 units.</li> <li>Number of corals planted: 1,400 branches, covering 600 square meters.</li> </ul>

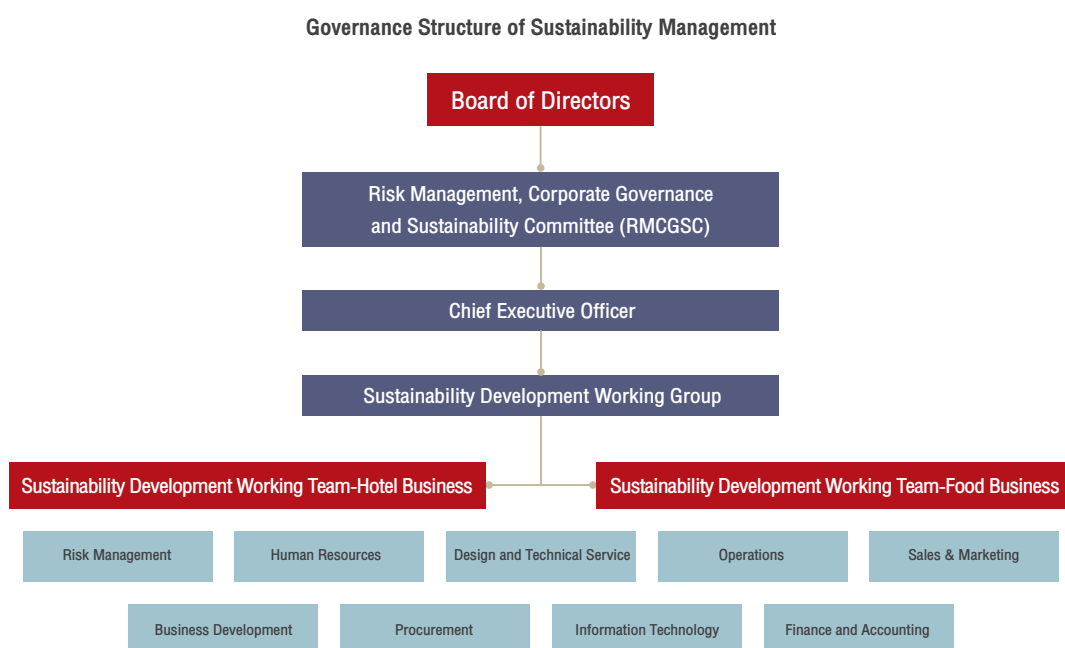
Sustainability Development Policy	2025 Target	2025 Performance
<b>Social Development Pillar</b> 		
<ul style="list-style-type: none"> <li>Human Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>Average training hours per employee</li> <li>Hotel business: 60 hours/person/year</li> <li>Food business: 7 hours/person/year</li> </ul>	<ul style="list-style-type: none"> <li>Average training hours: 60 hours/person/year</li> <li>Average training hours: 7 hours/person/year</li> </ul>
<ul style="list-style-type: none"> <li>Employee Well-being</li> </ul>	<ul style="list-style-type: none"> <li>Recognition from external organizations for excellence in employee stewardship.</li> <li>Employee satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Hotel business received Wellness Corporate National Building Award.</li> <li>Hotel business received Leader of Leaders Award from Future Trends Awards 2025.</li> <li>Food business received Most Inspiring Leader Award from Employee Experience Awards Thailand 2025.</li> <li>Food business received HR Professional Awards 2025.</li> <li>Employee satisfaction score (hotel business): 92%</li> <li>Employee satisfaction score (food business): 84%</li> </ul>
<ul style="list-style-type: none"> <li>Occupational Health Safety and Working Environment</li> </ul>	<ul style="list-style-type: none"> <li>Zero work-related fatalities.</li> <li>Reduction in the number of work-related injuries (Lost Time Injury Rate: LTIR).</li> </ul>	<ul style="list-style-type: none"> <li>0 work-related fatalities.</li> <li>The number of work-related injuries (LTIR) decreased by 32.58% compared with the previous year.</li> </ul>
<ul style="list-style-type: none"> <li>Respect for Human Rights, Diversity, and Equality</li> </ul>	<ul style="list-style-type: none"> <li>The proportion of female executives at the manager level and above in the hotel and food businesses to exceed 50%.</li> </ul>	<ul style="list-style-type: none"> <li>The proportion of female executives at the manager level and above in the hotel and food businesses was 52.5%.</li> </ul>
<ul style="list-style-type: none"> <li>Creating Career Opportunities for Vulnerable Groups and Society</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 100% compliance with legal requirements for employing persons with disabilities.</li> <li>Continuously promote employment opportunities for the elderly.</li> </ul>	<ul style="list-style-type: none"> <li>Employment of persons with disabilities in compliance with legal requirements without contributing to the Empowerment for Person with Disabilities Fund.</li> <li>Outstanding Organization Award for Promoting Employment of Persons with Disabilities 2025.</li> <li>Organization Award for Promoting Employment and Income Opportunities for the Elderly 2025.</li> </ul>
<ul style="list-style-type: none"> <li>Youth and Social Development</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative programs with educational institutions both domestically and internationally in hotel and food businesses.</li> </ul>	<ul style="list-style-type: none"> <li>4,357 beneficiaries participated in the programs.</li> </ul>
<ul style="list-style-type: none"> <li>Public Benefit Activities</li> </ul>	<ul style="list-style-type: none"> <li>Total volunteer hours of employees for social and environmental activities:</li> <li>Hotel business: 3,500 hours per year.</li> <li>“1 Person, 1 Hour, 1 Good Deed” project of the food business: 4,500 hours per year.</li> </ul>	<ul style="list-style-type: none"> <li>Total volunteer hours of hotel business employees: 3,521 hours per year.</li> <li>Total volunteer hours of food business employees: 9,597 hours per year.</li> </ul>

Sustainability Development Policy	2025 Target	2025 Performance
<b>Corporate Governance Development Pillar</b>		
 		
<ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>Achieve an “Excellent” rating in the Corporate Governance assessment.</li> <li>Achieve a score of 100 in the Annual General Meeting (AGM) quality assessment.</li> <li>Maintain membership in the Thai Private Sector Collective Action Against Corruption (CAC).</li> </ul>	<ul style="list-style-type: none"> <li>The 2025 Corporate Governance assessment was rated “Excellent” by the Thai Institute of Directors and ranked in the Top Quartile for companies with a market capitalization between 30,001-100,000 million Baht.</li> <li>The Company participated in the ASEAN Corporate Governance Scorecard (ACGS) 2025 for the first time and received the ASEAN Asset Class PLCs Award, with a score of 97.50 or above.</li> <li>The AGM quality assessment score was 100, maintained for the seventh consecutive year.</li> <li>The Company renewed its membership in the Thai Private Sector Collective Action Against Corruption (CAC) for the third time.</li> <li>The Company was recognized as a CAC Change Agent for the second consecutive year for its role in expanding invitations to suppliers to join the CAC network.</li> </ul>
<ul style="list-style-type: none"> <li>Supply Chain and Risk Management Covering Environmental, Social, and Governance (ESG) Issues</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of suppliers acknowledging the Supplier Code of Conduct, covering human rights, social, and environmental issues.</li> <li>Annual Supplier Assessment and Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Hotel Business: 69%</li> <li>Food Business: 28%</li> <li>Hotel Business: 26%</li> <li>Food Business: 55%</li> </ul>
<ul style="list-style-type: none"> <li>Cyber Security</li> </ul>	<ul style="list-style-type: none"> <li>100% of hotel employees receive Cyber Security training.</li> <li>Obtain certification for the Information Security Management System (ISO/IEC 27001:2022).</li> </ul>	<ul style="list-style-type: none"> <li>100% of employees received Cyber Security training.</li> <li>The hotel and food businesses obtained certification for the Information Security Management System (ISO/IEC 27001:2022) for the period 2024 - 2027.</li> </ul>

# STRUCTURE OF SUSTAINABILITY MANAGEMENT

The Company's sustainability governance structure plays a key role in setting direction, overseeing, and monitoring alignment with the sustainability strategy and the Net Zero mission. The Company ensures that key sustainability issues are governed at the highest level, beginning with the Board of Directors, which is responsible for establishing policies, operational guidelines, and providing comprehensive oversight and advice on sustainability development. The Board of Directors has established a sub-committee, the Risk Management, Corporate Governance, and Sustainability Committee, comprising directors with appropriate knowledge and expertise. The committee is responsible for considering operational frameworks and overseeing the organization's sustainability development to ensure alignment with the Company's policies. This includes managing environmental, social, and governance (ESG) risks, defining strategies, providing recommendations, and monitoring sustainability performance indicators to support the achievement of the Company's sustainability goals. The Sustainability Management Committee, led by Chief Executive Officer, serves as the leader in driving force behind the integrated implementation of sustainability initiatives. In addition, sustainability working teams within each business unit are responsible for translating strategies into clear action plans and collaborating with all internal departments across the organization. These efforts are carried out alongside initiatives to promote employee awareness and engagement, ensuring that sustainability operations are implemented effectively.

The Company is committed to continuously enhancing its sustainability governance mechanisms to ensure that operations at all levels are conducted in accordance with good governance principles. Sustainability information is communicated and disclosed accurately and transparently, in alignment with both national and international frameworks and standards, including the United Nations Sustainable Development Goals (SDGs), the regulations of Stock Exchange of Thailand, The Securities and Exchange Commission, Thailand, as well as international sustainable tourism standards. The Company also holds meetings to monitor operational progress and report performance results, including conducting Risk and Opportunity Gap analyses. These results are reported to the Board of Directors on a quarterly basis to review progress and ensure that operations achieve the defined sustainability goals.



In 2025, the Risk Management, Corporate Governance, and Sustainability Committee and the Board of Directors reviewed and approved the sustainability development plans as follows:

1. Approved the 2025 review of sustainability materiality issues in accordance with the Double Materiality principle, covering both Impact Materiality and Financial Materiality.
2. Approved the preparation plan for the Sustainability Strategy and the Climate Strategy, including quarterly monitoring of sustainability performance.
3. Reviewed and approved ESG risks and the action plans related to sustainability development.
4. Considered drafts of new policies and reviewed sustainability policies across environmental, social, and governance dimensions for submission to the Board of Directors for approval.

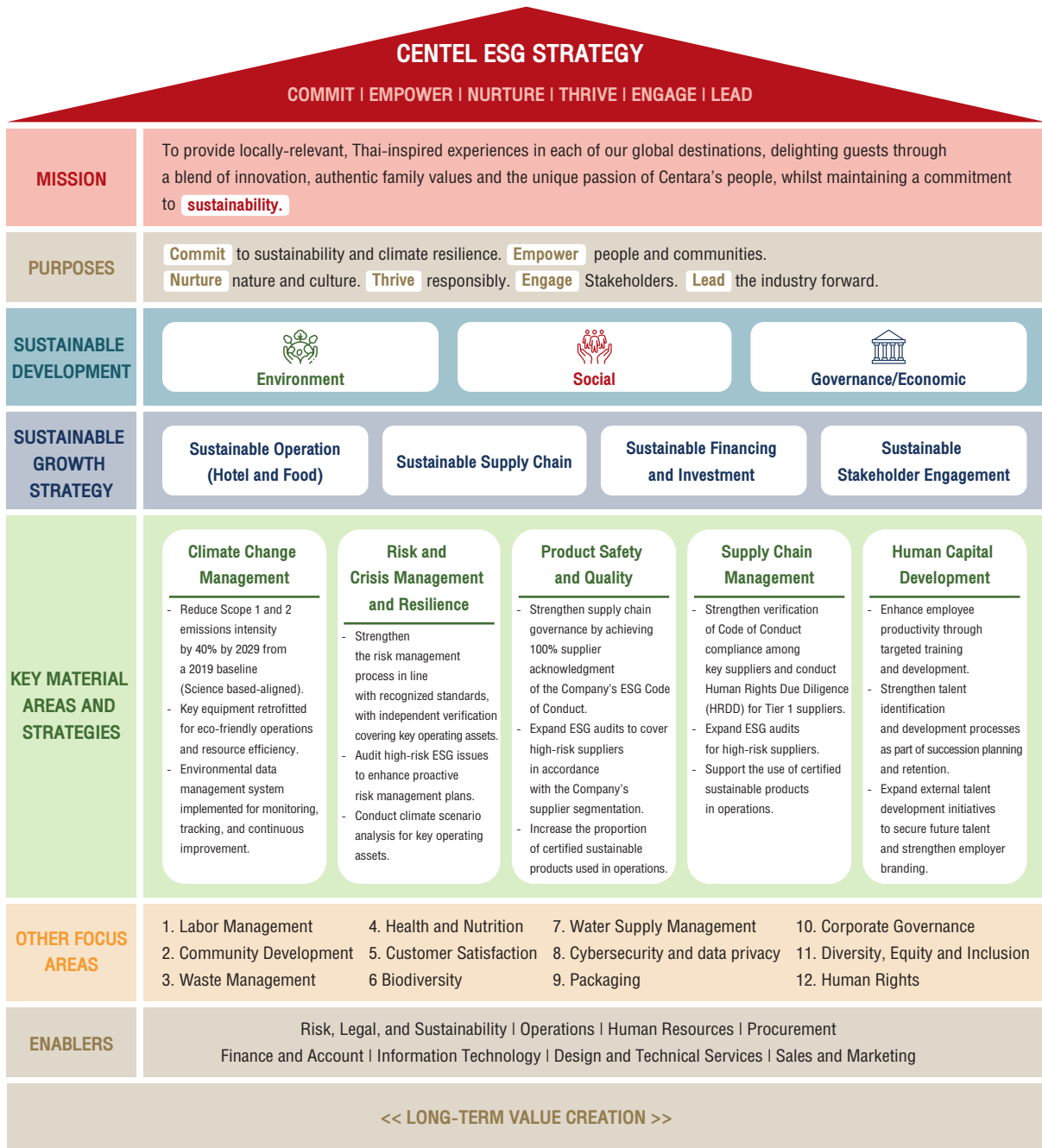
In addition, the Company has implemented policies, guidelines, and strategies established by the Board of Directors as follows:

- Developed the Sustainability Strategy and Climate Strategy to achieve the organization's goals.
- Obtained sustainability certification for hotel operations from the Global Sustainable Tourism Council (GSTC) for all 42 hotels, representing 100% in accordance with the target set in 2022, and has plans to continuously pursue sustainability certification for hotel operations.
- Increased the proportion of renewable energy use in line with the target of installing solar panels to cover 50% of owned hotels by 2028. In 2025, solar cell systems were installed in 7 hotels, bringing the total to 10 hotels (out of 22 hotels in 2025), representing 45%. In addition, the Company encourages managed hotels to increase the use of renewable energy following the same approach.
- Reviewed and prepared the sustainability performance assessment plan for the hotel business through evaluations conducted by Head Office.
- Provided training and communicated knowledge on climate change and corporate sustainability through the E-learning system and internal communication channels for employees, executives, and the Board of Directors to enhance awareness and prepare for transitions resulting from industrial and climate changes, such as greenhouse gas emissions, energy conservation, waste management, and diversity, equity, and non-discrimination, etc.
- Implemented social and environmental initiatives on a continuous basis, such as promoting employee volunteer activities, supporting bilateral cooperation programs with educational institutions, organizing study visit activities, and providing spaces for public benefit, etc.
- Conducted annual ESG risk assessments for suppliers.
- Performed verification and assurance of the accuracy of greenhouse gas inventory data, energy consumption data, water usage, and waste management data, as well as occupational health and safety information, compensation and benefits considerations, and the double materiality assessment process in accordance with GRI Standards.

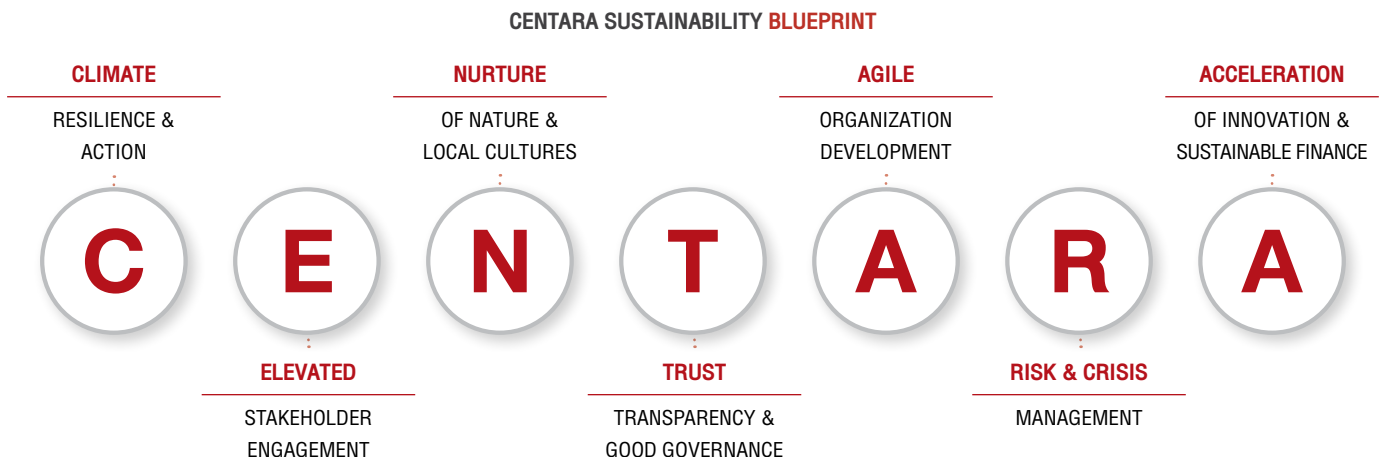


## ESG Strategy

The Company has enhanced its sustainability strategy to align with the materiality level of sustainability issues, sustainability goals, as well as relevant laws and international standards. This approach aims to drive tangible outcomes in creating value for society and the environment through sustainability initiatives and strengthening the capacity to address climate change. At the same time, the Company focuses on empowering employees and communities, creating stakeholder engagement, protecting nature, and preserving cultural heritage to support responsible growth and leadership in sustainable industry development.



In addition, in 2025 the hotel business developed a sustainability management strategy (CENTARA Sustainability Blueprint), which connects operations and initiatives under the five-year sustainability development plan (2025–2029) with the Blueprint. This ensures effective responses to the business's material sustainability issues and supports the achievement of ESG goals across all dimensions.



## Overview of Key ESG Strategies 2025

**Environmental Dimension:** The Company has established plans to enhance the efficiency of operational equipment alongside promoting environmentally friendly procurement practices. These initiatives aim to reduce negative environmental impacts while improving operational efficiency in the long term. In 2025, the Company advanced efforts to reduce greenhouse gas emissions across all three scopes (Scope 1, 2, and 3). For Scope 1, the Company conducted equipment efficiency assessments and system improvements by applying technology to high-energy consumption areas (Hotspot). These measures helped reduce overall energy consumption, decrease fossil fuel combustion, and support the transition toward more environmentally friendly alternatives. In addition, the Company implemented system modifications to reduce the use of refrigerants and promoted the use of refrigerants with lower Global Warming Potential (GWP). For Scope 2, the Company focused on improving equipment efficiency to reduce electricity consumption while integrating and connecting various equipment systems to maximize the utilization of energy waste. These efforts are implemented alongside the continuous increase in the use of clean energy. For Scope 3, the Company implemented systematic waste management, promoted reuse and recycling to reduce the use of new resources, and improved water management efficiency. The Company also supports environmentally friendly commuting for employees, increases the procurement of environmentally friendly or low-carbon products and services, and collaborates with suppliers to reduce packaging usage and transition toward environmentally friendly packaging in service operations. Furthermore, the Company places importance on responsible business operations and recognizes the impacts on biodiversity. As a result, it has developed biodiversity response plans that align with the nature of its business operations and the specific context of each location.

**Social Dimension:** The Company is committed to building a quality social foundation by enhancing the quality of life of employees and communities, improving appropriate working conditions, and strengthening workforce capabilities to prepare for changes and impacts arising from current and future business transitions. In 2025, the Company promoted an organizational culture that upholds equality, respect for human rights, and acceptance of diversity in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP), alongside developing and strengthening the capabilities of employees and suppliers to support the transition toward sustainable business operations. Moreover, the Company implemented social initiatives by creating career opportunities to develop potential personnel for the labor market in the hotel and food businesses, including promoting training and employment for vulnerable groups to create inclusive and equitable economic opportunities. The Company also places importance on enhancing occupational health and safety systems for employees, as well as ensuring safety in service areas for customers. At the same time, the Company supports research and development of products and services that promote customer health and nutrition to raise awareness and increase access to quality products and services.

**Governance Dimension:** The Company places importance on maintaining a strong corporate governance structure to build confidence in conducting business with ethics, transparency, and accountability. This serves as a key factor in supporting the efficiency and effectiveness of ESG management. The Company strictly complies with laws and regulations related to business operations, including the rules and requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission, Thailand, and the best practices of the Thai Institute of Directors. At the same time, the Company adopts international standards and frameworks as guidance for its business operations, such as GSTC, UNGC, TCFD, MSCI, S&P Global CSA, FTSE Russell, and GRI Standards. In addition, the Company has established systematic risk management and crisis management systems covering supply chain governance, product and service quality and safety, as well as cybersecurity and personal data protection. These efforts aim to enhance customer satisfaction, build confidence among stakeholders, and establish a sustainable foundation for business operations based on governance principles and Code of Conduct.

## Sustainability Materiality Assessment

In 2025, the Company conducted a Sustainability Materiality Assessment and continuously improved the assessment process to align with international reporting frameworks, such as the Global Reporting Initiative (GRI) 2021 and the Sustainability Accounting Standards Board (SASB). In identifying environmental, social, economic, and governance issues, the Company benchmarked against industry-level ESG issues, industry-specific issues for the hotel and food businesses, and value chain analysis to ensure coverage of both positive and negative impacts throughout the business operations, while aligning with the evolving sustainability context and regulatory landscape.

The Company uses sustainability indicators as a framework for prioritizing issues, including SET, GRI, MSCI, and S&P Global CSA, based on the Double Materiality assessment principle. This approach covers both the impact of business operations on the environment and society (Impact Materiality) and the impact of sustainability issues on the Company's financial performance, including business risks and opportunities (Financial Materiality).

The identification and assessment of material issues are conducted through a stakeholder engagement process, including in-depth interviews, surveys, and online questionnaires. This process covers the Board of Directors, shareholders, employees, customers, suppliers, communities and society, as well as experts in sustainability and climate change within the service industry, ensuring that the assessment results genuinely reflect stakeholder expectations.

The Company conducts an assessment and review of material sustainability issues every 3 years. These issues are subsequently considered by the Risk Management, Corporate Governance, and Sustainability Committee and the Board of Directors, respectively, before being used as a framework for defining the sustainability strategy and management action plans. Performance results are then continuously monitored and reported on an annual basis.

# Sustainability Materiality Assessment Process



## 1. Current State Assessment

- Assess and review the Company's core businesses, industry trends, and relevant sustainability regulations and standards, including benchmarking sustainability issues with companies in the hotel and food industries. This is conducted through a 360-degree review alongside the consideration of key issues that reflect business risks, impacts, and opportunities.
- Analyze the results of the sustainability assessment to identify mutual ESG issues within the industry and related issues that may have significant impacts on the Company, while mapping stakeholders with activities throughout the Company's value chain in the next stage.



## 2. Value Chain and Stakeholder Mapping

- Link the value chain and stakeholders to assess how environmental, social, and governance issues impact the organization's sustainability performance and its stakeholders.
- Develop a mapping of activities throughout the value chain to identify both positive and negative impacts on stakeholders. This is benchmarked against relevant ESG issues and assessed using the Double Materiality approach, covering environmental and social impacts, human rights issues, and financial impacts.

## 3. Stakeholder Engagement

- Internal and external stakeholders share their views and expectations through in-depth interviews, surveys, and questionnaires to obtain insights and recommendations regarding both impact materiality affecting stakeholders and financial materiality affecting the organization, based on stakeholders' perceptions of how the Company manages various issues.



## 4. Impact & Risk Opportunity Review

- Internal stakeholders participate in reviewing and assessing impacts, risks, and opportunities, including both potential impacts and actual impacts.
- Internal stakeholders participate in the assessment in accordance with the Company's risk management framework, considering the severity of impacts in both financial and social and environmental dimensions.
- Internal stakeholders assess the likelihood of each issue based on the short-term and long-term timeframes defined by the Company.



## 5. Topic Prioritization and Validation

- Consolidate and calibrate scores across both impact and financial dimensions to determine the Company's material sustainability issues.
- Seek input from external experts to enhance transparency and ensure that the assessment reflects the principles of standards as well as the expectations of the industry and stakeholders.
- Prioritize the issues by categorizing them into Foundational Topics, Focus Topics, and Critical Topics to guide planning and implementation in accordance with the significance level of each issue.
- Present the identified issues to the Risk Management, Corporate Governance, and Sustainability Committee and subsequently to the Board of Directors for consideration and approval before using them as a framework for defining sustainability strategies and operational plans, thereby strengthening management practices and driving sustainable development in a continuous and effective manner.



## Sustainability Materiality Topics

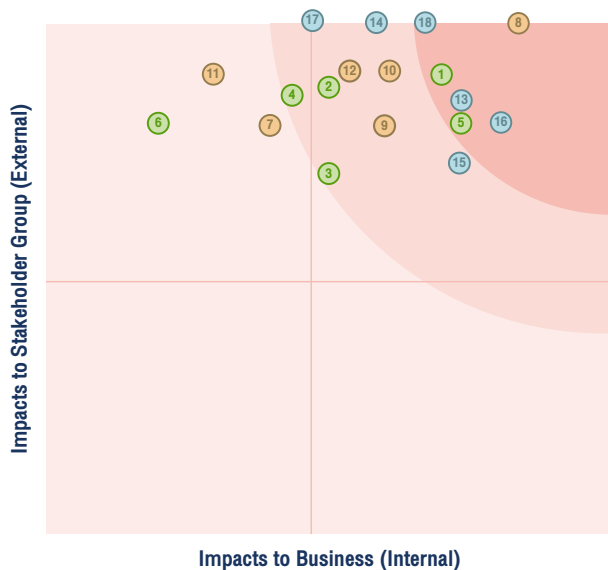
From the review and assessment of sustainability materiality topics in 2025, the Company identified 17 material sustainability issues, representing an increase of 4 issues from the previous assessment, covering economic, social, and environmental dimensions. These issues were prioritized into three levels of materiality: Critical Topics, Focus Topics, and Foundational Topics. Issues classified as Critical Topics are incorporated into the Company’s core strategies to drive tangible sustainability outcomes and create maximum value for the Company, society, and the environment. At the same time, the Company continues to address Focus Topics and Foundational Topics through evaluation of opportunities and impacts, the establishment of risk management systems, and performance reporting according to the level of significance of each issue.



Note:

- Critical level refers to strategic issues that are key drivers in creating positive impacts and business success. These issues are comprehensively reported with clear financial or quantitative outcomes and are supported by proactive risk management.
- Focus level refers to issues that the organization prioritizes and integrates strategically to enhance operational performance. This includes systematic reporting and management of material impacts, risks, and opportunities (Material IROs).
- Foundational level refers to fundamental issues for which the organization maintains appropriate governance, complies with or exceeds relevant laws and standards, and reports management approaches while using policies as the basis for risk management.

## CENTEL's Materiality Matrix



### Prioritization Levels

<b>Critical</b>	<ul style="list-style-type: none"> <li>8 Human Capital Development</li> <li>18 Product Safety and Quality</li> <li>16 Risk Management and Resilience</li> </ul>	<ul style="list-style-type: none"> <li>13 Supply Chain Management</li> <li>1 Climate Change Management</li> <li>5 Energy Management</li> </ul>
<b>Focus</b>	<ul style="list-style-type: none"> <li>10 Community Development</li> <li>12 Health and Nutrition</li> <li>9 Labor Management</li> <li>14 Customer Satisfaction</li> <li>15 Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>17 Cybersecurity and Data Privacy</li> <li>2 Waste Management</li> <li>3 Water Supply Management</li> <li>4 Biodiversity</li> </ul>
<b>Foundational</b>	<ul style="list-style-type: none"> <li>11 Diversity, Equity and Inclusion</li> <li>7 Human Rights</li> <li>6 Packaging</li> </ul>	

**Legends**

- Governance (Blue)
- Social (Orange)
- Environment (Green)




Note: Energy management is governed under climate change management.

# Stakeholder Engagement

The Company identifies business activities and assesses their impacts on stakeholders throughout the value chain, including vulnerable groups. Human rights principles are integrated as part of the stakeholder engagement process to prioritize and determine material sustainability issues, leading to the creation of sustainable shared value. The Company is committed to comprehensive stakeholder management (Inclusivity), emphasizing material issues (Materiality) and responding to stakeholder expectations (Responsiveness). This is carried out through accessible communication channels, appropriate processes for addressing the needs and complaints of each stakeholder group, and the analysis of received information to support continuous improvement and development of operations. The Company categorizes stakeholders into eight key groups: 1) Customers; 2) Suppliers and business partners; 3) Employees; 4) Communities and society; 5) Environment; 6) Shareholders; 7) Government agencies; 8) Relevant industry associations.

Stakeholder Group	Engagement and Communication Channels	Key Interests and Expectations	Responses to Stakeholder Needs
 <b>1. Customers</b>	<ul style="list-style-type: none"> <li>Customer satisfaction surveys during and after service use</li> <li>Interaction with customers during service delivery</li> <li>Communication through online channels such as websites, Applications</li> <li>Complaints through various complaint channels</li> </ul>	<ul style="list-style-type: none"> <li>Service quality and environmentally friendly practices</li> <li>Safety in service operation</li> <li>Prompt advice and service to respond to customer needs</li> <li>Variety of services to meet customer needs</li> <li>Up-to-date, complete, and accurate information</li> <li>Protection of personal data</li> </ul>	<ul style="list-style-type: none"> <li>Deliver impressive services with a distinct Thai identity while conducting business responsibly and reducing negative environmental impacts</li> <li>Continuously train and develop employee capabilities to provide efficient services</li> <li>Collect feedback and encourage customer participation in product development</li> <li>Provide a variety of products to meet customer needs</li> <li>Provide accurate information and updates about services and products</li> <li>Develop technology to ensure customers receive efficient services and can access services conveniently and quickly</li> <li>Place high importance on customer safety and privacy</li> <li>Establish strict plans and measures to manage the security and privacy of customer data</li> </ul>
 <b>2. Suppliers and Business Partners</b>	<p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li>Annual supplier meetings</li> <li>Supplier capability development training</li> <li>Supplier assessments and visits for knowledge exchange, both onsite and online</li> <li>Complaint channels</li> <li>Supplier needs surveys</li> <li>Communication through online and digital channels such as the website</li> </ul> <p><b>Business Partners</b></p> <ul style="list-style-type: none"> <li>Meetings and discussions to exchange information and business directions</li> </ul>	<p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li>Transparent and fair business practices</li> <li>Compliance with sustainable procurement policies and the Supplier Code of Conduct</li> <li>Payments made within the agreed timeframe</li> <li>Sustainable business collaboration</li> <li>Joint development of business innovations</li> </ul> <p><b>Business Partners</b></p> <ul style="list-style-type: none"> <li>Conducting business in accordance with governance and sustainability principles</li> <li>Creating shared value through collaboration</li> <li>Respecting and complying with mutually agreed commitments</li> </ul>	<p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li>Implement a one item one price purchasing system</li> <li>Ensure procurement processes that are transparent, fair, and auditable</li> <li>Apply electronic bidding (e-bidding) to promote transparency and equality</li> <li>Establish clear payment timeframes</li> <li>Develop supplier manuals and sustainability guidelines in accordance with ESG principles, including training programs to enhance the capabilities of community-level suppliers</li> <li>Provide assistance to suppliers and business partners within the assistance framework established by the Company</li> </ul> <p><b>Business Partners</b></p> <ul style="list-style-type: none"> <li>Establish and prepare fair agreements and clearly defined collaboration frameworks.</li> </ul>

Stakeholder Group	Engagement and Communication Channels	Key Interests and Expectations	Responses to Stakeholder Needs
 <p><b>3. Employees</b></p>	<ul style="list-style-type: none"> <li>• Orientation for new employees</li> <li>• Town Hall activities where executives communicate closely with employees</li> <li>• Annual employee satisfaction surveys</li> <li>• Discussions between supervisors and subordinates to exchange feedback and suggestions for work improvement</li> <li>• Regular communication between the Company and employees through communication channels</li> <li>• Establishment of an employee welfare committee</li> <li>• Employee engagement and relationship-building activities</li> </ul>	<ul style="list-style-type: none"> <li>• Respect for human rights, nondiscrimination, and equal treatment of employees</li> <li>• Transparent governance and ethical business conduct</li> <li>• Capability development</li> <li>• Career advancement</li> <li>• Worklife balance</li> <li>• Appropriate compensation and benefits</li> <li>• Workplace safety</li> <li>• Opportunities to express opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plans to enhance employees' skills, knowledge, and capabilities</li> <li>• Review employee compensation and benefits to ensure appropriateness and fairness</li> <li>• Care for employees as members of the family to generate organizational loyalty through various activities</li> <li>• Improve workplace environments in accordance with occupational health criteria</li> <li>• Analyze results from employee satisfaction surveys and develop action plans to address employee needs</li> </ul>
 <p><b>4. Communities and Society</b></p>	<ul style="list-style-type: none"> <li>• Community engagement activities through volunteer programs</li> <li>• Receiving feedback from communities and society through various channels such as surveys, questionnaires, and discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Creating jobs and supporting employment as well as community products</li> <li>• Expanding employment opportunities for persons with disabilities and the elderly</li> <li>• Creating value for communities and society through various forms of assistance</li> <li>• Supporting sustainable community development</li> <li>• Reducing environmental impacts in surrounding community areas</li> <li>• Supporting community activities</li> <li>• Sharing knowledge, skills and expertise with people in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Generate income for communities both directly and indirectly to support local economic growth</li> <li>• Promote local employment and support community products</li> <li>• Build development and build strong relationships with communities and society to coexist valuably and sustainably</li> <li>• Share knowledge to strengthen communities and enable them to grow alongside the Company's business</li> <li>• Gather feedback from community leaders to develop plans for strengthening relationships between communities and the organization</li> <li>• Establish accessible channels for receiving complaints and suggestions while ensuring security and protection of the informant's personal data.</li> </ul>
 <p><b>5. Environment</b></p>	<ul style="list-style-type: none"> <li>• Surveys and assessments of both direct and indirect environmental impacts from business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Operational plans that consider reducing negative environmental impacts in both short term and long term</li> <li>• Creating positive impacts and maintaining balance within ecosystems</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee, manage and optimize the use of natural resources</li> <li>• Consistently improve business processes to reduce environmental impacts</li> <li>• Apply innovation and technology in operational processes</li> <li>• Support and promote environmental awareness among employees, customers, and surrounding communities</li> <li>• Support initiatives to reduce greenhouse gas emissions throughout all stages of operations</li> </ul>

Stakeholder Group	Engagement and Communication Channels	Key Interests and Expectations	Responses to Stakeholder Needs
 <b>6. Shareholders</b>	<ul style="list-style-type: none"> <li>Investor relations activities</li> <li>Shareholders' meetings</li> <li>Company website</li> <li>Online media and printed materials</li> <li>Investor relations contact channels</li> </ul>	<ul style="list-style-type: none"> <li>Strong business performance with stable and sustainable growth</li> <li>Transparent business operations with good corporate governance</li> <li>Creation of new business opportunities</li> <li>Effective risk management</li> <li>Readiness to respond to crises affecting the business</li> </ul>	<ul style="list-style-type: none"> <li>Conduct business in accordance with governance principles</li> <li>Comply with rules, regulations, and laws</li> <li>Disclose information accurately, transparently, completely, and consistently</li> <li>Present the Company's performance results along with business direction and operational plans</li> <li>Appoint investor relations representatives to communicate and provide accurate, complete, and timely information to investors</li> <li>Provide opportunities to express opinions on business operations and consider feedback equally</li> </ul>
 <b>7. Government Agencies</b>	<ul style="list-style-type: none"> <li>Participation in meetings</li> <li>Company website</li> <li>Online media and printed materials</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> <li>Cooperation with government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Support relevant government policies</li> <li>Cooperate and organize activities with government agencies</li> <li>Ensure transparent information disclosure</li> </ul>
 <b>8. Relevant Industry Associations</b>	<ul style="list-style-type: none"> <li>Participation in meetings</li> <li>Company website</li> <li>Annual report</li> <li>Company representatives</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation with industry associations</li> <li>Compliance with regulations</li> <li>Transparency in business operations</li> </ul>	<ul style="list-style-type: none"> <li>Support the policies of relevant industry associations</li> <li>Exchange knowledge and perspectives to enhance joint operational practices</li> <li>Participate as members of trade and tourism associations or organizations to exchange views and ideas</li> <li>Cooperate with and support the activities of relevant industry associations</li> </ul>

## Scope of Material Sustainability Issues

Material Sustainability Issues	Scope of Impact (Internal/External Organization)	Key Management Approaches	Reporting Topics
<b>Critical level</b>			
<b>Climate Change Management (E)</b>	All business units / Customers, Communities, Government agencies	<ul style="list-style-type: none"> <li>Conduct inspections and assessments of operational activities and equipment, particularly major greenhouse gas emission sources (hotspot), to develop the organization's greenhouse gas reduction plan in alignment with the Climate Strategy.</li> <li>Develop environmental data collection systems and improve the Company's greenhouse gas inventory to cover all three scopes related to business activities in order to identify and establish reduction approaches in line with the defined targets.</li> <li>Strategically analyze and assess climate change risks to develop mitigation and adaptation measures, supporting the organization's long-term resilience and stability.</li> <li>Integrate performance indicators (KPIs) at both departmental and individual levels based on the pillars of CENTEL Climate Strategy framework, benchmarked against science-based principles.</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change Management</li> </ul>

Material Sustainability Issues	Scope of Impact (Internal/External Organization)	Key Management Approaches	Reporting Topics
<b>Human Capital Management (S)</b>	All business units / Customers, Communities	<ul style="list-style-type: none"> <li>• Develop a Training Roadmap to upskill and reskill employees in alignment with business strategies, address skill gaps, and prepare for industry changes and the impacts of climate change.</li> <li>• Identify employee skill gaps and establish Individual Career Development Plans (ICDP) to support career growth and enhance capabilities in responding to market demands and stakeholder expectations.</li> <li>• Apply People Analytics to assess workforce demand and supply in order to improve recruitment efficiency and implement strategic workforce planning aligned with business direction.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Training and Development</li> <li>• HR Awards and Recognition</li> </ul>
<b>Supply Chain Management (G)</b>	All business units / Customers, Suppliers	<ul style="list-style-type: none"> <li>• Clearly communicate the Supplier Code of Conduct and operational guidelines to both existing and new suppliers to support the organization's sustainability development goals.</li> <li>• Categorize suppliers by priority in order to assess risks and develop collaborative action plans for maximum mutual benefit.</li> <li>• Consider suppliers' ESG management practices in the procurement process, together with assessments of key suppliers.</li> <li>• Support local suppliers and jointly enhance their capabilities to achieve sustainability development goals.</li> <li>• Co-develop products with capable suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Supply Chain Governance and Management</li> </ul>
<b>Risk and Crisis Management and Resilience (G)</b>	All business units / Suppliers, Customers, Communities, Government agencies, Shareholders	<ul style="list-style-type: none"> <li>• Establish a personal data management policy.</li> <li>• Develop guidelines for the use of personal data of all stakeholder groups.</li> <li>• Provide training to raise awareness among employees across the organization.</li> <li>• Establish protection systems and clear operating procedures.</li> <li>• Regularly test digital and cyber risks.</li> <li>• Designate the responsible function for data security oversight.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Risk Management section in the 2025 Form 56-1 One Report</li> </ul>
<b>Product Safety and Quality (G)</b>	All business units / Customers, Suppliers, Communities	<ul style="list-style-type: none"> <li>• Assess and analyze customer satisfaction data to enhance service quality, safety, and compliance with brand standards.</li> <li>• Evaluate and control product and service quality standards in accordance with requirements to build customer confidence in quality.</li> <li>• Continuously research and develop products and services to align with market trends, customer expectations, and to strengthen competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Quality</li> <li>• Promotion of Innovation Creation in Organization</li> <li>• Service and Operational Innovation</li> </ul>

Material Sustainability Issues	Scope of Impact (Internal/External Organization)	Key Management Approaches	Reporting Topics
<b>Focus Level</b>			
<b>Waste Management (E)</b>	All business units / Customers, Communities	<ul style="list-style-type: none"> <li>Establish policies and operational guidelines for waste management in alignment with the Waste Management Hierarchy and Food Recovery Hierarchy.</li> <li>Enhance employee capabilities in waste management and raise awareness among customers and suppliers to reduce waste sent to landfills and increase recycling rates.</li> <li>Apply innovation and technology to improve resource efficiency and reduce resource use and losses in operational and service processes.</li> <li>Collaborate with partners in managing and disposing of different types of waste in accordance with relevant requirements and principles to minimize environmental impacts and promote circularity.</li> <li>Promote collaboration with communities and suppliers to increase value and utilize waste appropriately and sustainably.</li> </ul>	<ul style="list-style-type: none"> <li>Waste Management</li> </ul>
<b>Water Management (E)</b>	All business units/ Customers, Communities	<ul style="list-style-type: none"> <li>Implement water management practices and provide employee training to improve the efficiency of water management.</li> <li>Assess water scarcity risks to identify high-risk areas, develop response plans, and collaborate with local stakeholders to reduce impacts and create shared benefits.</li> <li>Monitor and report water consumption to collect and analyze data for improving water-use efficiency and reducing overall water usage.</li> <li>Apply innovation and technology to enhance water-use efficiency, minimize water loss, and maximize the effective use of water resources.</li> </ul>	<ul style="list-style-type: none"> <li>Water Consumption and Wastewater Management</li> <li>Water-Stressed Assessment</li> </ul>
<b>Biodiversity Management (E)</b>	All business units / Customers, Communities	<ul style="list-style-type: none"> <li>Operate in accordance with the Biodiversity Policy and do not support deforestation.</li> <li>Apply biodiversity assessment tools to identify risks and impacts, and to determine appropriate management and restoration approaches.</li> <li>Implement ecosystem conservation and restoration projects both within and outside operational areas through collaboration among relevant units, including expanding green spaces, planting native species, and protecting natural habitats.</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity</li> <li>Biodiversity Risk Assessment</li> <li>Environmental Impact Assessment (EIA)</li> </ul>
<b>Community Development (S)</b>	All business units / Customers, Communities	<ul style="list-style-type: none"> <li>Support job creation and the development of community products to strengthen the grassroots economy and promote sustainable economic growth.</li> <li>Implement programs that promote learning and knowledge exchange in the hotel and food industries to develop skilled personnel and prepare them for entry into the labor market.</li> <li>Promote and communicate local art and cultural identity within operational areas, such as through food, decoration, and informational media, to support value-based tourism and sustainable growth.</li> </ul>	<ul style="list-style-type: none"> <li>Social Contribution</li> <li>Cultural Heritage</li> </ul>

Material Sustainability Issues	Scope of Impact (Internal/External Organization)	Key Management Approaches	Reporting Topics
<b>Health and Nutrition</b> (S)	All business units / Customers, Communities	<ul style="list-style-type: none"> <li>Operate in accordance with the Health and Nutrition Policy.</li> <li>Conduct regular quality inspections to ensure compliance with established standards.</li> <li>Research and develop diverse, inclusive, and accessible menu options to meet the needs of customers across different age groups and health conditions.</li> <li>Prioritize food safety by promoting the use of natural and seasonal ingredients to enhance food quality and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Service Quality</li> <li>Health and Nutrition</li> </ul>
<b>Labor Management</b> (S)	All business units / Customers	<ul style="list-style-type: none"> <li>Promote employee well-being and establish appropriate career development pathways to attract and retain talented employees.</li> <li>Monitor and analyze employee data to support workforce planning and ensure adequate and suitable staffing for business operations.</li> <li>Establish a supportive working environment and strengthen occupational health and safety management systems.</li> </ul>	<ul style="list-style-type: none"> <li>Employee Stewardship</li> <li>Human Resources Development Strategy</li> <li>Occupational Health, Safety and Working Environment</li> </ul>
<b>Customer Satisfaction</b> (G)	All business units / Suppliers, Communities	<ul style="list-style-type: none"> <li>Enhance product quality and safety, as well as service standards, to deliver high-quality products and services that meet or exceed customer expectations.</li> <li>Conduct marketing activities responsibly, transparently, and with integrity to build trust and long-term relationships with customers.</li> <li>Regularly survey and monitor customer satisfaction through multiple channels, and use the evaluation results to develop improvement plans to continuously enhance efficiency and respond to customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>Service Quality</li> <li>Customer Satisfaction Evaluation</li> </ul>
<b>Corporate Governance</b> (G)	All business units / Suppliers, Customers, Communities, Government, Shareholders	<ul style="list-style-type: none"> <li>Govern the organization in accordance with good corporate governance principles and uphold ethical standards, including the management of ethical risks (fraud, corruption, and bribery).</li> <li>Establish governance policies and processes to ensure the company operates in a manner that delivers sustainable long-term returns while aligning with the interests of shareholders.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Risk Management</li> </ul>
<b>Cybersecurity and Personal Data Protection</b> (G)	All business units / Customers	<ul style="list-style-type: none"> <li>Operate in accordance with cybersecurity policies and operational guidelines.</li> <li>Monitor and adapt to technological changes to enhance resilience and innovation across the value chain.</li> <li>Develop systems to strengthen cybersecurity and personal data protection.</li> <li>Continuously maintain certification for the Information Security Management System (ISO/IEC 27001:2022).</li> </ul>	<ul style="list-style-type: none"> <li>Information Security, Digital and Cybersecurity Risk Management</li> <li>Data Privacy Protection</li> <li>Information Security System Audit Process and Cybersecurity Incident Escalation</li> <li>Artificial Intelligence Risk Management</li> </ul>

Material Sustainability Issues	Scope of Impact (Internal/External Organization)	Key Management Approaches	Reporting Topics
<b>Foundational level</b>			
<b>Sustainable Packaging (E)</b>	All business units / Customers, Suppliers	<ul style="list-style-type: none"> <li>Operate in accordance with the Sustainable Packaging Policy.</li> <li>Develop reduction plans to replace and increase the proportion of reusable or environmentally friendly alternative materials.</li> <li>Collaborate with suppliers to reduce the use of packaging that generates waste.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Packaging</li> <li>Sustainable Raw Materials</li> </ul>
<b>Diversity, Equity, and Inclusion (S)</b>	All business units / Customers, Suppliers	<ul style="list-style-type: none"> <li>Strengthen an organizational culture that promotes respect for diversity, equity, and inclusion (DEI) without discrimination.</li> <li>Promote a fair and inclusive workplace that embraces diversity in alignment with the human resource management strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Diversity, Equity, Inclusion &amp; Belonging</li> </ul>
<b>Human Rights (S)</b>	All business units / Customers, Suppliers, Shareholders	<ul style="list-style-type: none"> <li>Establish policies and operational guidelines on fair labor practices and communicate these policies throughout the supply chain.</li> <li>Protect and promote children's rights in accordance with the Children's Rights and Business Principles (CRBP).</li> <li>Ensure fair treatment for all parties while respecting the rights of all stakeholders.</li> <li>Conduct human rights risk reviews and assessments every three years.</li> <li>Provide grievance channels and establish systematic mechanisms for investigating complaints.</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights</li> <li>Labor Practices</li> <li>Whistleblowing and Complaint Investigation Process</li> </ul>

NOTE

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

## Raising Awareness of Sustainable Operations

The Company has developed and managed communication channels for sustainability operations to be effective, easily accessible, and appropriate for all eight stakeholder groups to ensure broad awareness and understanding. A variety of communication channels are used, including the Company's website, management discussion and analysis documents, investor materials, the annual report, the sustainability development report, as well as online media (Facebook, Instagram, LinkedIn, and YouTube). In addition, meetings are organized both in person and online for all stakeholder groups. The Company has also established additional internal communication channels for employees, such as Townhall activities, Centara Newsletter, IT Newsletter, and Risk & Legal Lab communications, to promote engagement, exchange of ideas, and systematic and continuous communication on sustainability issues.

For the sustainability awareness process, the Company has set a target for 100% of employees at all levels, including both management and operational staff, to receive sustainability training. Relevant departments are responsible for developing and producing learning materials for training and communication in accordance with the annual employee capability development plan (Training Roadmap). The training covers key topics such as Sustainable Tourism, Energy Saving Solutions, Energy Management System, as well as Waste Management and Pollution Control. In addition, the Company encourages employees to participate in social and environmental volunteer activities in collaboration with both internal and external organizations. The Company also acts as a facilitator to support employee participation in these activities. These initiatives aim to instill sustainability principles and encourage employees to apply the knowledge gained in their daily work, thereby enhancing the long-term effectiveness of the organization's sustainability operations.

In 2025, the Company communicated its sustainability performance and operational direction at the Centara's Pathway to the Future (Innovation | Sustainability | Growth) event, attended by 36 media organizations. The Company also organized a Climate Awareness Workshop for both the hotel and food businesses, with a total of 274 employees participating, as well as training on Scope 3 greenhouse gas data management for 220 participants, enabling them to transfer knowledge and further disseminate it to relevant departments. In addition, the Company continuously produced communication materials on sustainability issues through the Risk & Legal Lab channel on a quarterly basis. Employees also participated in training and completed assessments to review their understanding of waste management, which is a material issue for the Company's business operations, achieving 100% participation in accordance with the established target.

## Memberships and Affiliations

The Company has joined as a member and partner of organizational networks both within and outside the service industry to jointly drive tangible economic, social, and environmental development. These collaborations aim to enhance the industry while promoting sustainability and climate change management in alignment with the Company's mission, as well as national and international cooperation frameworks. The Company also adopts policies, principles, and best practices from these networks to guide the development of its strategies and operational plans through collaboration, knowledge exchange, and the sharing of best practices. In addition, the Company supports both public and private sector networks in advancing sustainable social development. The Company's executives also participate in various organizations and institutions as follows:

Association Name	Role
1. Thai Hotels Association	Mrs. Ben Montgomery, Director - Business Relations Department Position: Vice President and Head of International Affairs
2. Thai Spa Association	Member
3. The Thai Chamber of Commerce	Mr. Nath Vongphanich, President, Central Restaurants Group Co., Ltd. Position: Vice Chairman of the Retail Committee
4. Thai Listed Companies Association	Member
5. The American Chamber of Commerce in Thailand: AMCHAM	Member - CGCW
6. British Chamber of Commerce Thailand: BCCT	Member - CGCW
7. Pacific Asia Travel Association: PATA	Mrs. Ben Montgomery, Director - Business Relations Department Position: Executive Committee Member
8. Pacific Asia Travel Association Thailand Chapter: PATA	Mrs. Ben Montgomery, Director - Business Relations Department Position: President of the Association
9. Thailand Incentive and Convention Association: TICA	Member - CGCW
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
15. Thailand Carbon Neutral Network of Thailand Greenhouse Gas Management Organization (Public Organization)	Member
16. Thai Renewable Energy (RE100)	Founding Member
17. "Energy Beyond Standards" Energy Conservation Network, under Department of Alternative Energy Development and Efficiency, Ministry of Energy	Member









Association Name	Role
18. Senate Standing Committee on Natural Resources and Environment	Mr. Thaschai Phattanagosai, Assistant Vice President - Corporate Risk, Legal and Sustainability Position: Advisor to the Subcommittee on Management for Climate Change Adaptation under the Senate Standing Committee on Natural Resources and Environment
19. Thailand Professional Qualification Institute (Public Organization)	Mrs. Ben Montgomery, Director of Business Relations Department Position: Advisory Board Member for Industry Competency Board: Tourism
20. Burapha University	Mrs. Ben Montgomery, Director of Business Relations Department Position: Board of Director of the Faculty of Management and Tourism
21. Department of Tourism, Ministry of Tourism and Sports	Mrs. Ben Montgomery, Director of Business Relations Department Position: Working Team Member for Child Safe Friendly Tourism Project
22. Office of Vocational Education Commission	Mrs. Ben Montgomery, Director of Business Relations Department Position: Subcommittee Member of the Public - Private Joint Committee for the Hotel and Tourism Sector, supporting the Public - Private Joint Committee for Vocational Workforce Development.
23. Thai Retailers Association	Mr. Nath Vongphanich, President, Central Restaurants Group Co., Ltd. Position: President of Thai Retailers Association Ms. Jaruwan Ngampisutpaisan, Senior Assistant Vice President - Human Resources, Central Restaurants Group Co., Ltd. Position: Chairperson of the Human Resources Subcommittee, Thai Retailers Association
24. Thailand-Vietnam Business Council	Mr. Chatchai Unahabhokha, Deputy Chief Executive Officer - Strategy, Joint Venture and Channel Management, Central Restaurants Group Co., Ltd. Position: Committee Member
25. Personnel Management Association of Thailand	Member


# ENVIRONMENTAL PILLAR


## Environmental Management

The Company is committed to conducting its business in an environmentally responsible manner, taking into consideration the environmental impacts arising from both its direct and indirect operations. The Company has established an Environmental and Social Sustainability Policy under resource management to maximize efficiency while complying with regulations and requirements at both national and international levels. In addition, the Company collects data and conducts monitoring and assessments to reduce impacts and improve operational processes for effectiveness. The Company also communicates and discloses its performance through various channels to employees, customers, suppliers, and business partners, as well as all stakeholder groups, in order to enhance operational efficiency that aligns with its goal of becoming a sustainable organization.

### Environmental Performance for 2025

Social Performance Result	2025 Target	2025 Performance
 <p><b>Goal 9.4 / Indicator 9.4.1</b></p>	Greenhouse gas emissions intensity of the hotel business (Scope 1 and 2) reduced by 40%, compared to the 2019 baseline year.	<b>Decreased by 38.40%</b> 
 <p><b>Goal 11.6 / Indicator 11.6.1</b></p>	The proportion of solar energy used in the hotel business increased compared with 2024	<b>Increased by 3.2 times</b> 
 <p><b>Goal 12.3 and 12.5 / Indicator 12.3.1 and 12.5.1</b></p>	Waste sent to landfill per occupied room reduced by 20%, compared to the 2019 baseline year.	<b>Decreased by 22.90%</b> 
 <p><b>Goal 13.3 / Indicator 13.3.1</b></p>	The recycling rate of waste generated from hotel operations increased to more than 50%.	<b>29.29%</b> 

 Achieved the target





 On track to achieve the target

Read more details for Environmental and Social Sustainability Policy at



The Company has expanded the scope of environmental data collection to include both owned hotels and managed hotels, totaling 47 properties. Environmental data from the food business also covers all service brands. Performance results are reported sequentially to the management team, the Risk Management, Corporate Governance and Sustainability Committee, and the Board of Directors.

### Environmental Performance Targets 2025 for Hotel Business

	 <b>GHG emissions</b> <b>Scope 1 &amp; 2</b> <b>(Facility only)</b> <b>kgCO<sub>2</sub>e/Occupied room</b>	 <b>Energy</b> <b>(Facility only)</b> <b>kWh/Occupied room</b>	 <b>Water</b> <b>Litre/Occupied room</b>	 <b>Waste to landfills</b> <b>kg/Occupied room</b>
<b>2029 Target</b>	40% intensity reduction	40% intensity reduction	20% intensity reduction	20% intensity reduction
<b>2025 Target</b>	<b>36.89</b>	<b>101.02</b>	<b>1,437.16</b>	<b>2.73</b>
<b>Environmental Performance 2025 (Compared to the 2019 baseline)</b>	<b>29.90</b> decreased by 38.40%	<b>97.79</b> decreased by 26.43%	<b>1,090.98</b> decreased by 33.20%	<b>2.39</b> decreased by 22.90%

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.
- Year 2025 47 hotels, including owned hotels and managed hotels.

## Environmental Management Operations of Hotel Business

The Company has developed sustainability standards for its hotel business under the name “Centara EarthCare.” These standards are applied as the operational framework for all hotels and resorts within the Group in accordance with the Company’s established criteria. The standards have received GSTC-Recognized status from the Global Sustainable Tourism Council (GSTC). In addition, an environmental data collection system has been established through the Greenview Portal to support environmental reporting and performance monitoring on a monthly, quarterly, and annual basis, enabling comparisons with past performance. The indicators and criteria are also verified in accordance with the standards of the Global Sustainable Tourism Council (GSTC) by GSTC-recognized certification bodies.



## Climate Change Management

### Challenges

The increase in global temperatures and extreme weather events, such as severe storms, droughts, and floods, directly affects business operations. These impacts are reflected in energy consumption and water resource security, and also lead to uncertainties in raw material costs, creating procurement risks and affecting the transportation sector. In addition, the continued growth of business operations still requires the use of resources and energy that contribute to greenhouse gas emissions. Furthermore, business operations are increasingly driven by trade mechanisms, laws, and various standards that require companies to disclose information in accordance with new standards, as well as by the potential future implementation of a carbon tax. If the Company does not adjust its management structure, these factors could become hidden costs that are significantly higher than the cost of investing in sustainability.

### Opportunities

Climate change has made the Company more clearly recognize the importance of this issue. This enables the Company to promptly prepare for adaptation to climate change, reducing risks that may disrupt business operations in the long term and enhancing its competitive capabilities. This can be achieved through improving energy efficiency and reducing greenhouse gas emissions in business operations. In addition, collaboration with suppliers that follow the same practices will help strengthen supply chain stability. The Company also has greater opportunities to access green financing, including green loans and sustainability-linked bonds, which help enhance liquidity for future business expansion.

## Management Approach

### Governance Structure of Climate Change Management

The Board of Directors has assigned the Risk Management, Corporate Governance and Sustainability Committee to oversee climate change management in collaboration with Sustainability Development Department and Operations Department. Their responsibilities include reviewing targets, planning implementation, monitoring progress, and reporting performance on a quarterly basis. Additionally, the Board has approved the development of a Climate Strategy to achieve the goal of becoming a Net-Zero organization by 2050. This strategy aligns with the United Nations Sustainable Development Goal Climate Action (Goal 13) and the Paris Agreement, which aims to strengthen global responses to the threat of climate change.

## Climate Change Management and Strategies

The Company has established a climate change operational framework in alignment with the Science-Based Targets initiative (SBTi). This framework includes Low-Carbon Design & Infrastructure, Operational Decarbonization, Value Chain Transition, covering procurement and collaboration with stakeholders, and Enhancing Carbon Sequestration. These approaches support the Company's commitment to achieving net-zero greenhouse gas emissions by 2050.

Moreover, the Company has conducted a comprehensive analysis and assessment of the impacts of climate change on its business operations. Climate change issues have been assessed using the Double Materiality principle, and the Company has continuously implemented and improved its action plans accordingly. The Company has also considered the Task Force on Climate-related Financial Disclosures (TCFD) framework to develop measures for managing risks that may affect its business units, including both the hotel and food businesses.

## Climate Change Risk Management

### Climate Scenario Analysis

Climate change is an urgent issue that the Company must prepare to address and manage, presenting both challenges and business opportunities. The Company conducts scenario analysis considering both physical risks and transition risks in order to identify, assess, and manage potential impacts. This analysis covers the short term (using 2020 as the baseline year), medium term (2030), and long term (2050). The assessment follows the Task Force on Climate-related Financial Disclosures (TCFD) framework to develop measures for managing risks that may affect the Company's business units, including both the hotel and food businesses. These risks include water scarcity, rising sea levels, and heat waves. Therefore, the Company emphasizes proactive adaptation and response to climate change to mitigate potential impacts on operations, revenue generation capability, and reputation, while strengthening confidence among all stakeholders.

## Transition Risk

The future enforcement of carbon tax law will lead to higher business operating costs, particularly in energy costs and waste management expenses. In addition, stricter greenhouse gas emission regulations and environmental performance reporting requirements may increase compliance obligations. There is also a risk that suppliers within the supply chain will pass on carbon pricing costs (Supplier Carbon Pricing) to the Company, resulting in higher prices for raw materials and services. Furthermore, changing customer behavior may lead to a loss of market share if the Company is unable to adapt in a timely manner.

## Physical Risk

- **Acute Risk:** Temporary but severe events that can cause damage to assets and disrupt business operations, such as summer storms, flash floods, or heat waves, etc.
- **Chronic Risk:** Long-term changes that create continuous or potentially permanent impacts, such as sea level rise, water stress, food security and raw material price volatility, and heat waves. These factors may affect asset value, operating costs, and employees who must work in high-risk areas.

The Company conducts climate change scenario analysis under three scenarios as follows:

- RCP 2.6 (Low Climate Change Scenario)
- RCP 4.5 (Moderate Climate Change Scenario)
- RCP 8.5 (High Climate Change Scenario)

Based on these scenarios, the Company establishes mitigation plans to reduce the impacts of climate change, as well as adaptation plans to address changing climate conditions. These measures aim to ensure business continuity and enhance the Company's sustainable competitiveness.

Read more details for: TCFD Report at



## Climate Change Targets and Metrics

The Company has set a target to achieve net-zero greenhouse gas emissions by 2050. For the initial 10-year phase (2020-2029), the Company has established targets aligned with the Science Based Targets initiative (SBTi). The target is to reduce greenhouse gas emissions intensity (kilograms of carbon dioxide equivalent per occupied room) by 40% compared to the 2019 baseline year.

For the hotel business, greenhouse gas emissions targets for Scope 1 and Scope 2, as well as energy consumption, are defined within the boundaries of the hotel facilities (Facility only) in order to benchmark against other hotel businesses, in accordance with the Cornell Hotel Sustainability Benchmark (CHSB) report. In addition, the Company promotes the use of renewable energy as a substitute for fossil fuels and aims to increase the proportion of renewable energy usage. The Company has set a target to increase the number of hotels installing solar panels to 50% of all owned hotels by 2028.

## Greenhouse Gas Emissions

Due to the Company's continuous business growth and expansion, greenhouse gases are emitted into the atmosphere from various business activities, which significantly contribute to climate change. In 2025, the Company disclosed, reported, and verified greenhouse gas emissions data for both the hotel and food businesses across all three emission scopes, as follows:

- Scope 1:** Direct emissions from activities occurring within the organization, such as fuel combustion in machinery, the use of company-owned vehicles, cooking with liquefied petroleum gas, and refrigerants.
- Scope 2:** Indirect emissions from purchased energy used within the organization, such as electricity consumption and the purchase of chilled water for cooling systems.
- Scope 3:** Other indirect emissions calculated from activities beyond the Company's direct control. Data is collected for the following categories:
  - Category 1: Purchased Goods & Services
  - Category 3: Fuel & Energy-related Activities
  - Category 4: Upstream Transportation and Distribution
  - Category 5: Waste Generated in Operations

- Category 6: Business Travel
- Category 7: Employee Commuting
- Category 8: Upstream Leased Assets
- Category 9: Downstream Transportation & Distribution
- Category 12: End-of-life Treatment

Moreover, to enhance the reliability and effectiveness of the Company’s greenhouse gas inventory, the accuracy of the data has been verified by an external organization, LRQA (Thailand) Limited.

## Greenhouse Gas Emissions Performance

With the expansion of data collection on other indirect greenhouse gas emissions (Scope 3) compared to the previous year to ensure broader coverage of business activities, the Company’s overall greenhouse gas emissions from both the hotel and food businesses totaled 737,463.82 tCO<sub>2</sub>e. This represents an increase of 78% compared to the previous year, with a greenhouse gas emission intensity rate of 0.57 tCO<sub>2</sub>e/Sqm.).

### CENTEL

#### Scope 1: Direct Emissions



**43,571.75** tCO<sub>2</sub>e

#### Scope 2: Indirect Emissions



**112,971.62** tCO<sub>2</sub>e

#### Scope 3: Other Indirect Emissions



**580,920.46** tCO<sub>2</sub>e

#### Hotel Business

**220,279.24** tCO<sub>2</sub>e



Overall Greenhouse Gas Emission  
(Scope 1, 2, 3)

#### Food Business

**517,184.59** tCO<sub>2</sub>e



Overall Greenhouse Gas Emission  
(Scope 1, 2, 3)

### Hotel Business

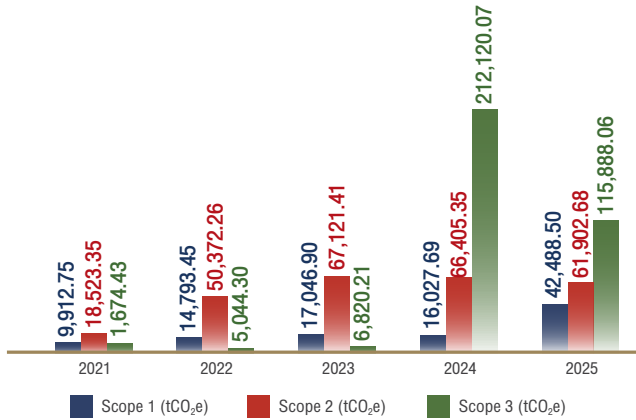
#### Targets:

- Reduce greenhouse gas emissions\* per occupied room by 40% by 2029, compared to the 2019 baseline year.
- In 2025, greenhouse gas emissions\* per occupied room decreased by 4%.
- In 2025, Scope 1 greenhouse gas emissions per occupied room decreased by 4% compared to the previous year.
- In 2025, Scope 2 greenhouse gas emissions per occupied room decreased by 4% compared to the previous year.

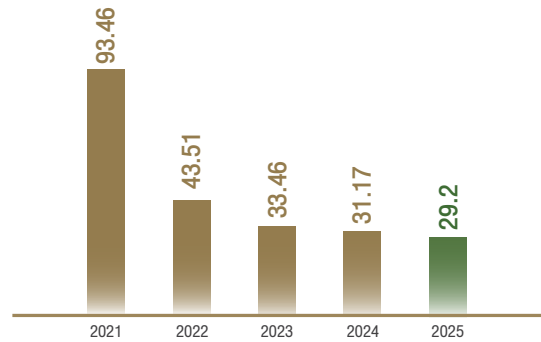
Note: \* The targets are defined within the boundaries of Scope 1 and Scope 2 emissions, specifically limited to hotel facilities (Facility only), in order to benchmark against other hotel businesses in accordance with the Cornell Hotel Sustainability Benchmark (CHSB) report.

In 2025, the Company recorded total greenhouse gas emissions of 220,279.24 tCO<sub>2</sub>e, with a greenhouse gas emission intensity\* of 29.90 kilograms of carbon dioxide equivalent per occupied room. This represents a 38.40% decrease compared to the baseline year and a 4.07% decrease compared to the previous year's actual performance. The largest share of emissions came from Scope 3, totaling 115,888.06 tCO<sub>2</sub>e, accounting for 53% of total emissions, followed by Scope 2 and Scope 1, respectively. Based on the target to reduce Scope 1 and Scope 2 greenhouse gas emissions\* per occupied room, Scope 2 emissions decreased by 6.78%, while Scope 1 emissions increased by 165% due to the use of diesel fuel for electricity generators at hotels in the Maldives.

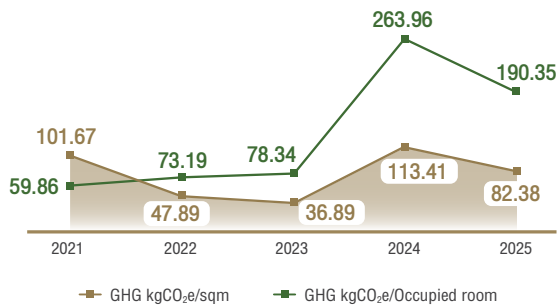
### Total GHG Emissions



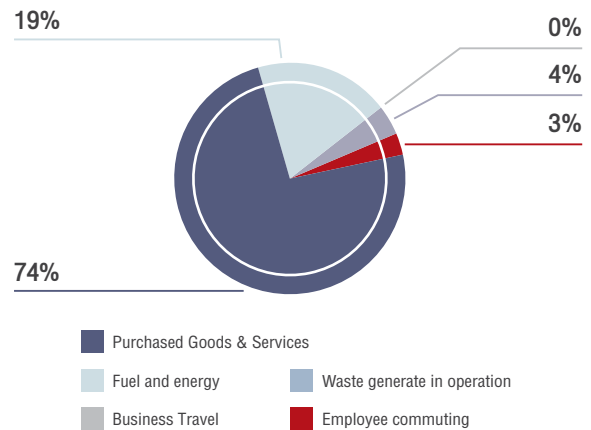
### GHG Emissions, Scope 1 & 2 (Facility only) kgCO<sub>2</sub>e/Occupied room



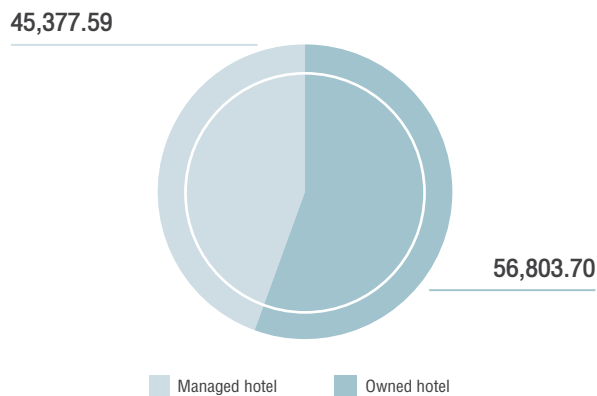
### GHG Emissions Intensity (Scope 1,2,3)



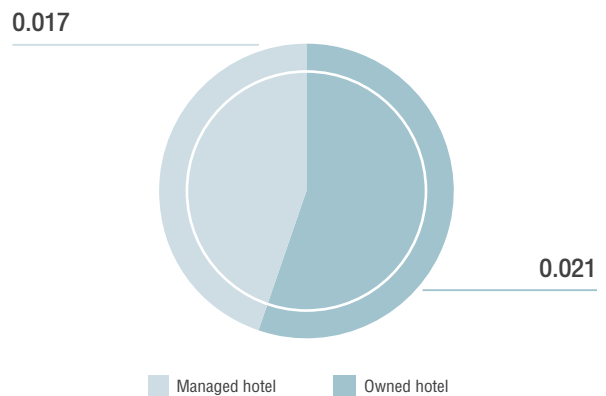
### GHG Emissions Scope 3 (tCO<sub>2</sub>e)



### GHG Emissions (tCO<sub>2</sub>e) (Scope 1&2, Facility only)



### GHG Emissions intensity (tCO<sub>2</sub>e/Occupied room) (Scope 1&2, Facility only)



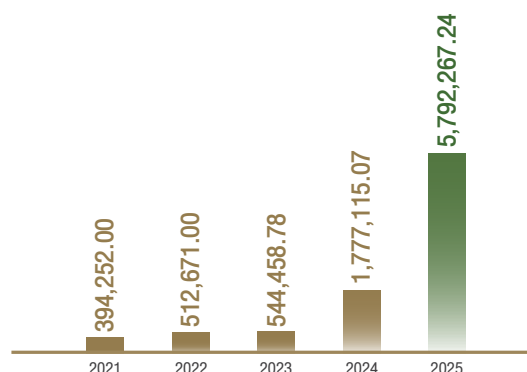
## GHG Management Plan

### Solar Panel Installation

To reduce reliance on fossil fuels, the Company promotes the installation of solar panels to help reduce greenhouse gas emissions released into the atmosphere. The Company has also set a target to increase the number of hotels installing solar panels to 50% of all owned hotels (Owned Hotels) by 2028. Given that hotel operations run 24 hours a day, energy is consumed continuously throughout the day. Therefore, the installation of solar panels plays a crucial role.

In 2025, the Company expanded the installation of solar panels on hotel rooftops at an additional 10 hotels. Since 2019, a total of 18 hotels has installed solar panels. These installations generate up to 5,792,267.24 kilowatt-hours of electricity, accounting for 4% of total electricity consumption. This has resulted in a reduction of 7,959.79 tons of carbon dioxide equivalent (tCO<sub>2</sub>e) in greenhouse gas emissions and cost savings of 12.97 million Baht. In addition, the Company utilizes solar collectors for hot water production. These systems allow water to flow through pipes to absorb heat energy from the sun, replacing the use of fossil fuels from cooking gas and electricity.

Hotel Business-Solar cell (kWh)



### Hotels with Solar Panel Installations (2019-2025)

Hotels	Capacity	Solar Cell Usage	Reduce Emissions	Investment cost
	(kWp)	(kWh)	(kgCO <sub>2</sub> e)	(MB)
Centara Ras Fushi Resort & Spa Maldives	334.00	484,296.00	364,674.89	PPA
Centara Watergate Pavilion Hotel Bangkok	52.80	57,610.00	24,023.37	1.10
Centara Life Hotel Bangkok Phra Nakhon	180.40	227,697.74	94,949.96	4.42
Centara Ubon	101.90	134,380.52	56,036.68	2.20
Centara Grand Beach Resort Phuket	571.00	753,869.18	314,363.45	PPA
Centara Ao Nang Beach Resort & Spa Krabi	100.05	141,403.96	58,965.45	1.80
Centara Anda Dhevi Resort & Spa Krabi	100.62	136,433.23	56,892.66	1.80
Centara Life Lamai Resort Samui	34.00	45,791.99	19,095.26	0.80
Centara Mirage Lagoon Maldives	1,887.00	852,115.00	641,642.60	53.20
Centara Grand Lagoon Maldives	874.00	1,452,998.00	1,094,107.49	24.65
COSI Pattaya Wong Amat Beach	113.40	139,688.11	58,249.94	2.60
Centara Grand at CentralWorld	861.40	1,006,312.34	5,026,807.36	PPA
Centara Sonrisa Residences & Suites Sriracha	203.77	183,760.15	76,627.98	PPA
Centara Grand Mirage Beach Resort Pattaya	176.90	126,123.85	52,593.65	3.27
Centara Reserve Samui	100.80	23,947.14	9,985.96	2.37
Centara Udon	100.00	12,861.97	5,363.44	3.27
COSI Krabi Ao Nang Beach	54.70	3,620.00	1,509.54	0.95
Centara Hotel Hat Yai	85.20	9,358.06	3,902.31	1.89

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

Hotels convert organic waste, particularly food scraps, through the T.O.B.Y. (Turn Organic By You) system, which transforms food waste into biogas. The generated energy is used in the staff cafeteria kitchens. Currently, the system has been installed in three hotels: Centara Life Maris Resort Jomtien Pattaya, Centara Reserve Samui, and Centara Grand Beach Resort Phuket. These systems have produced a total of 6,587.33 kilowatt-hours of biogas, reducing greenhouse gas emissions by approximately 2.73 tCO<sub>2</sub>e. In addition, Centara Grand Beach Resort & Villas Hua Hin uses biomass fuel produced from wood scraps to power its pizza oven.

## EV Charger Station Service

To support the transition to a low-carbon society, the Company has installed 41 EV Charger stations across more than 18 hotels. These facilities provide convenience for guests staying at Centara hotels and resorts who support the use of environmentally friendly energy.



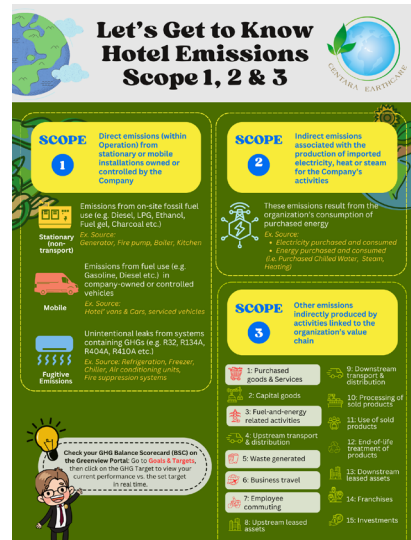
## Encouragement of Low-carbon Mobility

The Company promotes environmentally friendly travel. Centara hotels and resorts provide bicycles for guests to borrow or rent for short-distance travel around the hotel area and nearby communities. This initiative enhances an environmentally friendly stay experience while supporting tourism in local communities.



## Knowledge Sharing: Risk & Legal Lab

Sustainability Development Department has developed knowledge-sharing materials on greenhouse gas emissions in the hotel business to enhance employees' understanding and encourage opportunities to adjust work processes that help reduce greenhouse gas emissions within hotel operations.



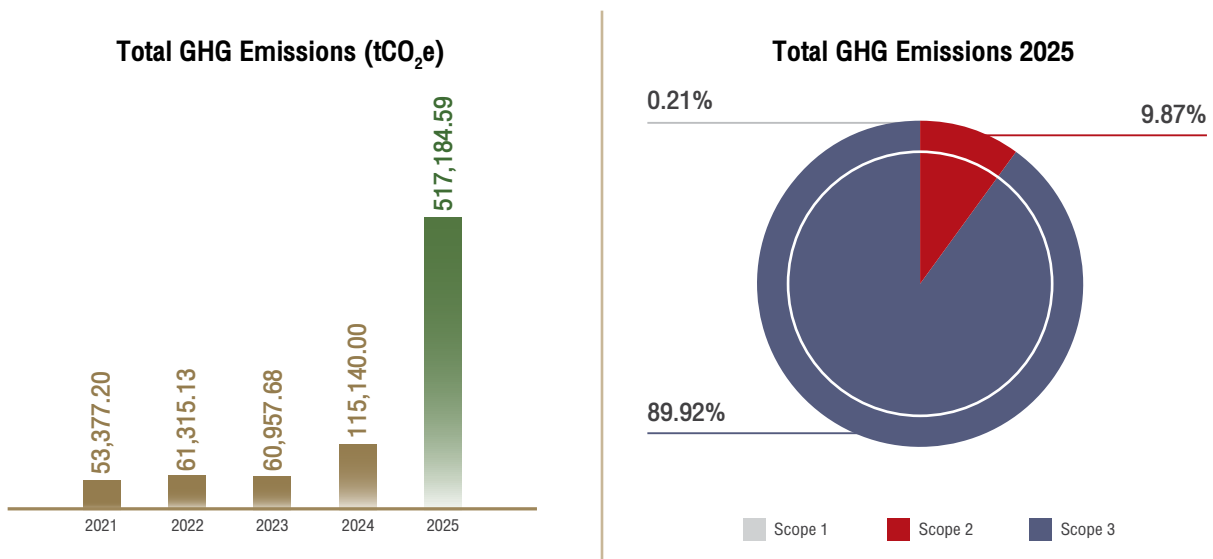
Food Business

### Targets:

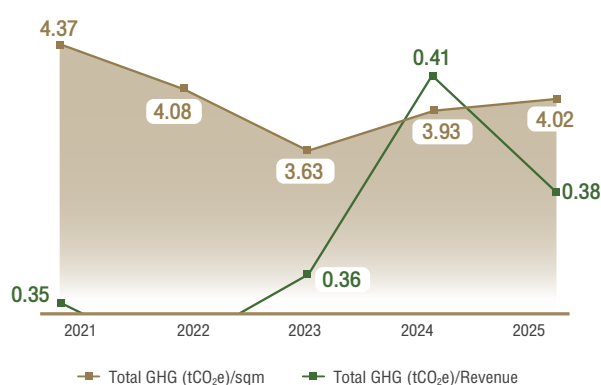
- Reduce greenhouse gas emissions per revenue unit (million Baht) by 20% by 2029, compared to the 2024 baseline year.
- In 2025, greenhouse gas emissions (Scope 1 and Scope 2) per revenue unit (million Baht) decreased by 4% compared to the previous year.
- In 2025, solar panels with a capacity of 200 kWp were installed.

From the food business operations in 2025, total greenhouse gas emissions amounted to 517,184.59 tCO<sub>2</sub>e. This increase is due to the expanded disclosure of Scope 3 emissions, including activities related to fuel-related and energy-related activities, transportation and distribution, business travel, employee commuting, leased assets, transportation and distribution, and end-of-life treatment of products. As a result, the reported greenhouse gas emissions data increased significantly.

Based on the target set for 2025, the greenhouse gas emission intensity (Scope 1 and Scope 2) per revenue unit (million Baht) was 4.02 kilograms of carbon dioxide equivalent. This represents an increase of 2.28% compared to the previous year.



## GHG Emissions Intensity (Scope 1&2)



## GHG Management Plan

### Solar Panel Installation

In 2025, the Company expanded the installation of solar panels at 6 additional locations, generating a total of 88,500.71 kilowatt-hours of electricity. Altogether, solar panels have now been installed at 21 branches and 1 factory, generating a total of 1,028,340.96 kilowatt-hours of electricity, accounting for 0.98% of total energy consumption. This has reduced greenhouse gas emissions by 428.81 tCO<sub>2</sub>e. The Company was also able to increase its installed solar panel capacity by 206 kWp, exceeding the target of 200 kWp.

No.	Branch	Investment type	Capacity (kWp)	Solar Cell Usage (kWh)	Reduce Emissions (kgCO <sub>2</sub> e)
1	CRGM factory	PPA	233.55	301,985.83	125,928.09
2	KFC Tiwanon (Muang Thong Thani)	PPA	36.90	47,433.85	19,779.92
3	KFC Caltex Tiwanon	PPA	25.92	32,936.38	13,734.47
4	KFC Tiwanon (Talat Khwan)	PPA	29.16	39,214.01	16,352.24
5	KFC Thai Watsadu Chiang Rai	PPA	29.16	35,758.19	14,911.17
6	KFC Home Works Pattaya	PPA	37.26	49,811.70	20,771.48
7	KFC Hathairat 37	PPA	25.38	32,933.35	13,733.21
8	KFC PTT Saimai 56	PPA	19.44	25,802.16	10,759.50
9	KFC Bangrak Market	PPA	33.48	45,610.42	19,019.55
10	KFC Poochaosamingprai	PPA	27.90	39,433.66	16,443.84
11	Somtum Nua Ratchapruek	PPA	33.48	40,047.52	16,699.82
12	KFC PT Station Ratchada	PPA	19.80	22,813.41	9,513.19
13	KFC Bangchak Pradit Manutham	PPA	31.32	40,358.63	16,829.55
14	CRGM factory (Phase 2)	EPC	148.68	155,823.58	64,978.43
15	KFC PTT Saimai - Hathairat	EPC	35.28	29,740.00	12,401.58
16	KFC Bung Kum Le Marche	PPA	-	12,000.00	5,004.00
17	KFC Lotus's Go Fresh Mailap	PPA	22.32	17,877.56	7,454.94
18	KFC Nimit Mai	EPC	34.02	24,548.00	10,236.52
19	KFC The One Rattanathibet	PPA	36.285	20,162.21	8,407.64
20	KFC Robinson Lifestyle Phetchaburi	EPC	34.020	9,930.00	4,140.81
21	KFC Kaset Nawamin	EPC	35.910	3,177.02	1,324.82
22	KFC Yasothon	EPC	30.480	943.48	393.43

Noted: Exclude Joint venture



## Energy Management

### Challenges

- Under international environmental requirements or regulations that require Thailand to establish energy policies, businesses must accelerate their readiness for the transition. This includes strengthening internal energy management by improving data collection, building infrastructure inspections, and identifying technologies and equipment with higher energy efficiency.
- Energy price volatility and reliance on imported energy, which lead to continuously rising energy costs beyond prior projections. This could significantly increase the prices of goods and services, particularly due to impacts on both production and transportation sectors.
- Encouraging supplier participation in energy management, including building understanding, creating collaboration, and supporting suppliers in collecting their own energy consumption data

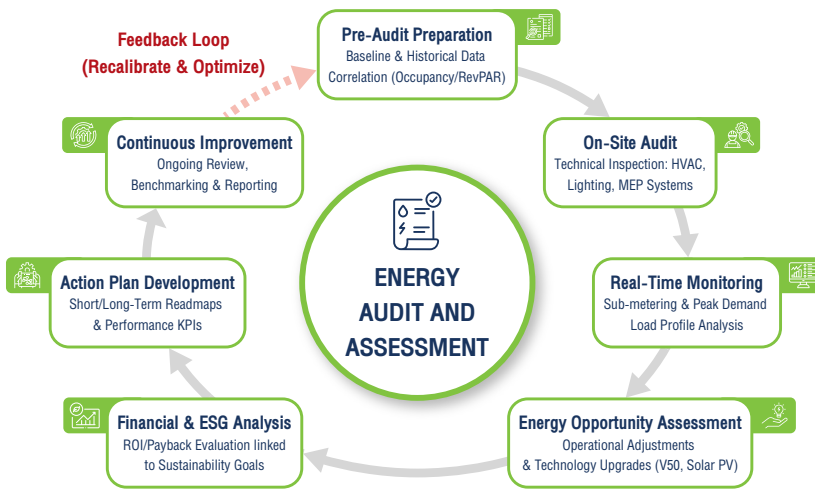
### Opportunities

- Transitioning to renewable energy or adopting smart technologies in operational systems not only helps reduce long-term operating costs but also reduces reliance on fossil fuels, which are a factor of greenhouse gas emissions. This supports the Company in progressing toward its Net Zero target.
- Under Thailand's approval of the Nationally Determined Contribution (NDC), 2nd Revision or NDC 3.0, support and participation across all sectors are encouraged to adapt energy management practices. This also promotes investment in renewable energy, helping businesses achieve greater stability in energy costs.
- Effective energy management approach increases the Company's opportunities to access green financing and build confidence among ESG-focused investors, which is a key factor in supporting sustainable business expansion in the future.

## Management Approach

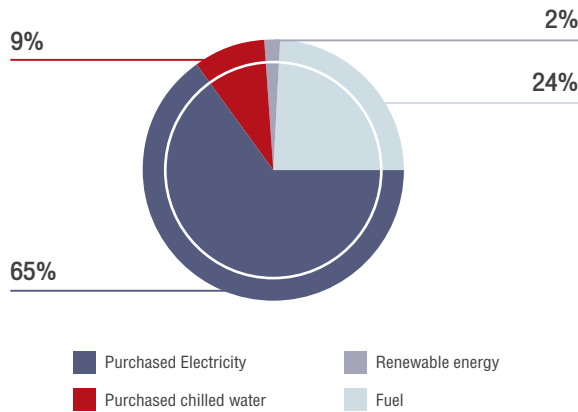
The Company recognizes that business expansion leads to increased energy demand. Therefore, reducing energy consumption has been established as one of the Company's key performance indicators and is also considered a business risk that must be continuously monitored and assessed. For the hotel business, the Operations team, particularly Engineering Department, conducts energy audits and assessments, including data collection, evaluation, and analysis of energy consumption at each operational point. The team also develops investment plans for installing energy-saving equipment, prepares energy management action plans, and reports energy performance results to the Company's management. At the same time, the Company strengthens energy security by increasing the proportion of renewable energy, particularly solar energy, and utilizing energy recovered from waste, such as using cool air released from heat pump systems in corridor areas, producing biogas from food waste, etc. These efforts are implemented alongside investments in energy-efficient technologies or equipment, such as the Building Management System (BMS), which helps monitor lighting systems and air-conditioning systems, enabling better control of electricity consumption. In addition, the Company provides training and communication to raise awareness and promote cooperation among all stakeholders, ensuring alignment with the Company's goals.

### The Sustainability Cycle: Hotel Energy Management & Efficiency Improvement



The Company's total energy consumption from both the hotel and food businesses amounted to 390,070,529.14 kilowatt-hours. The majority of energy consumption came from purchased electricity, totaling 256,086,199.15 kilowatt-hours, followed by fuel consumption and the purchase of chilled water for air-conditioning systems, respectively. In addition, the Company utilizes alternative energy from solar panel installations, generating 6,820,608.20 kilowatt-hours of electricity, accounting for 3% of total electricity consumption. This contributes to reducing the organization's greenhouse gas emissions.

### Total Energy Consumption 2025



Total energy consumption increased by



**4.75%**

### Hotel Business

Total energy consumption



**282,301,456.17 kWh**

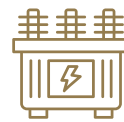
Currently, a total of



**18 hotels** have installed solar panels.

### Food Business

Total energy consumption



**107,769,072.97 kWh**

Currently, a total of



**22 locations** have installed solar panels.

**Hotel Business**

**Targets:**

- Reduce energy consumption\* per occupied room by 40% by 2029, compared to the 2019 baseline year.
- In 2025, energy consumption\* per occupied room decreased by 4%.

Note: \* Energy consumption targets are defined within the boundaries of hotel facilities (Facility only) in order to benchmark against other hotel businesses in accordance with the Cornell Hotel Sustainability Benchmark (CHSB) report.

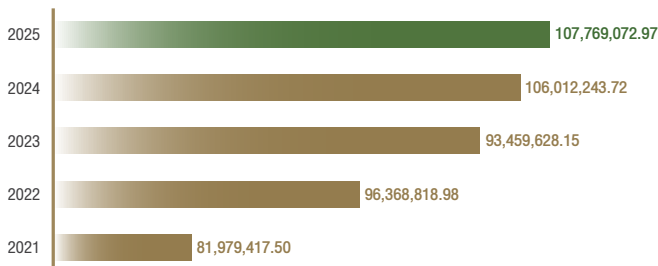
**Performance Results**

In 2025, the hotel business consumed energy (Facility only) at an average of 97.79 kilowatt-hours per occupied room (kWh/occupied room), representing an increase of 0.22% compared to the previous year. The majority of energy consumption came from purchased electricity, accounting for 55%, which is used for air-conditioning systems, lighting, and various activities across the hotel premises. The second-largest energy source was diesel fuel, accounting for 17%, which is used to operate electricity generators that produce electricity for hotels in Maldives, as well as serve as backup power in the event of outages at other hotels. Diesel is also used for vehicles owned by the hotels.

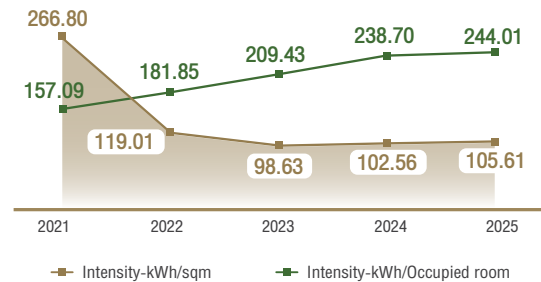
For alternative energy, most of it comes from solar panel installations that convert solar energy into electricity, helping to reduce greenhouse gas emissions. Currently, 18 hotels have installed solar panels, generating up to 5,792,267.24 kilowatt-hours of electricity.

In addition to establishing energy reduction targets at the organizational level, each hotel is assigned specific targets by Head Office to reduce electricity consumption per occupied room (kWh/occupied room). This approach aims to create collaboration across all properties and ensure the achievement of the Company's overall energy reduction goals.

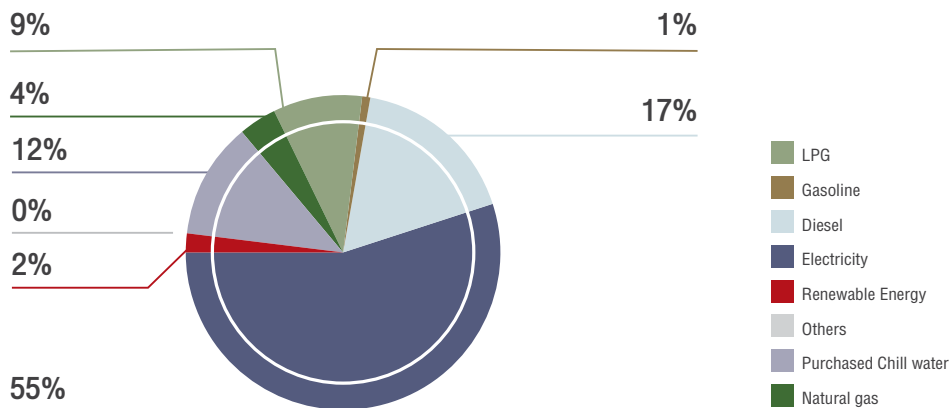
**Total Energy Usage (kWh)**



**Energy (Facility, Vehicle, and Refrigerant) Intensity**



**Ratio of Energy Usage 2025**



## Energy Efficiency

### Waste Energy Recovery

Hotels have installed Economizer equipment to recover residual heat from the boiler hot water production process, which is used in the laundry and kitchen areas. The recovered heat is circulated back (Reheater) to preheat the water before it enters the boiler again. This process reduces the temperature difference between the water in the boiler and the newly supplied water (Preheat), allowing the boiler to reach boiling temperature more quickly. As a result, less fuel is required while producing the same amount of steam, and the boiler does not need to start heating from cold water. This approach helps improve energy efficiency.

In addition, hotels utilize a heat pump system for hot water production within the hotel. The system extracts heat from the surrounding air and transfers it to the system's heat source. At the same time, this process releases cool air that can be used as an alternative to air conditioning. To recover and reuse energy, hotels direct the released cool air for use in common areas or back-of-house areas within the hotel.

### Variable Speed Drivers: VSD

To reduce increasing electricity consumption and save operational costs, Centara hotels and resorts have installed Variable Speed Drives (VSD) in the water supply systems for swimming pools and guest rooms. These devices help regulate the speed of electric motors according to the actual load conditions during operation. This prevents continuous energy loss and also helps extend the service life of the equipment.



### Enhancing the Efficiency of Oil-Free Magnetic-Bearing Chiller Compressors

Cooling systems represent the largest source of energy consumption in hotel buildings. To improve energy efficiency, the hotel business has adopted Oil-Free Magnetic-Bearing Chiller technology, which uses magnetic fields instead of conventional bearings. This eliminates physical contact or friction from traditional bearings, thereby reducing energy loss from rotation. In addition, the technology eliminates the issue of oil contamination in the cooling system, improving heat transfer efficiency. As a result, electricity consumption can be reduced by more than 30%, while also lowering long-term maintenance requirements.

### District Cooling System with Chiller Optimizer

The hotel business utilizes a centralized chilled water system, installed at a central location and operated together with an Optimizer system. This system monitors the building cooling load, chilled water temperature, and the operation of pumps and cooling towers. It then calculates and determines the appropriate number of chillers to operate, while adjusting the speed of pumps and fans to control temperature according to actual operating conditions. This approach helps prevent unnecessary energy consumption, extends the service life of equipment, and reduces maintenance burdens.

### Guest Room Management System (GRMS)

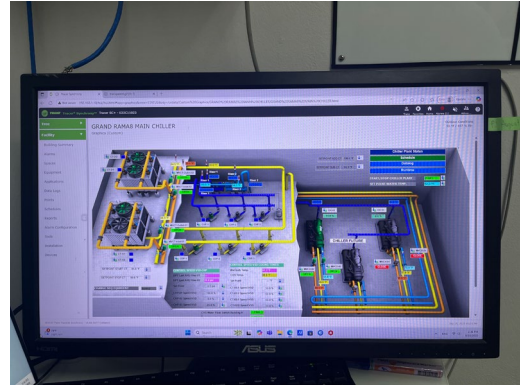
A Room Control Unit (RCU) is installed inside guest rooms to detect movement. The collected data is transmitted to the central system of Engineering Department and Front Office Department to regulate the air-conditioning system or room temperature, as well as the lighting system, ensuring appropriate conditions within the room. If a key card is left inserted while no guest is present in the room, the system automatically switches to energy-saving mode.

### Use of LED Lighting

Hotels install LED lighting integrated with motion sensor technology to automatically turn lights on and off within a 5-meter detection range. When no movement is detected, the lighting level is reduced to 30% brightness. These systems are installed in public areas of the hotel, corridors, public restrooms, and back-of-house areas to help control energy consumption.

## Use of Building Management System (BMS)

To gain a comprehensive overview of energy management within buildings, Centara hotels and resorts have installed a Building Management System (BMS) together with the HVAC system (Heating, Ventilation, and Air Conditioning). This system is used to control temperature, humidity, and air circulation. It can also be integrated with the fire alarm system and security systems, enabling immediate response to emergency situations from a single centralized control point.

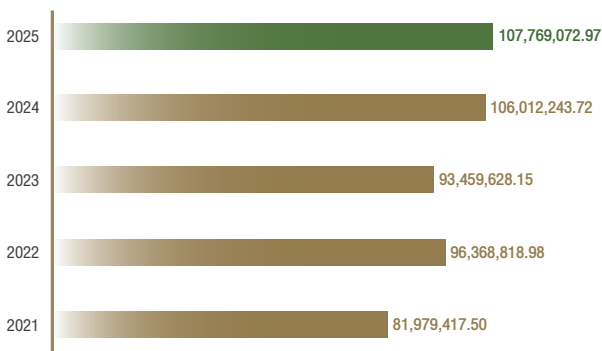


### Food Business

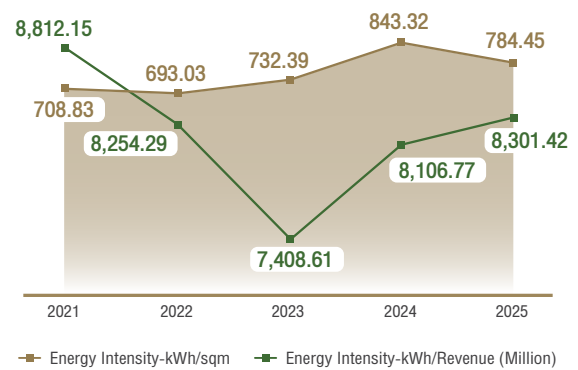
#### Targets:

- Reduce total energy consumption per revenue by 20% by 2029, compared to the 2024 baseline year.
- In 2025, energy consumption per revenue decreased by 4% compared to the previous year.
- In 2025, electricity consumption decreased by 4% compared to the previous year.
- In 2025, electricity consumption per revenue decreased by 4% compared to the previous year.

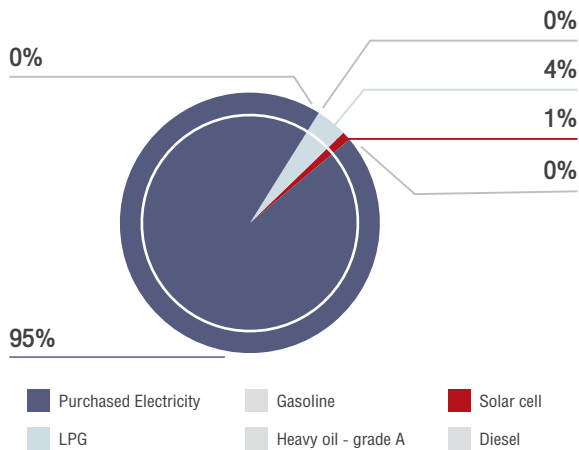
**Total Energy Usage (kWh)**



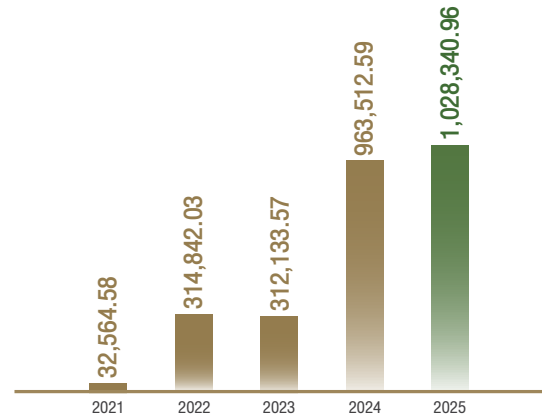
**Energy Intensity**



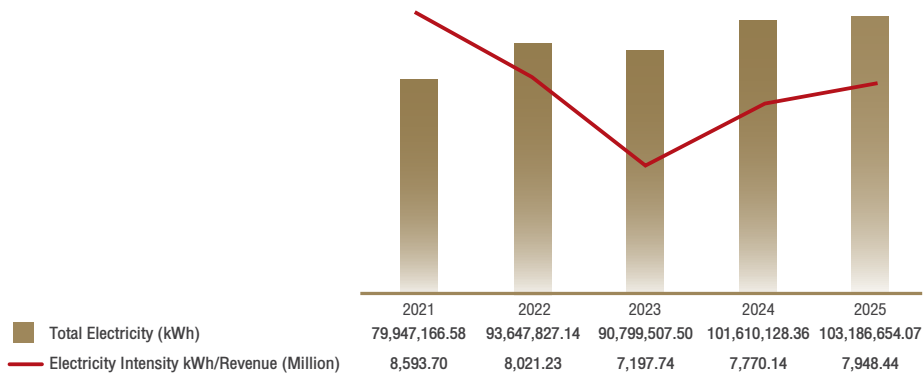
**Ratio of Energy Usage 2025**



**Solar Cell Usage (kWh)**



**Electricity Usage**



## Energy Efficiency Improvement Project

### Lighting System

- Installation of motion sensor systems to automatically turn lights on and off based on actual usage, reducing energy consumption in unoccupied areas.
- Adjustment of lighting levels according to environmental conditions and time of day to reduce energy consumption without affecting operational efficiency.
- Centralized lighting control through an application, reducing management workload and improving convenience in monitoring.

### Air Conditioning System

Installation of occupancy sensors to detect space utilization, enabling temperature adjustment according to the number of occupants in the area. This helps reduce unnecessary energy consumption. In addition, the air-conditioning system can be centrally controlled through an application.

### Installation of Variable Speed Drive (VSD) Systems

To reduce unnecessary energy consumption, Variable Speed Drives (VSD) are installed to adjust motor speed in accordance with actual operational loads (Adaptive Speed Control). This system is applied to electric motors and machinery, enabling appropriate speed control based on usage conditions. As a result, it helps reduce wear and tear on motors and equipment, improves machine efficiency, extends equipment lifespan, and lowers maintenance costs.

### Employee Training on Energy Efficiency

The food business provides training to raise employee awareness of energy consumption, covering all levels from management to operational staff. This aims to build knowledge and understanding of energy conservation practices across both factory operations and restaurant brands.

## Water Consumption and Wastewater Management

### Challenges

- The Company faces extreme weather changes, including increased rainfall and higher frequency of storms, which may lead to flash floods and prolonged flooding. These events could force temporary business closures and cause impacts on financial performance, health, and natural resources.
- For business operations located along coastlines or on islands, rising sea levels may lead to coastal erosion and saltwater intrusion into groundwater sources. This may require significant investment for site restoration and the development of alternative water sources. Importantly, if wastewater is not treated or controlled according to quality standards, it may affect ecosystems and regulatory compliance.
- In business areas located near desert regions, risks may include drought, water scarcity, intensified sandstorms, and desert expansion, which may reduce agricultural land and increase operating costs. These natural hazard risks can no longer be overlooked. Therefore, the Company must continuously monitor and assess the situation and establish preventive and recovery measures, including allocating budgets, preparing human resources to respond and assess situations, solve issues, and adopting technologies or equipment that help reduce the impacts of such crises.

### Opportunities

- Effective water management, covering water consumption, wastewater management, and water quality, is an important issue that the Company must closely monitor and manage on a regular basis. This helps reduce water costs, prevent water pollution in communities and public water sources, and avoid legal disputes that could lead to business disruptions.
- Monitoring and preparing for drought periods, including water storage and advance planning, can help reduce the risk of business interruptions and minimize potential hidden costs.
- Selecting cleaning equipment or products that require little or no water can also help reduce water consumption costs and lower the risk of chemical contamination in wastewater.
- New project developments must undergo flood risk assessments to prevent potential impacts on business operations.

## Management Approach

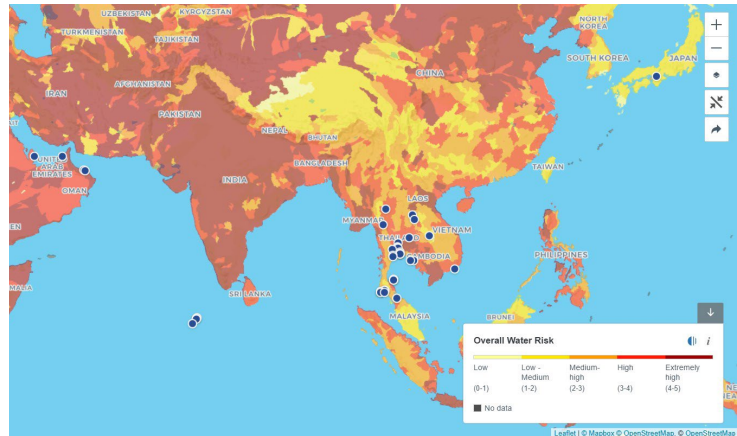
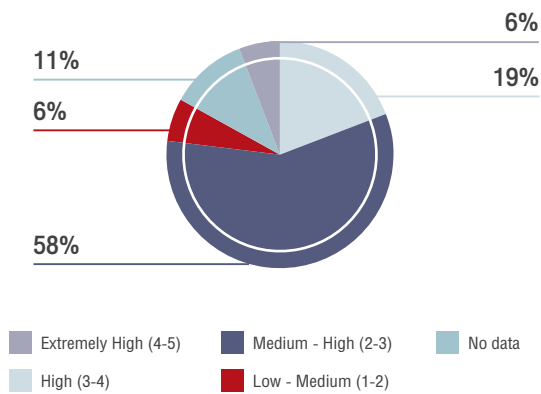
Economic expansion has led to increasing water demand across the value chain, making it crucial for the Company to recognize the importance of efficient water resource utilization. The Company has therefore initiated water risk assessments for each operational area, along with the collection of water usage data to support the establishment of water reduction targets. In addition, the Company plans for alternative water sources, invests in systems that use less water while maintaining operational efficiency, adopts water-saving equipment, and ensures that wastewater is treated in accordance with water quality standards. The Company also promotes the reuse of treated wastewater for irrigating plants. Effective water management in each operational area requires support through knowledge sharing and communication from local authorities, as well as cooperation with local communities, in order to achieve water security. This approach ensures that water resources remain sufficient in quantity and maintain good quality on a continuous basis, enabling the Company, communities, and natural ecosystems to coexist even under conditions of climate variability.

## Water-Stressed Assessment

Managing water-related risks in each operational area is an important process that enables the Company to obtain information for developing water management policies, preparing water management plans, and implementing impact mitigation measures. This ensures that the Company's activities do not negatively affect stakeholders and surrounding communities.

For the hotel business, a Water Stress Assessment has been conducted using the AQUEDUCT Water Risk Atlas developed by the World Resources Institute (WRI). The assessment is based on three categories of indicators: physical risks (quantity), physical risks (quality), and regulatory & reputational risk. The assessment covered 47 hotel locations. Based on the overall risk score, 3 Centara hotels and resorts, accounting for 3%, were classified as having extremely high risk, while 9 properties, accounting for 19%, were classified as having high risk. Increasing water demand and concerns regarding water security are key factors contributing to water stress.

## Percentage of hotels in water stressed location

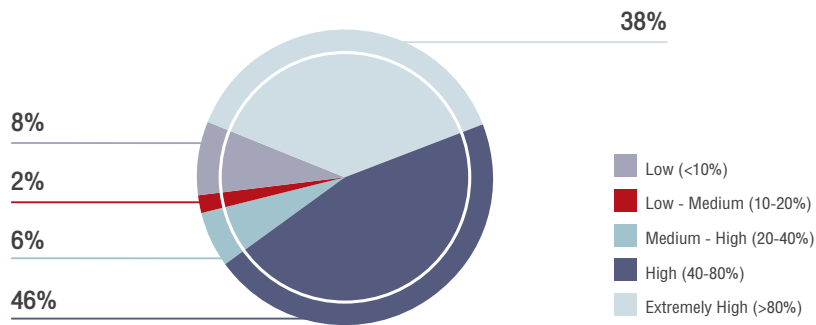


Hotel Name	Overall Water Risk	Physical Risks Quantity	Physical Risks Quality	Regulatory and Reputational Risk
Centara West Bay Hotel & Residences Doha	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> </ul>		
Centara Muscat Hotel	Extremely High (4-5)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Groundwater Table Decline</li> <li>Interannual Variability</li> <li>Riverine flood risk Stress</li> </ul>		
Al Hail Waves Hotel	Extremely High (4-5)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Groundwater Table Decline</li> <li>Interannual Variability</li> <li>Riverine flood risk Stress</li> </ul>		
Centara Mirage Resort Mui Ne	High (3-4)	<ul style="list-style-type: none"> <li>Riverine flood risk Stress</li> <li>Coastal flood risk</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory and Reputational Risk</li> <li>Unimproved/no sanitation</li> </ul>
Centara Korat	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>
Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana	Extremely High (4-5)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Riverine flood risk Stress</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>
Centara Ayutthaya	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Riverine flood risk Stress</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>
Centara Riverside Hotel Chiang Mai	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Riverine flood risk Stress</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>
COSI Samui Chaweng Beach	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Riverine flood risk Stress</li> <li>Coastal flood risk</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>
Centara Villas Samui	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Riverine flood risk Stress</li> <li>Coastal flood risk</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>

Hotel Name	Overall Water Risk	Physical Risks Quantity	Physical Risks Quality	Regulatory and Reputational Risk
Centara Reserve Samui	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Riverine flood risk</li> <li>Stress</li> <li>Coastal flood risk</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>
Centara Life Lamai Resort Samui	High (3-4)	<ul style="list-style-type: none"> <li>Water Stress</li> <li>Riverine flood risk</li> <li>Stress</li> <li>Coastal flood risk</li> </ul>	<ul style="list-style-type: none"> <li>Untreated Connected Water</li> </ul>	<ul style="list-style-type: none"> <li>Peak Rep Risk country</li> <li>ESG risk index</li> </ul>

For the food business, a Water Stress Assessment was also conducted using the AQUEDUCT Water Risk Atlas. The assessment covered 1,435 branch locations. The overall water stress assessment found that 691 branches, accounting for 46%, are located in high-risk areas, while 572 branches, accounting for 38%, are located in extremely high-risk areas. As most food business operations are conducted on leased premises, the Company plans to consider branch locations and local water stress conditions in future expansion plans to reduce risks and water insecurity in business operations.

### Percentage of branches in water stressed location



Based on the risk assessment results, the Company has established water efficiency management approaches. This begins with collecting water consumption data and setting Key Performance Indicators (KPIs) for each business unit to monitor and control water usage. The Company also adopts water-saving equipment or technologies, such as installing automatic faucets at washbasins and restrooms in hotel public areas, dual-flush toilet systems, and aerated and low-flow faucets to reduce water flow. For hotels with on-site wastewater treatment systems, the Company promotes treating wastewater to an appropriate quality standard and reusing it for watering plants. In the Middle East, hotels have also installed water storage tanks and rainwater harvesting systems to support water management during emergency situations.

For the hotel business, training is provided to housekeeping staff on cleaning practices that promote efficient and economical water use. For gardening staff, guidance is given on selecting appropriate times for watering plants and checking soil moisture levels before watering. In addition, water conservation signs are installed in employee and guest restrooms to encourage responsible water use. The Company also organizes activities for World Water Day, which this year focused on the theme of Glacier Preservation, to raise awareness of glacier changes. The initiative emphasizes responsible water use as part of efforts to reduce climate impacts and ensure water security for future generations.

Centara West Bay Hotel & Residences, a World Water Day activity was organized to invite young guests to participate in learning about the importance of water and the impacts of glacier melting through activities such as watching videos and playing games, etc



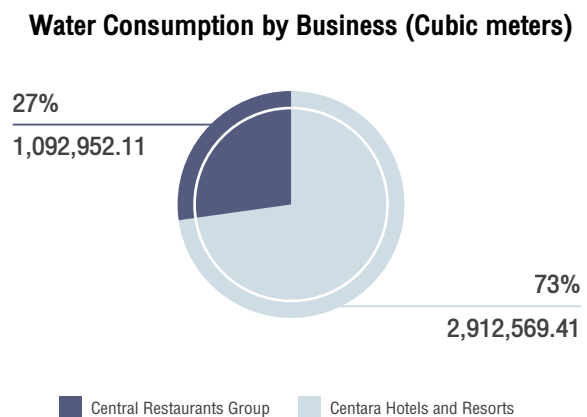
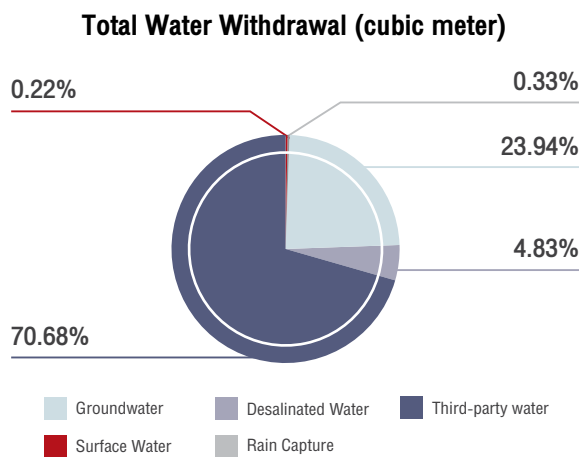
## Flood Hazard Risk

Flooding incidents during this year have affected hotel business operations in two locations: Chiang Mai and Songkhla provinces. These events are not solely seasonal natural disasters but are also influenced by climate change and urban expansion that obstructs natural water flow. Therefore, the Company must conduct financial impact assessments, develop adaptation strategies to cope with unavoidable impacts, and implement preventive planning to prevent potential future incidents.

For the financial impacts, the Company must assess expenses arising from the damage, including repair and restoration costs, cleaning expenses, and the loss of revenue resulting from temporary business suspension. The Company must also consider investments in technologies that support flood forecasting, as well as improvements to building systems, electrical systems, and water pump systems relocated to areas above flood levels. In addition, the Company needs to prepare protective equipment and resources for mobility and essential living during unavoidable flood situations, and ensure that employees receive specialized training in flood rescue and crisis management. The Company must also consider providing support to employees and local communities during crisis situations to reduce reputational risks, while preparing for the potential increase in insurance premiums in high-risk areas.

## Water Consumption Performance

From the operations of both the hotel and food businesses this year, the Company withdrew a total of 4,005,521.52 cubic meters (4,005.52 megaliters) of water, representing a 5.43% decrease compared to the previous year. The majority of water used was purchased tap water, accounting for 70.68%, followed by groundwater, seawater, rainwater, and surface water, respectively.



### Hotel Business

#### Targets:

- Reduce water consumption per occupied room by 20% by 2029, compared to the 2019 baseline year.
- In 2025, the water consumption intensity per occupied room decreased by 2% compared to the previous year.

### Water reused:



**17.90%**

Guests participated in the hotel's water conservation programs "Going Greener, My Green Day, and Reserve Water Drop" for



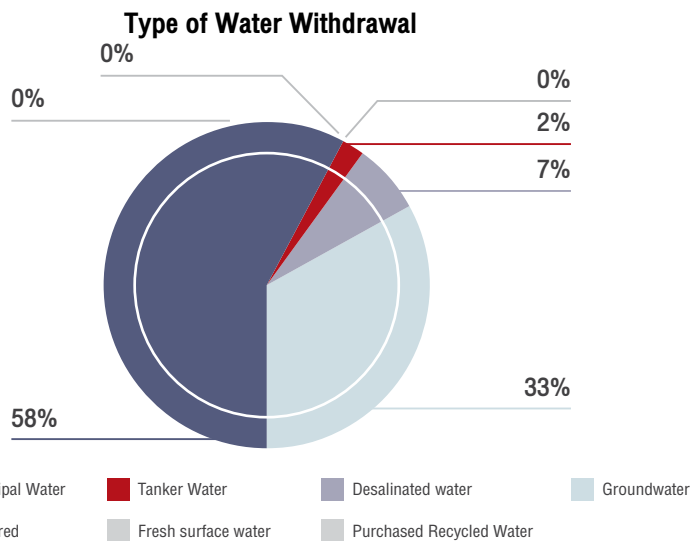
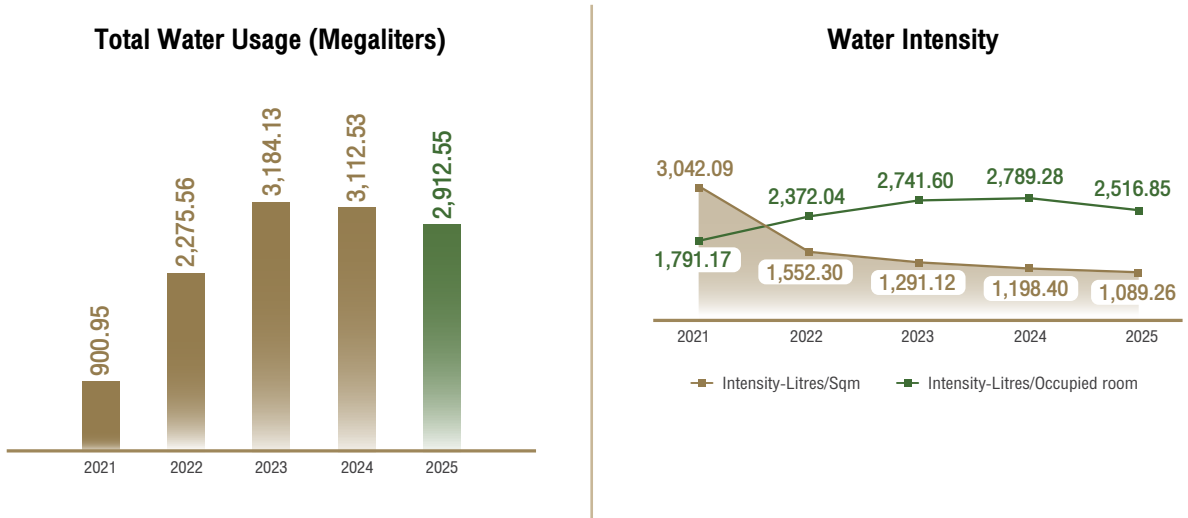
**441,858** rooms

resulting in water savings of



**6,570** cubic meters

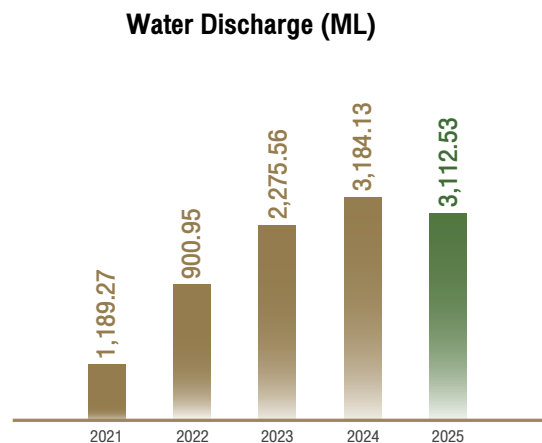
Hotels source water from various supplies, including municipal water, groundwater, water purchased from water tanker trucks, rainwater, recycled water purchased for watering plants, surface water, and desalinated seawater. The total water withdrawal amounted to 2,912.55 megaliters, with a water consumption intensity of 1,090.98 liters per occupied room. This represents a 33.20% reduction compared to the baseline year and a 24.09% reduction compared to the target set for the same year.



## Wastewater Management

The Company has established wastewater management practices. All hotels with on-site wastewater treatment systems are required to control the quality of treated effluent to comply with the wastewater quality standards of each respective country. The treated wastewater must be regularly tested, and monthly inspection reports of the wastewater treatment system must be prepared by certified external inspectors. In Thailand, hotels that operate wastewater treatment systems within their premises are required to submit the Wastewater Treatment System Operation Record (ThorSor. 1) and the Wastewater Treatment System Performance Summary Report (ThorSor. 2) through the electronic reporting system of the Pollution Control Department. This ensures that wastewater from hotel operations does not impact surrounding communities.

In 2025, the total volume of treated wastewater before discharge into public waterways amounted to 1,256.32 megaliters.



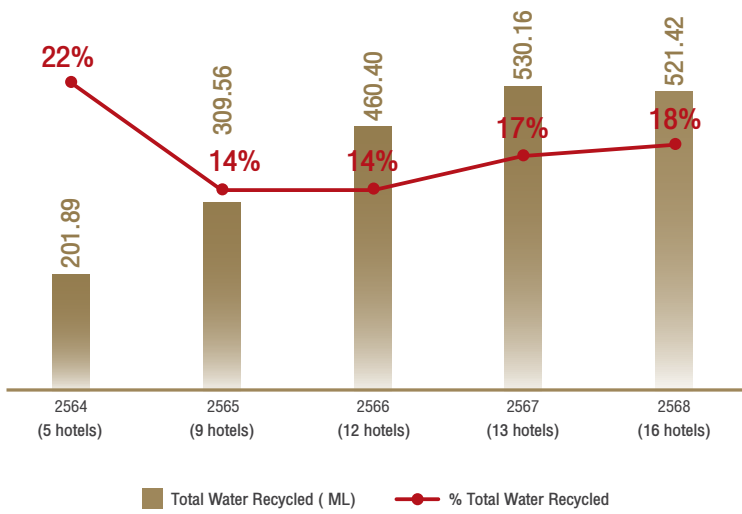
# Water Efficiency Management Programs

## Water Recycle

The Company encourages hotels with on-site wastewater treatment systems to reuse treated water of appropriate quality for irrigation in green areas. Guidelines for outdoor plant irrigation have also been established to ensure efficient resource utilization. Currently, 16 hotels reuse treated water, resulting in savings on tap water purchases and reducing the consumption of freshwater by 521.42 megaliters, generating cost savings of approximately 14.6 million Baht. In addition, hotels also reuse condensate water from air-conditioning systems for foot washing.

The Company recognizes the importance of responsibly utilizing Common Goods, including water resources. Therefore, business activities are governed in accordance with laws and regulations in each locality where the Company operates, to prevent and reduce risks that impact on the environment, surrounding communities, and the Company’s long-term credibility. In 2024, the Company had no disputes related to water issues with surrounding communities.

**Water Recycled**



## Water Conservation Programs (Going Greener and My Green Day)

To encourage guest participation and raise awareness of responsible water use, Centara hotels and resorts have introduced the “Going Greener” and “Reserve Water Drop” programs. These initiatives invite guests to reuse bed linens and towels, helping reduce water consumption and the use of cleaning chemicals. In addition, the “My Green Day” program allows guests staying more than one night to opt out of daily room cleaning services.

In 2025, 441,858 guest rooms participated in these programs. A total of 7,640,512 bed linens and towels were reused, resulting in water savings of 6,570 cubic meters or 6.57 megaliters. The programs also saved 13,752 megawatt-hours of energy and reduced costs associated with energy, water, and cleaning chemicals by a total of 54 million Baht.



## Use of Water-Saving Sanitary Fixtures

The Company encourages all Centara hotels and resorts to use water-saving sanitary fixtures, installed in public areas, employee restrooms, and guest rooms, without affecting the guest experience. In addition, to comply with the Global Sustainable Tourism Council (GSTC) indicators on Water Conservation, efficient water-saving devices are selected and implemented.

- Dual-flush toilets, which allow users to select the appropriate water volume for flushing, helping reduce water consumption by more than 20-30% compared to conventional toilets.
- Installation of aerators on faucets to increase perceived water pressure while reducing the water flow rate.
- Installation of sensor-based faucets and urinals in public restrooms, back-of-house areas, and guest rooms to prevent water loss from incomplete shut-off or unnecessary usage.
- Selection of equipment certified under Thai Industrial Standards (TIS) and Green Certification Standards for water saving.
  - Toilets: Select products certified under TIS 2065-2552, with an average flushing volume not exceeding 6.0 liters per flush. For dual-flush toilets, the average flushing volume is approximately 3–6 liters per flush.
  - Showerheads: Select products certified under TIS 2066-2552, which limits the water flow rate to no more than 9 liters per minute.
  - Faucets for washbasins, handwashing sinks, and kitchen sinks: Select products certified under TIS 2067-2552, which limit the water flow rate to no more than 6 liters per minute.

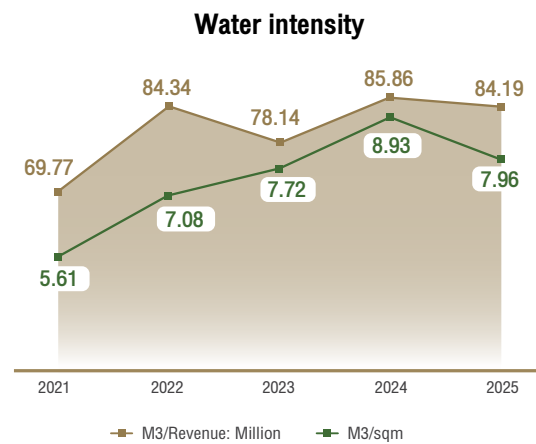
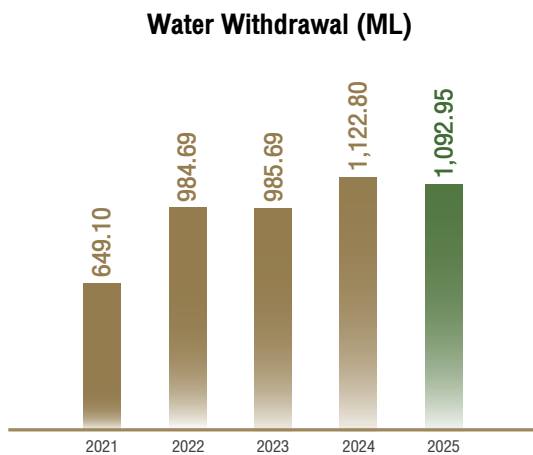


## Food Business

### Targets:

- Reduce water consumption per revenue unit (million Baht) by 20% by 2029, compared to the 2019 baseline year.
- In 2025, the target is to reduce water consumption intensity per revenue unit (million Baht) by 4% compared to the previous year.

For the food business, water is sourced from a single supply, purchased municipal water. The total water consumption was 1,092.95 megaliters, with a water consumption intensity of 84.19 cubic meters per revenue unit (million Baht), representing a 1.95% decrease compared to the target set for the previous year.



## Wastewater Management

Effective and legally compliant wastewater management is a key step in supporting the Company's sustainable business operations and reflects its commitment to social and environmental responsibility. For the food business, most restaurant branches operate in leased premises. Therefore, they are required to perform primary wastewater treatment in accordance with the systems specified by the landlord. This process includes separating solid waste such as food scraps, waste materials, and sediment from wastewater, as well as filtration and sedimentation through grease traps, which allow fats and oils to be separated from the wastewater before discharge.

For the factory of CRG Manufacturing Co., Ltd., located in the Nava Nakorn Industrial Zone, wastewater is treated under strict standards set by the Department of Industrial Works. All wastewater generated from factory operations is 100% treated using the Activated Sludge system, which is a biological treatment process that uses aerobic bacteria as the primary agent to decompose organic substances in wastewater. After treatment, the effluent water quality must be tested, particularly for pH levels, which must fall within a mild to moderate alkaline range (pH = 9) before being discharged into public waterways. Water quality test results must be submitted to Nava Nakorn Industrial Zone, and the facility is also subject to annual random inspections by Nava Nakorn Industrial Zone before the water enters Nava Nakorn Industrial Zone's wastewater treatment system. This ensures that the treated effluent meets appropriate and safe discharge standards.

Wastewater from the factory that has undergone treatment is not reused. Instead, it undergoes additional treatment within Nava Nakorn Industrial Zone's wastewater treatment system to maintain environmental and safety standards in accordance with national environmental regulations.

## Water Efficiency Management

- Installation of water meters to control water consumption efficiently.
- Regular inspections for leaks in valves, pumps, pipelines, and connection points to enable immediate repairs and minimize water loss.
- Use of automatic faucets with intelligent sensor systems to control water flow and automatically turn water on and off.
- Use of foot pedal faucets, allowing water to be controlled by foot operation to prevent unintentional water discharge and improve operational convenience.

## Waste Management

### Challenges

- Inefficient waste management adversely affects the environment, including air pollution, chemical contamination in water and soil, degraded water sources, and microplastics in the ocean. It also impacts the quality of life and hygiene of all stakeholder groups, as well as the aesthetic value of natural landscapes. In addition, it leads to increased costs for waste collection and disposal due to government regulations and requirements.
- Limitations related to business locations being remote from urban areas or situated on islands result in high waste transportation costs. In some cases, local waste disposal contractors are unavailable, leading to discontinuity in waste management. In certain areas, the absence of recycling facilities means that waste may ultimately be sent to local landfill sites.
- The use of waste disposal contractors whose processes cannot be verified makes it unclear how local buyers manage the waste, due to the absence of clear and traceable documentation. As a result, responsibility may revert to the Company, posing risks to its image and reputation.
- Inefficient procurement systems lack proper calculation of raw material costs and measurement of food quantities generated during the production process, leading to food loss and increased costs. Ultimately, this also contributes to a rise in food waste.

### Opportunities

- An effective internal waste management system not only helps reduce pollution and enhance the Company's image, but also serves as a key factor in unlocking new business opportunities. It enables the Company to reduce costs, establish partnerships with organizations specializing in waste management, and transform waste into upcycled products that can be sold as an additional source of revenue.
- Effective raw material cost management, together with customer density assessment, helps reduce food loss and food waste generation. This not only improves financial efficiency but also enhances service capabilities.

## Management Approach

The Company is committed to waste management throughout its value chain, with emphasis on establishing policies that focus on waste management, as well as the reduction of food loss and food waste in accordance with the waste management hierarchy. The Company supports the reduction of unnecessary consumption (Reduce) and Reuse to prevent waste generation, with the goal of minimizing waste sent to landfill as much as possible. In addition, Standard Operating Procedures (SOP) have been established to serve as guidelines for effective waste management across the organization.

[Read more 'Waste Management Food Loss and Food Waste Policy'](#)



For the hotel business, to ensure effective waste management in line with its targets, the Company has established Standard Operating Procedures for solid waste and waste management. All Centara hotels and resorts are required to manage waste from the source in accordance with the Waste Management Hierarchy. In addition, the Sustainability Development team conducts random waste audits covering both front-of-house and back-of-house areas at each hotel. These audits include waste segregation by category, installation of category signage, verification of waste destinations, inspection of waste data records by category, and reporting of findings to ensure proper corrective actions. Furthermore, various initiatives have been implemented to reduce waste sent to landfill, such as the "NO Bin Day" project, which eliminates food waste bins in cafeterias to encourage employees to take only what they can consume and control food waste generation. Coffee grounds are mixed with fruit and vegetable scraps to produce compost or sun-dried and packaged for distribution to customers for further use. Orphan waste is sent to organizations for conversion into waste-to-energy. The Company also seeks cooperation from suppliers to reduce the use of single-use packaging in the delivery of raw materials such as vegetables, fruits, and bread, by switching to reusable and returnable containers or using containers provided by the hotel to minimize unnecessary waste.

For the food business, food waste management is a key focus area. The Company emphasizes improvements across the entire process from upstream to downstream, including raw material management and the implementation of the FIFO (First-In, First-Out) system to monitor incoming ingredients, reduce spoilage, and minimize losses during the production process. Food Design is also applied to enable efficient use of leftover ingredients from one menu in other dishes. In addition, waste segregation and recycling are implemented, while food waste is converted into compost for reuse within the organization. Surplus food is also donated to help alleviate hunger among those in need.

### Total Waste Generation



**19,513.17 Tons**

### Total Waste Generation – Hotel Business



**9,038.74 Tons**

### Total Waste Generation – Food Business



**10,474.43 Tons**

### Recycling Rate (Hotel and Food Businesses)



**20%**

### Total Waste Diverted for Recycling



**3,862.53 Tons**

### Volume of Food Waste Diverted for Composting



**1,726.94 Tons**

In 2025, the Company's total waste volume reached 19,513.17 tons, marking an 14% increase from the previous year. Specifically, general waste saw an increase of 10%, while the volume of recyclable waste rose by 13%.

#### 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 2025, the general waste sent to landfills intensity per occupied room decreased by 2% compared to the previous year.

### Recycling rate



**29.29 %**

### Of plastic waste collected from the "P.O.P. Fish" (Plastic Only, Please)



**4,223.07 kilograms**

### of used cooking oil were sold



**66.70 Tons**

and repurposed into fuel energy for vehicles.

### Collaborating with OCYCO,



**6,949.8 kilograms**

of plastic waste were sent for the process of creating added value

### Crafted upcycled Christmas trees from

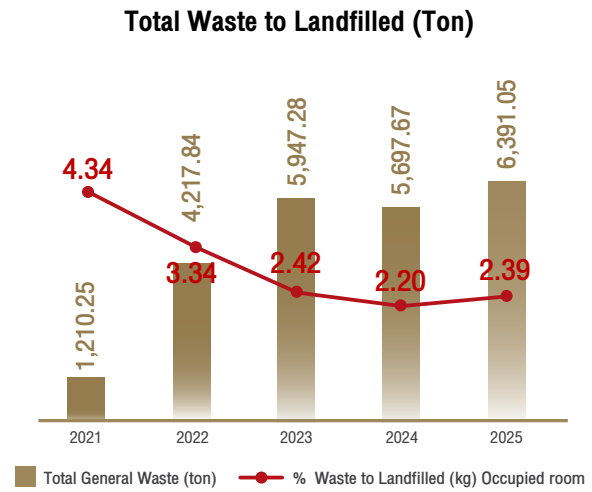
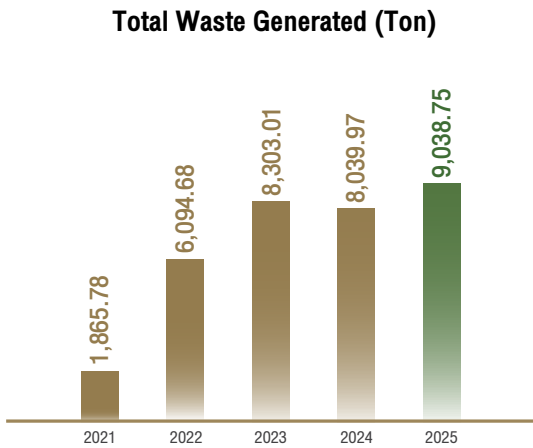


**18,860 pieces**

of recycled material.

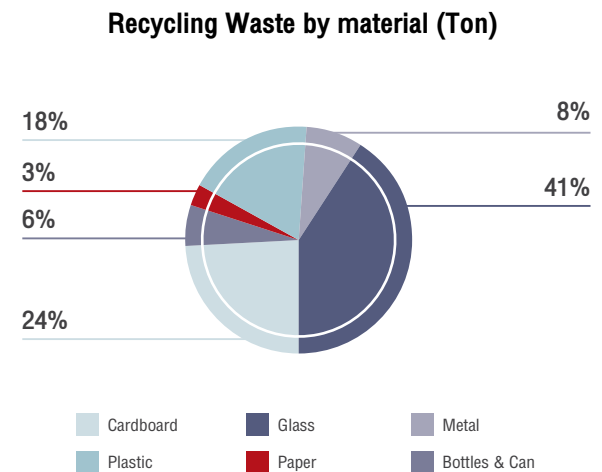
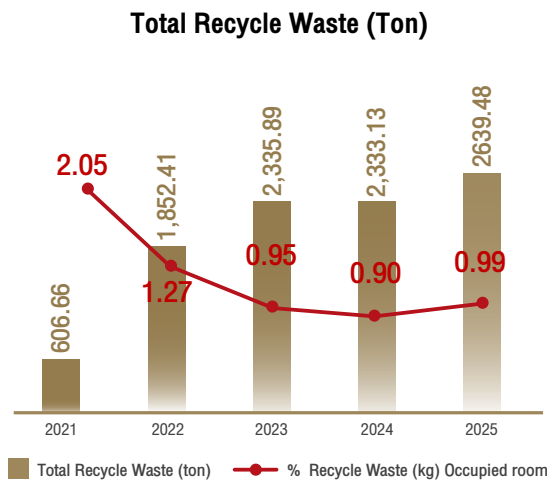
Returned **1,926.6 kg** of used chemical containers through a partnership with Ecolab, repurposing them into corner protectors for Intermediate Bulk Containers (IBC)

In 2025, the total waste volume was 9,038.74 tons, with 6,391.05 tons sent to landfills. The waste volume intensity rate was 2.39 kilograms per occupied room, reflecting a 29.03% decrease from the base year and a 22.90 % reduction compared to the target set for the same year



## Recyclable Waste

Centara hotels and resorts are required to comply with the Standard Operating Procedures for waste management. Each hotel must record waste volumes and maintain data based on waste segregation and recycling by category. In 2025, total recycled waste amounted to 2,639.48 tons, representing a significant increase of 13.13% from the previous year, with a recycling rate of 29.29%.



Centara Hotels & Resorts implemented a diverse range of recyclable waste management initiatives. These efforts focused on systematic waste segregation, encompassing both recyclable materials and "orphan" waste, which were subsequently diverted to specialized partner organizations for resource recovery and beneficial reuse. Furthermore, the Company fostered collaborative engagement with both employees and guests to actively mitigate the generation of single-use plastics across all operations.



### Transforming Used Employee Uniforms into Executive Suits

To support the upcycling process within the organization, the Company collected 1,372 kilograms of used employee uniforms and high-quality linen, which were sent to SC Grand for recycling into fibers and woven into new fabric. These were then tailored into executive suits, composed of approximately 66% recycled fabric and 34% new fabric. Each suit utilizes approximately 0.67 kilograms of recycled fabric.



### Upcycling Collaboration with OCYCO, Krabi

Four Centara hotels and resorts located in Krabi partnered with OCYCO to divert plastic waste into upcycling processes, transforming discarded materials into value-added products. In 2025, a total of 6.9 tons of plastic waste were delivered to OCYCO, bringing the cumulative volume collected through this initiative from 2024 to 2025 to 8.6 tons. This year, the Corporate Head Office repurposed a portion of this waste into 600 upcycled items, including tote bags and hats. These products served as commemorative souvenirs for the Company's Annual Sustainability Press Conference and were also utilized in various employee and guest engagement activities to further promote circular economy awareness.



### Upcycled Christmas Tree under the Concept: “Turning Trash into Art”

Centara Hotels & Resorts has reimagined its approach to festive season decorations by transitioning from the use of virgin resources to the creative utilization of recycled materials. This year, 13 properties within the Centara portfolio collaborated to construct Christmas tree installations featuring a total of 18,860 recycled components, including glass and plastic bottles, spent coffee capsules, and natural corks. These displays serve as more than just seasonal symbols; they are a testament to the properties' ingenuity in transforming waste into meaningful works of art that reflect the organization's overarching commitment to sustainability.



#### The Christmas tree was made from:

glass bottles



**756 bottles**

plastic bottles



**2,352 bottles**

used coffee capsules



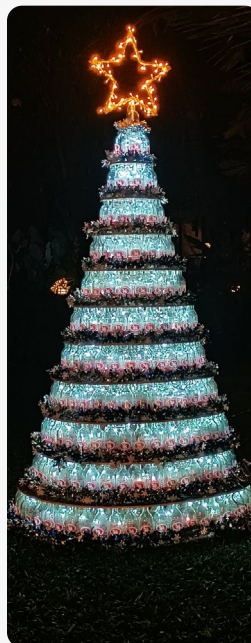
**16,408 pieces**

wooden corks



**100 pieces**

- Centara Reserve Samui
- Centara Grandat Central Plaza Ladprao Bangkok
- Centara Grand Mirage Beach Resort Pattaya
- Centara Grand Lagoon Maldives Resort
- Centara Mirage Lagoon Maldives
- Centara Ras Fushi Resort & Spa Maldives
- Machchafushi Island Resort & Spa Maldives, The Centara Collection
- Centara Watergate Pavilion Hotel Bangkok
- Centara Pattaya Hotel
- Centara Ubon
- Centara Koh Chang Tropicana Resort
- Centara Life Cha Am Beach Resort HuaHin
- Centara Life Hotel Bangkok Phra Nakhon



## Sparklo Machine: Transforming Waste into Rewards

Centara West Bay Hotel & Residences Doha installed the Sparklo machine in March 2025. This innovation is an automated reverse vending machine for collecting bottles and cans, utilizing AI technology for sorting. It encourages a behavioral shift from disposal to point accumulation, which can be redeemed for hotel rewards or other privileges. In its first year of implementation, the hotel successfully returned 27,892 plastic bottles and cans into the recycling process, equivalent to a reduction of 4,185 kilograms of carbon dioxide equivalent emissions. The initiative received strong engagement from both customers and employees, with participation from more than 270 individuals.



## Collaboration with Goumbook

Centara Mirage Beach Resort Dubai participated in the “Save the Butts” project with Goumbook for the third year, contributing 8,250 cigarette butts collected from the hotel and beach cleanup efforts. 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.

## Recycling glass into sustainable pavement bricks

Centara Reserve Samui collected 350 kg of glass shards generated from resort operations and donated them to the Baan Maphrao community at Nathon Beach, Koh Samui. These materials were repurposed into paving bricks for local road construction projects. Similarly, Machchafushi Island Resort & Spa Maldives, The Centara Collection integrated 500 glass bottles and over 200 kg of ceramic tile scraps into a concrete mixture. This upcycled material was utilized to pave a 30-square-meter section of the resort’s supply harbor, demonstrating a practical application of circular economy principles in infrastructure maintenance.



## Donating Aluminum Rings to Support Prosthetic Leg Production

Four properties under Centara Hotels & Resorts, including Centara Ao Nang Beach Resort & Spa Krabi, Centara Anda Dhevi Resort & Spa Krabi, Centara Korat, and Centara Ayutthaya, donated 44.75 kilograms of aluminum water bottle cap rings to support the production of prosthetic legs for individuals with disabilities.



## Turning Orphan Waste into Value

Stretch plastic and foam are among the types of waste that are difficult to process through recycling systems, commonly referred to as “orphan waste.” To achieve the goal of reducing waste sent to landfill, Centara Grand at CentralWorld, Centara Watgate Pavilion Hotel Bangkok, and Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana segregated 2,114.7 kilograms of foam and stretch plastic and delivered them to organizations capable of further processing. These include conversion into energy through incineration and transformation into pyrolysis oil.

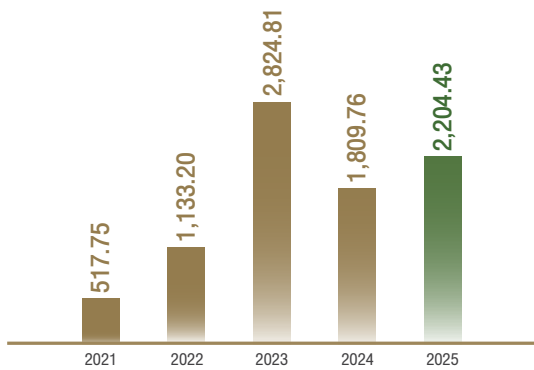
## Food Loss & Food Waste

The Company recognizes that “food” is a valuable resource with significant natural costs associated with its production. As the world faces food security challenges and climate change, food loss and food waste are not only economic losses but also major sources of methane emissions, which directly contribute to global warming. To reduce food loss and food waste, effective planning is implemented throughout the entire process, including procurement, production, quality control, storage, and monitoring. In addition, in cases where surplus food of good quality remains from service, the Company prioritizes redistribution through food donation programs to vulnerable groups or social organizations, ensuring that food is utilized to its maximum benefit.

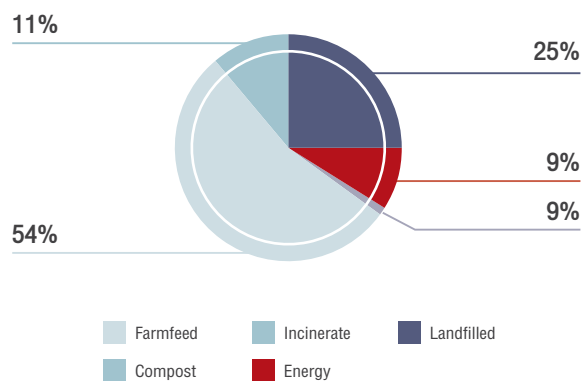
In 2025, total food waste generated from hotel operations amounted to 2,204.43 tons, representing an increase of 22% from the previous year. However, when considering the overall proportion of food waste, the majority was delivered to animal farms for use as feed. Additional utilization methods included conversion into compost and energy. This year, strong cooperation from employees also contributed to reducing food waste in dining areas.



**Total Food Waste (Ton)**



**Food Waste Disposal Methods 2025**



## Surplus Food Donation

To reduce food waste, the Company has continuously donated surplus food to the Scholars of Sustenance Foundation Thailand for the eighth consecutive year since the project’s launch in 2017. The foundation distributes edible surplus food to underprivileged and vulnerable groups in need. In 2025, Centara Hotels & Resorts donated 27,626.16 kilograms of surplus food, equivalent to 116,030 meals, helping to reduce greenhouse gas emissions by 69,894.00 kgCO<sub>2</sub>e. Eight hotels participated in the project: Centara Grand at CentralWorld, Centara Grand at Central Plaza Ladprao Bangkok, Centara Watergate Pavilion Hotel Bangkok, Centara Grand Beach Resort Phuket, Centara Kata Resort Phuket, Centara Karon Resort Phuket, Centara Villas Phuket, and Centara Riverside Hotel Chiang Mai.

## Surplus food donation data from 2017 to 2025

Surplus Food (Kg)



**164,776.33**

Serving (Meal)



**654,722.00**

Reducing GHG (kgCO<sub>2</sub>e)



**372,142.00**

## Converting Food Waste into Fertilizer

Each day, hotels must manage a significant volume of food waste generated from various sources, including breakfast lines, unused ingredients in kitchens, food waste from restaurants, and staff cafeterias. The Company has therefore initiated food waste management by converting it into high-quality organic fertilizer, transforming “waste” into a “circular resource.” In 2025, a total of 231.91 tons of food waste was converted into fertilizer. In addition, some leaf waste was also processed into fertilizer, while a portion was used to produce EM solution for use within the hotel’s green areas and for distribution to customers, employees, and surrounding communities. This initiative serves as a key approach to reducing the amount of food waste sent to landfill, while also lowering waste management costs, reducing chemical usage, and decreasing greenhouse gas emissions from landfill disposal.



## 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.

## Reduction of Food Waste in Employee Canteen

Since its launch in 2023, the “NO Bin Day” initiative has been expanded to 15 hotels and resorts within the Centara portfolio. The project focuses on driving behavioral change by removing food waste bins from employee canteens and requiring culinary teams to prepare dishes that are entirely edible-eliminating bones or non-consumable parts. This approach allows employees to self-portion their meals based on their actual needs while committing to zero plate waste. The initiative has received a highly positive reception, with strong employee cooperation playing a pivotal role in reducing food waste through direct, personal accountability.



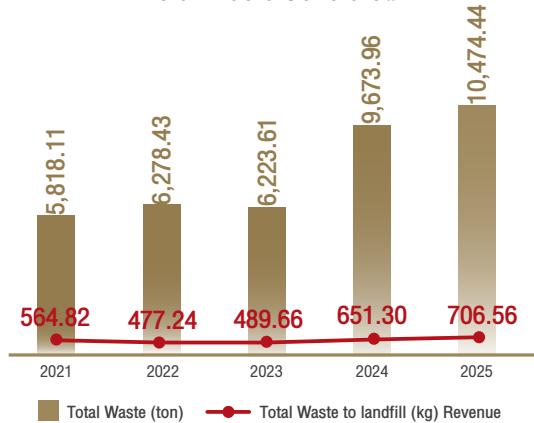
**Food Business**

**Targets:**

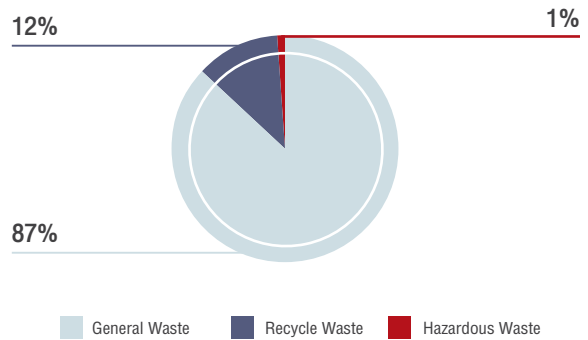
- To reduce the amount of waste sent to landfills per occupied room by 20% by 2029 compared to the base year of 2024.
- In 2025, the general waste sent to landfills intensity per occupied room decreased by 4% compared to the previous year

The Company is committed to implementing systematic waste management and is developing a strategic framework to establish waste-to-landfill reduction targets for its restaurant operations. In 2025, the food business division enhanced its waste data collection infrastructure by requiring all branches to record waste generation through a newly developed reporting platform. Based on the 2025 findings, total waste generation amounted to 10,474.43 tons, comprising 9,172.61 tons of general waste, 1,223.06 tons of recyclable waste, and 44.49 tons of hazardous waste. The waste-to-landfill intensity was recorded at 706.56 kilograms per million baht of revenue, representing an 8.49% increase compared to the previous year.

**Total Waste Generated**

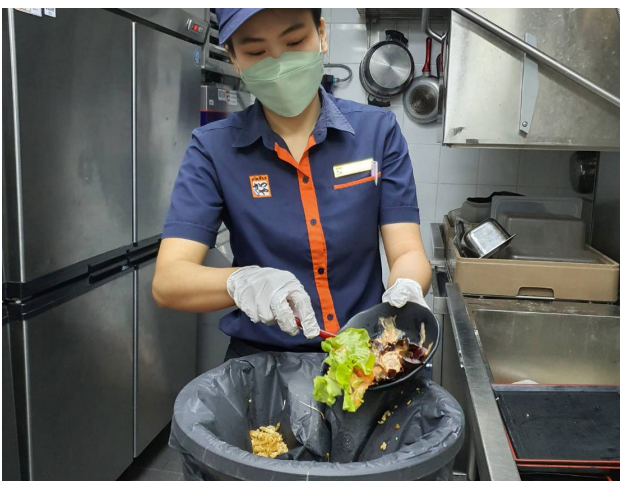


**Waste Generated by Type**



**CRG Food Waste Project: “No-Mix Waste Project” (Mai Tay Ruam) x CPN**

The food business unit, in collaboration with Central Pattana (CPN), implemented a specialized waste management initiative focusing on rigorous waste segregation to minimize landfill disposal. The program prioritizes the separation of organic and biodegradable waste, specifically targeting high-moisture scraps such as vegetables, fruits, meats, and food leftovers. This initiative involved 50 branches across 22 CPN shopping centers in Bangkok and regional provinces, featuring participating brands including Pepper Lunch, Chabuton, Yoshinoya, Ootoya, Tenya, Katsuya, Somtammua, Salad Factory, and Ramen Kagetsu Arashi. Through this collaborative effort, the Company successfully diverted 141.23 tons of food waste from landfills, effectively mitigating 357.32 tCO2e in greenhouse gas emissions.



## Converting Cooking Oil into Aviation Fuel

The Company ensures the efficient management of used cooking oil (UCO) across all operational branches. UCO is stored in standardized containers and transferred to authorized, legally licensed partners specializing in the procurement of used vegetable oil. These materials are processed into Sustainable Aviation Fuel (SAF), contributing to a lower-carbon aviation industry. In 2025, the Company successfully segregated a total of 1,081.82 tons of used cooking oil, generating THB 33.10 million in revenue.

## 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.

### CRG Surplus Food Initiative: Mister Donut x SOS and VV Share

A total of 59 Mister Donut branches across Bangkok and regional provinces have implemented a surplus food redistribution program to manage unsold products that maintain high quality. These items are donated through the Scholars of Sustenance (SOS) Thailand Foundation's "Rescue Food" project and the VV Share Foundation, reaching underprivileged individuals in social welfare centers and food-insecure communities across various regions.

In 2025, the initiative successfully delivered 796,549 surplus food items—the equivalent of 223,034 meals—with a total valuation of THB 23,099,921. This effort resulted in the diversion of 53,103.21 kilograms of food waste from landfills, effectively mitigating 134,351.12 kgCO<sub>2</sub>e in greenhouse gas emissions.

### KFC Harvest & Colonel's Kitchen Project

KFC, under the management of Central Restaurants Group (CRG), operates the "Harvest & Colonel's Kitchen" initiative to redistribute safe-to-consume surplus food to charitable organizations in need. In the current year, 59 KFC branches participated in the program, donating 80,000 pieces of fried chicken with a total value of THB 3,600,000. This effort successfully diverted 10,000 kilograms of food waste from landfills, effectively mitigating 25,300 kgCO<sub>2</sub>e in greenhouse gas emissions.

## Sustainable Packaging

The Company recognizes the important role of packaging in its business operations, as well as the environmental impacts caused by conventional packaging, particularly the complexity of disposing of plastic and inappropriate materials. In 2025, the Company established a Sustainable Packaging Policy as a guideline for business units to increase the use of certified materials, such as reusable, recyclable, or compostable/biodegradable packaging. In addition, the Company aims to engage suppliers and business partners to achieve the goal of reducing single-use plastics and increasing the proportion of environmentally friendly packaging. For the hotel business, the Company supports the use of certified bio packaging, such as bagasse packaging or plant-based materials that are naturally compostable. For the food business, plastic packaging has been reduced and replaced with paper and pulp-based packaging, including the use of recycled plastic bags, paper bags, food packaging boxes, and paper food wrappers sourced from plantations that do not contribute to deforestation and are certified by the Forest Stewardship Council (FSC) or equivalent schemes such as the Programme for the Endorsement of Forest Certification (PEFC). In 2025, the food business achieved 100% usage of packaging products certified under these standards, with a total volume of 1,728 tons.



## Biodiversity

### Challenges:

According to the Global Risks Report 2025 by the World Economic Forum (WEF), Biodiversity Loss and Ecosystem Collapse is ranked as the second most severe global concern over the next 10 years. This concern arises from the degradation of natural capital without adequate restoration, excessive resource consumption, encroachment into critical ecosystems, and production and consumption patterns that fail to account for biodiversity loss. These issues may lead to multiple crises that could significantly impact business operations. Raw material shortages may affect food security, resulting in increased costs. Environmental degradation and the loss of natural ecosystems may reduce tourism revenue as destinations lose their attractiveness to visitors. Operating in areas with high biodiversity without adequate conservation and protection measures may further exacerbate these challenges. Such situations could push the world toward the Point of No Return, where damage can no longer be reversed. These risks require businesses to urgently adapt, take action, and recognize the value of biodiversity in their operations.

### Opportunities:

Biodiversity has become an economic asset that can no longer be overlooked. Organizations therefore need to learn and understand the fundamentals, significance, impacts, and benefits of natural resources related to their businesses. Such understanding enables business operations to improve the efficiency of producing goods and services while adapting more effectively to biodiversity considerations. This is particularly important for businesses that depend on natural resources, such as those in tourism, hotels, restaurants, agriculture, etc. Increased awareness and prompt action will help organizations attract eco-conscious customers with higher purchasing power, reduce risks associated with raw material shortages, and gain access to green financing opportunities related to biodiversity initiatives.

**92%**

of our hotels were assessed for biodiversity risks using the WWF Risk Filter



**25 hotels**

have owned organic vegetable and herb farms

Collected of waste from beach, sea, river, and desert



**4,808.2 kg**

trees were planted



**2,886 trees**

corals were planted with



**1,400 branched**

guest participants



**257 persons**

Protected



**7 turtle**

Green sea turtle nests on the hotel's beach in Maldives

## Management Approach

The Company is committed to conducting its business responsibly and recognizes the importance of protecting ecosystems, conserving biodiversity, and achieving No Gross Deforestation. This commitment aims to safeguard natural resources for future generations while reducing the risk of biodiversity loss, in alignment with the Kunming–Montreal Global Biodiversity Framework. The Company monitors, assesses, and discloses both risks and impacts related to biodiversity, and has established a Biodiversity Policy to guide operations in a manner that ensures No Net Loss (NNL) of biodiversity and promotes a Net Positive Impact (NPI) within the scope of the Company's management. Measures implemented include prohibiting the sale of rare, threatened, or endangered species in both products and services; avoiding the introduction of invasive species; and not supporting the hunting, consumption, display, sale, or trade of wildlife of any species. In addition, the Company supports the procurement of products that promote biodiversity and are sourced from sustainable supply chains.

Read the Biodiversity and No Deforestation Policy



## Environmental Impact Assessment (EIA)

Environmental Impact Assessment (EIA) is an important process that the hotel business undertakes in compliance with the legal requirements of each country. In Thailand, hotel businesses are required to undergo an Environmental Impact Assessment prior to the construction or development of new projects, in accordance with the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992) and its amendment (2<sup>nd</sup> Revision) B.E. 2561 (2018). The assessment follows criteria established by the Office of Natural Resources and Environmental Policy and Planning, covering four environmental aspects as specified in the requirements, as follows:

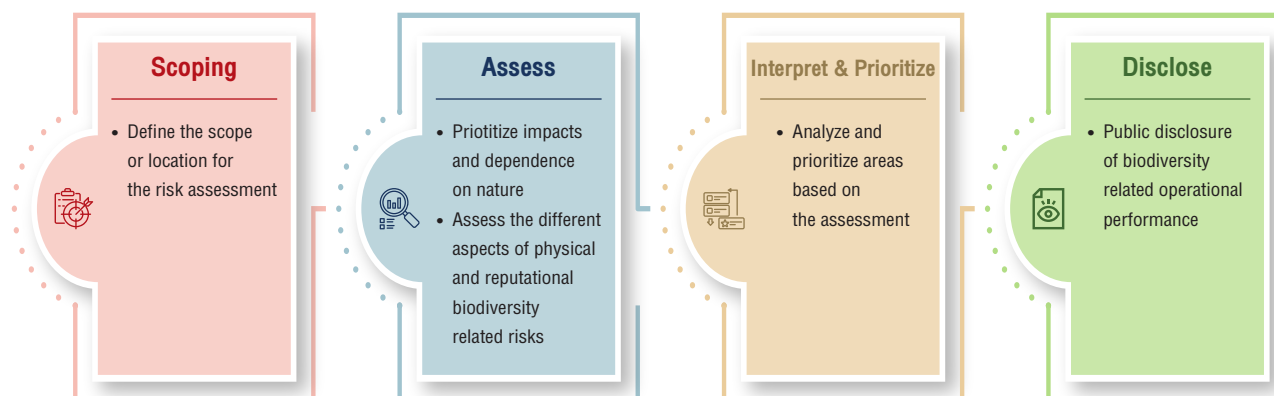
1. Physical Resources: Assessment of potential impacts on soil, water, air, and noise, including how these resources may change as a result of the project.
2. Biological Resources: Assessment of changes that may affect ecosystems, including forests, wildlife, aquatic life, coral reefs, etc.
3. Human Use Values: Assessment of how humans utilize physical and biological resources, such as land use.
4. Quality of Life Values: Assessment of impacts on people, communities, economic system, livelihoods, cultural traditions, beliefs, values, as well as landscape, aesthetic value, and scenic beauty.

In addition, the process includes listening to feedback from surrounding communities, whereby the Company reports potential impacts, preventive and mitigation measures for environmental and social impacts, as well as monitoring of compliance with environmental impact prevention and mitigation measures. The report is prepared by an authorized environmental impact assessment practitioner approved by the Office of Natural Resources and Environmental Policy and Planning. After commencing operations, the Company is required to prepare and submit a report and monitor compliance with environmental impact prevention and mitigation measures, as well as environmental impact monitoring measures (EIA Monitoring Report), at least once per year or as specified in the Environmental Impact Assessment report.

In the past year, the Company did not have any environmental disputes or legal actions, and no environmental damage compensation was required as a result of its operations.



## Biodiversity Risk Assessment



The Company has defined the scope of biodiversity risk assessment for 47 hotels within its operational areas, covering a total area of 1,585,691.84 square meters. The assessment considers both Dependencies and Impacts, where dependencies refer to the natural resources that the business relies on and that may affect operations if ecosystems deteriorate, while impacts refer to potential damage that business activities may cause to ecosystems. To support the assessment, the Company utilizes the WWF Biodiversity Risk Filter (WWF BRF), developed by the World Wide Fund for Nature, to evaluate the materiality level of each issue and support risk management.

- Based on the assessment of the hotel business, which falls under the service industry category, it was found that the business relies most heavily on 4.1 Tourism Attractiveness, such as the beauty of the sea and the richness of ecosystems, which enable the business to continue operating. This is followed by 1.1 Water Availability, 2.2 Water Condition, 2.3 Air Condition, protection against extreme heat (3.5 Extreme Heat), and the business may also have impacts on labor and human rights (7.3 Labor/Human Rights).

Indicator	Impact/dependency	Hospitality Services
<b>Physical Risk</b>		
<b>Provisioning Services</b>		
1.1 Water Availability	Dependency	4
1.2 Forest Productivity and Distance to Markets	Dependency	2
1.3 Limited Wild Flora & Fauna Availability	Dependency	2
1.4 Limited Marine Fish Availability	Dependency	2
<b>Regulating &amp; Supporting Services - Enabling</b>		
2.1 Soil Condition	Dependency	3
2.2 Water Condition	Dependency	4
2.3 Air Condition	Dependency	4
2.4 Ecosystem Condition	Dependency	0
2.5 Pollination	Dependency	0
<b>Regulating Services - Mitigating</b>		
3.1 Landslides	Dependency	3
3.2 Wildfire Hazard	Dependency	3
3.3 Plant/Forest/Aquatic Pests and Diseases	Dependency	1
3.4 Herbicide Resistance	Dependency	1
3.5 Extreme Heat	Dependency	4
3.6 Tropical Cyclones	Dependency	3

Indicator	Impact/dependency	Hospitality Services
<b>Cultural Services</b>		
4.1	Tourism Attractiveness	Dependency 5
<b>Pressures on Biodiversity</b>		
5.1	Land, Freshwater and Sea Use Change	Impact 1
5.2	Forest Canopy Loss	Impact 3
5.3	Invasives	Impact 3
5.4	Pollution	Impact 3
<b>Environmental Factors</b>		
6.1	Protected/Conserved Areas	Impact 1
6.2	Key Biodiversity Areas	Impact 1
6.3	Other Important Delineated Areas	Impact 1
6.4	Ecosystem Condition	Impact 1
6.5	Range Rarity	Impact 2
<b>Socioeconomic Factors</b>		
7.1	Indigenous Peoples (IPs); Local Communities (LCs) Lands and Territories	Impact 1
7.2	Resource Scarcity: Food - Water - Air	Impact 3
7.3	Labor/Human Rights	Impact 4
7.4	Financial Inequality	Impact 2
<b>Additional Reputational Factors</b>		
8.1	Media Scrutiny	Dependency 3
8.2	Political Situation	Dependency 3
8.3	Sites of International Interest	Dependency 3
8.4	Risk Preparation	Dependency 2

- 1 – Very low dependency/impact
- 2 – Low dependency/impact
- 3 – Medium dependency/impact
- 4 – High dependency/impact
- 5 – Very high dependency/impact

Source   
<https://riskfilter.org/>

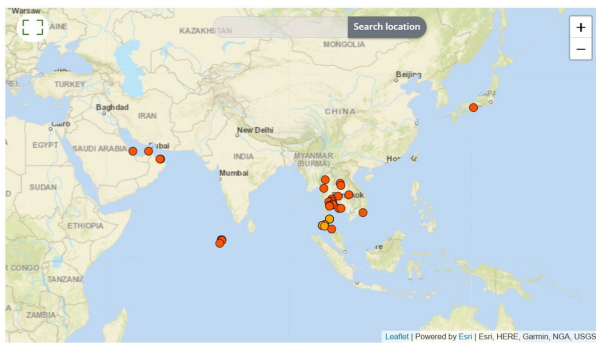
In assessing location-based impacts of the Company’s operating sites, a risk assessment tool in the Greenview Portal program is used. This assessment references protected area data from the International Union for Conservation of Nature (IUCN) and considers the distance between the Company’s operating locations and areas of high biodiversity within a 5-meter radius.

- The screening assessment of operational locations found that 49% of business sites are situated in high-risk areas or within a radius of 0-2 kilometers from areas of high biodiversity. These locations include areas classified as Category II: National Park, Category IV: Habitat/Species Management Area, and Category VI: Protected Area with Sustainable Use of Natural Resources.

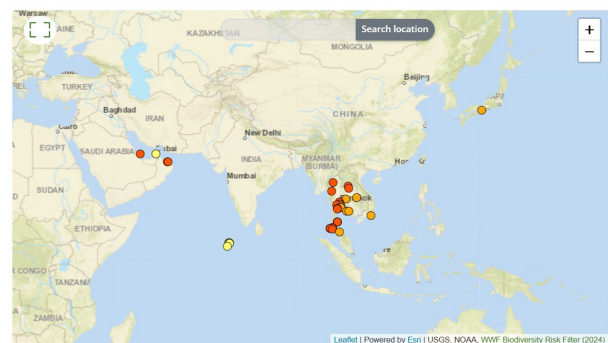
Risk Level	Distance from the sensitive biodiversity area	Number of Hotel Operation Sites	%	IUCN Category
High	0-2 km	23	49%	II IV VI
Medium	2-5 km	3	6%	VI
Low	> 5 km	9	19%	Ia Ib II III IV V VI
No data	N/A	12	26%	N/A
<b>Total number of sites</b>		<b>47</b>		

To identify location-based risks of business operations, the Company utilizes the WWF BRF as a screening tool to assess risks at the national level. The assessment categorizes risks into Physical Risks and Reputational Risks, and analyzes the relationships between physical risk and reputational risk. The analysis further examines sub-risk categories within each group down to the indicator level, enabling the Company to prioritize key risks and screen areas with high biodiversity risk. The results are then used to support further study, monitoring, and the development of action plans to reduce impacts on biodiversity.

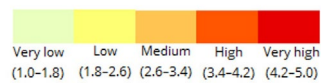
### Scape Physical Risk



### Scape Reputational Risk

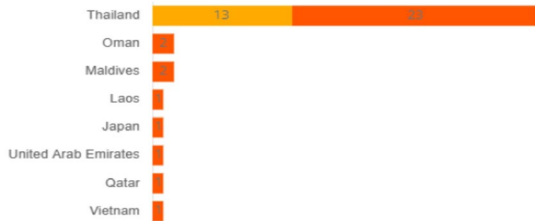


### WWF Biodiversity Risk Filter levels

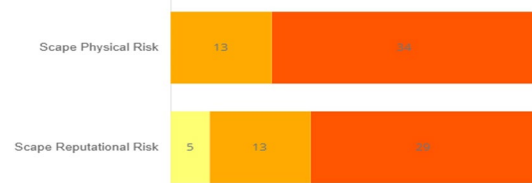


- The risk assessment analysis produced the following results:
  - All countries were assessed to be at a high-risk level for both physical risk and reputational risk.
  - When comparing risk categories, the locations of business operations showed higher physical risk scores than reputational risk scores.
  - Location-based relationship analysis identified one operational site, Centara West Bay Hotel & Residences Doha, that faces high biodiversity risk in both reputational and physical risk categories.
  - At the category level, the highest risk score was identified under Physical Risk in 4. Cultural Services. This aligns with the assessment of dependencies and impacts, as the tourism industry must rely heavily on attractive natural destinations that provide cultural and psychological value. If the natural beauty of these environments deteriorates, it may affect tourist numbers and business revenue.

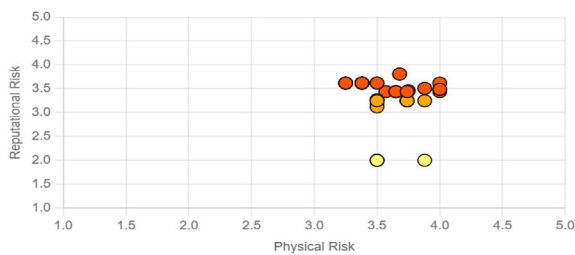
### Number of Sites by Country



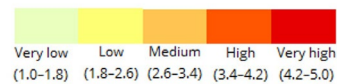
### Number of Sites by Risk Type



### Physical Risk vs. Reputational Risk

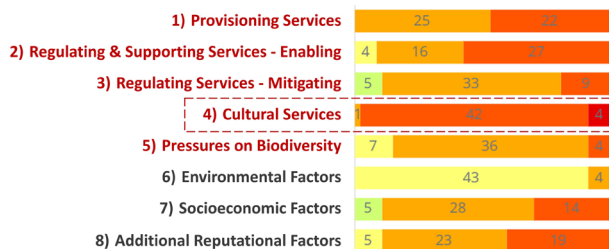


### WWF Biodiversity Risk Filter levels

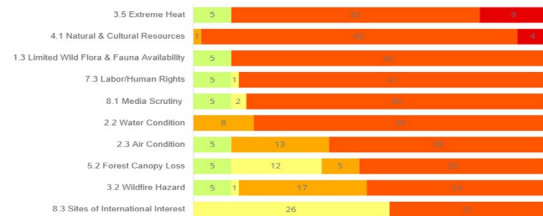


- The analysis of risks by category down to the indicator level identified the top 10 highest-ranked indicators, with the following findings:
  - Physical risks accounted for 7 indicators, with the highest risk level related to extreme heat protection, affecting 9 operational locations, and 4 locations related to natural and cultural resources.
  - Reputational risks accounted for 3 indicators, all of which were assessed at a high-risk level. Among these, labor and human rights issues affected the largest number of operational locations, totaling 41 sites.

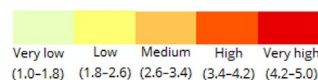
### Number of Sites by Risk Category



### Number of sites by top 10 risk indicators



### WWF Biodiversity Risk Filter levels



## Mitigation Hierarchy for Biodiversity Impacts

Based on the biodiversity risk assessment described above, several operational locations were identified as being situated in areas with high and very high biodiversity risk levels. Therefore, it is necessary to implement impact mitigation measures as follows:

1. **Avoid:** Avoiding impacts on biodiversity in business operations
  - Avoid construction or project development in ecologically sensitive areas or protected areas.
  - Operate in accordance with the Company's policies, such as the Sustainable Development Policy, Environmental and Social Sustainability Policy, Biodiversity Policy, and the commitment to not support deforestation, etc.
  - Avoid activities that disrupt wildlife life cycles, such as organizing activities on beaches during sea turtle nesting seasons.
2. **Reduce:** Minimizing unavoidable impacts
  - Implement waste management practices in accordance with the Company's policies and operational plans, such as waste segregation by category and systematic food waste management, to prevent waste from entering and damaging ecosystems.
  - Control pollution emissions, for example by using wastewater treatment systems and monitoring the quality of treated wastewater before discharge into public waterways.
  - Transition to environmentally friendly cleaning chemicals or products.
3. **Restore:** Restoring biodiversity in affected areas or nearby locations
  - Increase green spaces, with an emphasis on planting native trees or local plant species.
  - Implement coral reef or mangrove restoration projects in nearby areas, based on scientific principles and in collaboration with relevant government agencies with expertise in the area.
4. **Offset:** Compensating for impacts in areas not affected by business operations
  - Support conservation projects outside hotel locations or collaborate with NGOs on national-level initiatives.
  - Provide financial contributions to officially registered wildlife conservation funds.
  - Invest in projects that enhance biodiversity in other areas, generating a Net Positive Impact on ecosystems.



# Biodiversity Conservation and Restoration Initiatives

To support the goal of achieving a Net Positive Impact and to reduce impacts on ecosystems and biodiversity, the Company has implemented various activities and initiatives.

## Hotel Business

### Coral Reef Ecosystem Restoration

Centara Grand Lagoon Maldives, Centara Mirage Lagoon Maldives, Centara Ras Fushi Resort & Spa Maldives, and Machchafushi Island Resort & Spa Maldives, The Centara Collection, in collaboration with the Best Dives team, have implemented coral reef ecosystem restoration around the hotels through coral transplantation methods. This initiative involves attaching staghorn coral (*Acropora* sp.) and cauliflower coral (*Pocillopora* sp.) to rebar structures, which are then placed on the sandy seabed underwater to support coral growth. In 2025, a total of 1,400 coral fragments were transplanted, with 257 guests participating in the activity.

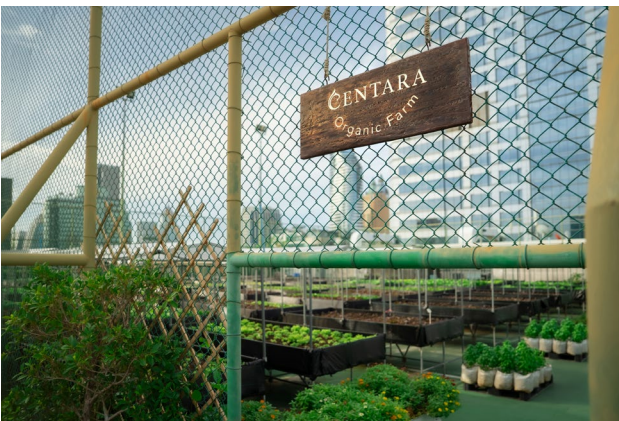
In addition, several seaside hotels encourage guests to use reef-safe sunscreen to reduce the impact of certain sunscreen chemicals that may contaminate seawater and harm coral reefs. Such substances can disrupt ecosystem balance and potentially lead to coral bleaching.



### Farm to Fork

The Company encourages hotels to utilize unused spaces by developing kitchen gardens and herbal gardens, both on rooftops and unused ground areas. The produce harvested is used within the hotel's restaurants, spa operations, and staff canteens. This initiative not only helps reduce the cost of raw materials, but also plays an important role in promoting biodiversity.

- Centara Grand at CentralWorld has transformed a former tennis court on the 26th floor into an organic vegetable farm, which has been in operation for nearly three years. In 2025, the farm produced over 20 types of vegetables, totaling 4,798 kilograms, resulting in cost savings of 570,051 Baht. The initiative also reduced food waste by more than 12,044.45 kilograms by converting it into organic fertilizer, equivalent to reducing 3.385 tCO<sub>2</sub>e of greenhouse gas emissions.
- Centara Grand at Central Plaza Ladprao Bangkok has converted the mezzanine floor of the hotel into a vegetable garden with more than 20 planting plots.



## Enhancing Marine Animal Populations

Increasing marine animal populations in natural habitats is an important part of biodiversity conservation, while also strengthening food security and supporting the livelihoods of local fishing communities. In 2025, eight Centara hotels and resorts supported the release of 6 million blue swimming crab zoea, along with 338 adult crabs, including mud crabs, blue swimming crabs, and mangrove crabs. The activity was carried out with the participation of 275 guests and employee volunteers.

- Centara Grand Mirage Beach Resort Pattaya, Centara Pattaya, Centara Nova Hotel Pattaya, and COSI Pattaya Wong Amat Beach participated in releasing adult mangrove crabs at Saphan Rak Samae, Noen Kho Sub-district, Rayong Province.
- Centara Reserve Samui collaborated with the Ban Tai Blue Swimming Crab Bank, Koh Samui, to release blue swimming crab zoea, while also providing financial support for the operations of the community blue swimming crab bank.
- Centara Grand Beach Resort & Villas Hua Hin participated in releasing blue swimming crab zoea at the Khao Takiab Blue Swimming Crab Bank.
- Centara Life Cha-Am Beach Resort Hua-Hin, in collaboration with the Tourism Authority of Thailand (TAT), Phetchaburi Office, released adult blue swimming crabs at the Bang Sai Yoi Blue Swimming Crab Bank, Cha-Am Municipality.
- Centara Life Bangkok Phra Nakhon and Centara Watergate Pavilion Hotel Bangkok participated in releasing adult mud crabs at the Bangpu Nature Education Center. During the activity, participants also attended an educational session on the importance of mangrove ecosystems, delivered by specialists.



## Expansion of Green Spaces for Greenhouse Gas Absorption

Expanding green spaces not only helps absorb greenhouse gases, but also plays an important role in conserving and restoring local biodiversity. These initiatives include planting mangrove forests, which have a high potential for carbon sequestration, and prioritizing the use of diverse native species to strengthen ecosystem balance in the long term. In addition, tree seedlings are distributed to guests and nearby communities to encourage broader participation in tree propagation. In 2025, hotels and resorts under Centara Group in both Thailand and international locations planted more than 2,826 trees in collaboration with local communities, government agencies, and private sector partners. The activities involved over 300 guests and 611 employee volunteers.



## Supporting the Protection of Wildlife within Business Operational Areas and Surrounding Areas

- COSI Krabi Ao Nang Beach engaged employees in constructing artificial hornbill nest boxes at Khao To Luang, Ao Nang Sub-district, Krabi Province. The activity was conducted in collaboration with the Ao Nang Sub-district Administrative Organization, Naturemind Ed Co., Ltd., and other public and private sector partners under the CoFor-Rest Project at Khao To Luang. The initiative aims to conserve hornbill habitats and restore the ecosystem of the Ao Nang forest to abundance.



- In 2025, seven green sea turtles nested on the beaches of Centara Ras Fushi Resort & Spa Maldives and Machchafushi Island Resort & Spa Maldives. Hotel staff installed protective barriers around the nesting areas and organized monitoring shifts to safeguard the nests. As a result, more than 400 hatchlings successfully emerged and returned to the sea during the year. In addition, Centara Ras Fushi Resort & Spa Maldives received specialized training from the Olive Ridley Project, a non-governmental organization dedicated to sea turtle conservation in the Maldives, focusing on rescuing injured sea turtles and supporting the protection of nesting mother turtles.

## Maintaining Cleanliness in Areas Surrounding Hotel Properties

In 2025, employees from the Company's hotels, both domestically and internationally, participated in waste collection and area clean-up activities around the hotel premises, including beach areas, desert areas, underwater areas, as well as rivers, canals, and nearby areas. A total of 4,880.2 kilograms of waste was collected. In addition, 196 interested guests also participated in the activity. Maintaining cleanliness and preventing waste from flowing into natural water sources is part of protecting natural resources and the habitats of marine life and coastal ecosystems, while also reducing the risk of wildlife and aquatic animals dying from ingesting waste instead of food.



- Centara Ao Nang Beach Resort & Spa Krabi and Centara Anda Dhevi Resort & Spa Krabi set a target to collect 1,000 kilograms of waste from Ao Nang Beach to support coastal ecosystem restoration, reduce the impacts of marine debris on wildlife, and raise environmental awareness among employees, surrounding communities, and tourists. Over the course of the year, the initiative collected a total of 1,061.14 kilograms of waste, including plastic bottles, glass bottles, cigarette butts, and small plastic debris.

- Centara Mirage Beach Resort Dubai received the Blue Flag Award from the Foundation for Environmental Education (FEE), recognizing excellence in eco-tourism and beach ecosystem management. The award reflects the hotel’s strong environmental practices, including maintaining beach cleanliness, enforcing a no-smoking policy on the beach, regularly submitting seawater samples for quality analysis by external agencies, and providing educational activities for guests and employees on coastal biodiversity.



## Food Business

Central Restaurants Group Co., Ltd. (CRG), in collaboration with Green Food Factory Co., Ltd. (Salad Factory), organized an environmental awareness and learning activity titled “Planting Forests, Building Masonry Weir, and Learning to Make Salad Dressing” in Ratchaburi Province. The activity was conducted in partnership with the Tanao Si Community Forest and Ban Bo Wi School (Women Journalists Group 2) with the objectives of restoring ecosystems, strengthening natural water sources, and promoting health awareness through nutrition education for students in the community. A total of 40 employee volunteers participated in the initiative, reflecting the Company’s commitment to conducting business alongside social and environmental responsibility.



CRG Manufacturing Co., Ltd. implemented the “Future Seedlings Project”, where 15 employee volunteers participated in an activity to learn about mangrove forest ecosystems through a lecture delivered by environmental experts. The volunteers also planted 60 mangrove trees in the mangrove forest area of Khlong Khon Sub-district, Samut Songkhram Province.



In addition, Green Food Factory Co., Ltd., operating under the Salad Factory brand, has announced a policy to support the use of cage-free eggs across all menu items in its restaurants. It has set a target to transition to 100% cage-free eggs across all branches nationwide by 2028, demonstrating its commitment to improving animal welfare standards in Thailand.

# Environmental Stewardship

The Company recognizes that the core of sustainable business operations lies in creating active participation from all stakeholder groups to achieve continuous collaborative outcomes. Therefore, the Company promotes awareness and practical actions through initiatives such as employee training and skills development, supplier site visits, collaboration with external organizations, obtaining sustainability certifications at both national and international levels, and participation in internationally recognized environmental observance days, etc.

## Management Approach

### Training

The Company organized Climate Awareness Workshops and training on data collection for calculating indirect greenhouse gas emissions across the value chain (Scope 3), covering both upstream and downstream activities. The training was conducted by experts from ERM-Siam Co., Ltd., a consultancy specializing in sustainability advisory services. The sessions helped participating employees understand the drivers of climate change, the risks and opportunities that businesses must prepare for, and the importance of data collection for setting meaningful greenhouse gas reduction targets. This year, the Company continued to provide waste management training, enabling employees from all departments to understand and participate in waste segregation practices to reduce the amount of waste sent to landfill in line with the organization’s targets. Continuous training helps build a strong foundation of environmental awareness among the Company’s personnel.



### Employee Skill Development Workshops

The food business continued the “Farm Smart Project” for the second consecutive year, further advancing its commitment to social responsibility and sustainable development. The Farm Smart Project is described as “a farm for learning, a farm for creating careers, and a farm of smiles and happiness.” It is located at Pathum Thani Association of Persons with Disabilities. This year, the Company provided financial support under Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007), totaling more than 800,000 Baht, to install a solar energy system (Solar Cell). This initiative helps reduce long-term electricity costs, improve farm management efficiency, and enhance operational capabilities for sustainable growth. In addition, the Company created opportunities for special employees (employees with hearing impairments) to participate in learning activities beyond their regular duties. These included visits to an organic vegetable farm, learning about cultivation processes, and participating in the “Mush Meets Green” workshop, which shared experiences in cooking with natural ingredients. The activities aimed to inspire participants to further develop their professional skills in the future, while strengthening capabilities and creating meaningful value for special employees in a holistic manner.

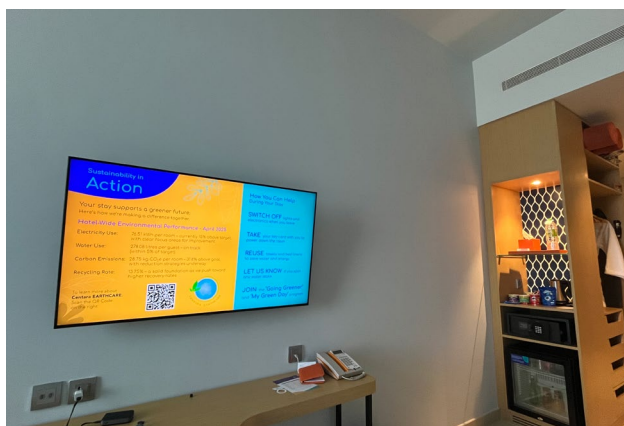
### Supplier Site Visits

The Company places importance on visiting supplier facilities, which is a key factor in supply chain management. These visits are conducted by the Company’s Quality Manager or Purchasing Team, in accordance with the requirements specified in the Supplier Checklist. During the visits, the Company also provides recommendations and collaborates with suppliers to propose solutions, helping them improve their operations and establish Best Practices. This collaborative approach promotes joint efforts across multiple dimensions, including environmental, social, and governance (ESG) aspects. It helps reduce long-term business risks and creates mutual growth opportunities for both the Company and its suppliers.



## Customer Communication and Engagement

To create a sustainability-focused experience for guests, Centara hotels and resorts emphasize communication, and public relation, inviting guests to become part of the hotel's sustainability journey. Information on sustainability policies and environmental performance is communicated in various areas within the hotel, including public areas and reception zones. Inside guest rooms, signs encourage guests to participate in the Towel & Linen Reuse Program, inviting those staying more than one night to reuse towels and bed linens. In addition, communication is also delivered through mobile applications, promoting conservation-oriented activities such as beach clean-ups, harvesting vegetables from kitchen gardens, or craft workshops using recycled materials, etc.



## Collaboration with External Organizations through Membership in Various Organizations

The Company participates as a member and network partner in organizations at both national and international levels to help advance sustainability practices in a consistent direction. At the same time, this collaboration enables the exchange of knowledge across industries and business sectors, strengthens the ability to advocate for or drive environmental policies, and supports environmental practices throughout the supply chain. The Company believes that effective progress in sustainability requires collaboration with partners across all sectors to align with the goals of sustainable development.

Hotel	Participating Organization	Objective
Centara Grand Osaka	Osaka Convention & Tourism Bureau (OCTB)	To promote tourism and organize meetings and events related to local culture and cuisine.
Centara Grand Beach Resort & Villas Hua Hin	Hua Hin Municipality, Prachuap Khiri Khan	To participate as a member of the Environmental and Sustainability Committee and the Hua Hin Green Destination project.
Centara Grand Beach Resort Phuket and Centara Karon Resort Phuket	Phuket Hotels Association (PHA)	To support and promote sustainability in the tourism industry in Phuket Province.
Centara Ras Fushi Resort & Spa Maldives	Olive Ridley project	To support sea turtle conservation initiatives and marine life rescue efforts in Maldives.
Centara Ao Nang Beach Resort & Spa Krabi and Centara Anda Dhevi Resort & Spa Krabi	Krabi Tourism Association	To promote and support local tourist attractions and cultural heritage in Krabi Province.
Centara Life Cha Am Beach Resort Hua Hin	Tourism Authority of Thailand (TAT), Phetchaburi	To support local income generation and employment through the organization of the Suan Son Loi Market.

## Air Quality Management

Given that current air quality is affected by various types of human activities, the impacts are reflected in human health and quality of life. Activities such as production processes, transportation, and service operations generate large amounts of particulate matter that contribute to air pollution. To reduce health risks for all stakeholders and promote better well-being, the Company recognizes the importance of managing air quality at levels that comply with air quality-related regulations, laws, and standards.

## Air Quality Management Approach

To control and maintain air quality within operational areas in accordance with standard criteria, both the hotel and food businesses implement management practices, including controlling pollution sources, reducing emissions, and regularly surveying and monitoring potential pollution areas. The Company also engages external agencies to conduct air quality monitoring and develops preventive and mitigation plans to minimize potential impacts.

For the hotel business, pollution sources are controlled across both indoor and outdoor areas of the buildings, with operational practices implemented as follows:

- A 100% smoke-free area within buildings is designated, and outdoor smoking areas are provided and located away from building entrances or air intake vents, in accordance with building laws.
- Parking areas and hotel loading zones display awareness signage requesting cooperation from guests and suppliers to turn off vehicle engines while parked, helping to reduce air pollution from PM2.5 and carbon monoxide (CO) emissions.
- A kitchen ventilation cooker hood system with grease filters is installed in food preparation area within the kitchen to capture oil particles, smoke, and odors before they are released through the ventilation exhaust. Kitchen staff are required to clean the system daily after completing their work to prevent clogging and reduce strain on the ventilation system. This practice helps maintain proper air circulation and a clean working environment for kitchen employees.
- Low-VOC (volatile organic compounds) paints are selected for buildings to reduce odors and minimize the accumulation of harmful airborne chemicals.
- In situations where PM2.5 levels exceed the standard limits, the hotel's Engineering Department conducts indoor air quality monitoring three times per day. Air intake openings that bring outdoor air into the system are closed. All cooling towers are then operated, and water mist spraying is carried out to help reduce PM2.5 concentrations.
- Information on PM2.5 conditions is communicated and notified to both guests and employees, with guidance to avoid outdoor activities and wear protective face masks when outside the building.
- Centara West Bay Residences & Suites Doha raises awareness among employees about air pollution on the International Day of Clean Air for Blue Skies to encourage all employees to help reduce air pollution from currently used vehicles by shifting to more environmentally friendly transportation options, such as cycling, electric bicycles, public transportation, etc.

In the food business, CRG Manufacturing Co., Ltd. manages and controls indoor air quality within its factory through a management system in accordance with occupational health and safety standards. The production building is equipped with ventilation and temperature control systems, maintaining the temperature at 25 degrees Celsius. Air filtration equipment is scheduled for cleaning every two months in both the office and production building, under the supervision of Engineering Department. In addition, airborne microbial testing is conducted on a monthly basis, while workplace air quality measurements are carried out annually. In situations where PM2.5 levels exceed the standard limits, the Company monitors the data daily to provide information and knowledge to employees. Employees are also advised to wear face masks in high-risk areas, while any abnormal symptoms among employees are monitored every morning.

## Sustainability Certifications and Standards

The Company recognizes that its commitment to sustainable business practices is a key operational strategy. This commitment not only helps organize operations across all dimensions but also builds confidence among stakeholders that the business focuses not only on financial performance but also on environmental, social, and governance (ESG) responsibilities. These efforts are supported by systematic, efficient, and verifiable management practices. In 2025, both the hotel and food businesses received certification of various standard, reflecting their success in integrating sustainability into business operations.

## Hotel Business

In 2025, this marked a significant milestone for Centara hotels and resorts. All 42 hotels within the Group successfully achieved 100% certification under the Sustainable Tourism Standard for Hotels from the Global Sustainable Tourism Council (GSTC), meeting the target set by the Company. As a result, Centara became the first hotel group in Thailand to receive internationally recognized sustainability certification.

In addition, Centara Grand at Central Plaza Ladprao Bangkok and Centara Grand Beach Resort & Villas Hua Hin received the Thailand Tourism Sustainability Awards, also known as the Green Kinnaree Award. This marked the first year that the Tourism Authority of Thailand (TAT) granted the award to businesses that achieved over 90% in sustainability assessment criteria, covering environmental, cultural, economic, social, and low-carbon management aspects. These achievements reflect the Company's commitment to conducting business responsibly by balancing environmental, social, and economic sustainability.

Recognition / Standards	Organization/Certification Body	Number and List of Certified Hotels for 2025
GSTC Standards	Vireo Bureau Veritas	42 Centara Hotels & Resorts The list of certified properties can be viewed at: <a href="https://www.gstc.org/certified-hotels-directory/">https://www.gstc.org/certified-hotels-directory/</a>
Green Key	Green Key	Centara West Bay Hotel & Residences Doha
ISO 14001:2015 (Environmental Management systems)	Aligned Global Assurance	Centara Mirage Beach Resort Dubai
ISO 20121:2024 (Event sustainability management systems)	MACSI	Centara Grand at CentralWorld
ISO 22483:2020 (Tourism and related services – Hotels)	MASCI	Centara Grand at CentralWorld Centara Grand Beach Resort Phuket
Green Hotel Plus	Department of Climate Change and Environment	Centara Grand Mirage Beach Resort Pattaya Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana
Green Hotel	Department of Climate Change and Environment	<b>Gold level:</b> Centara Grand at Central Plaza Ladprao Bangkok Centara Watergate Pavilion Hotel Bangkok Centara Ao Nang Beach Resort & Spa Krabi Centara Life Cha Am Beach Resort Hua Hin Centara Life Hotel Bangkok Phra Nakhon <b>Silver level:</b> Centara Pattaya Hotel Centara Nova Hotel & Spa Pattaya
Thailand Tourism Sustainability Awards (Kinnaree-Sustainability)	Tourism Authority of Thailand	Centara Grand at Central Plaza Ladprao Bangkok Centara Grand Beach Resort & Villas Hua Hin
EIA Monitoring Award	Office of Natural Resources and Environmental Policy and Planning	Centara Grand at CentralWorld Centara Korat
TSEM (Thailand Sustainability Event Management)	Thailand Convention and Exhibition Bureau (TCEB)	Centara Grand at CentralWorld Centara Grand at Central Plaza Ladprao Bangkok Centara Grand Beach Resort Phuket Centara Korat
TMVS (Thailand Mice Venue Standard)	Thailand Convention and Exhibition Bureau (TCEB)	Centara Korat
GREEN Health Hotel	Department of Health, Ministry of Public Health	Centara Grand Beach Resort Phuket Centara Ubon Centara Ayutthaya Centara Villas Samui Centara Life Cha Am Beach Resort Hua Hin COSI Samui Chaweng Beach
Clean hotel 3C	Department of Health, Ministry of Public Health	Centara Grand Beach Resort & Villas Hua Hin Centara Ayutthaya Centara Anda Dhevi Resort & Spa Krabi Centara Ao Nang Beach Resort & Spa Krabi Centara Life Hotel Bangkok Phra Nakhon COSI Pattaya Wong Amat Beach

## Food Business

To strengthen consumer confidence in hygiene and food safety, brands under Central Restaurants Group (CRG) have implemented the SAN (Sanitation Accountability Network) standards as mandated by the Department of Health. This framework ensures rigorous cleanliness and waste management protocols. Furthermore, we have elevated our commitment to 'Food Safety & Health' by adopting the advanced SAN Plus certification.

KFC conducts comprehensive ROCC (Restaurant Operations Compliance Checks) across all nationwide branches. These audits are designed to maintain operational efficiency and effectiveness while ensuring that food safety and quality consistently meet our high corporate standards.

Recognition / Standards	Organization / Certification Body	Number and List of Certified Branches for 2025
<b>SAN Standard</b> (Sanitation Accountability Network)	Department of Health, Ministry of Public Health	<b>KFC:</b> Central Pattaya Beach <b>Mister Donut:</b> Central Pattaya Beach <b>Pepper Lunch:</b> Central Pattaya Beach <b>Auntie Anne's:</b> Central Pattaya Beach <b>Cold Stone Creamery:</b> Central Pattaya Beach
<b>SAN Plus Standard</b>	Department of Health, Ministry of Public Health	<b>KFC:</b> Central World, Central Pattaya, Central Festival Chiang Mai, Central Festival Phuket, Central Floresta Phuket <b>Katsuya:</b> Central World, Central Festival Chiang Mai, Central Festival Phuket <b>Ootoya:</b> Central World, Central Festival Chiang Mai, Central Festival Phuket <b>Auntie Anne's:</b> Central World, Central Pattaya, Central Festival Chiang Mai, Central Airport Chiang Mai, Central Festival Phuket <b>Kagetsu:</b> Central World <b>Yoshinoya:</b> Central World, Central Festival Chiang Mai <b>Mister Donut:</b> Central Festival Chiang Mai, Central Festival Phuket <b>Chabuton:</b> Central Festival Chiang Mai <b>Pepper Lunch:</b> Central Festival Chiang Mai, Central Festival Phuket <b>Cold Stone Creamery:</b> Central Festival Chiang Mai, Central Festival Phuket
<b>ROCC(Restaurant Operations Compliance Checks)</b>	Bureau Veritas	349 KFC branches
<b>FSSC 22000 (Food Safety System Certification)</b>	Bureau Veritas	Warehouse
<b>GMP 420</b> (Good Manufacturing Practice; GMP)	Food and Drug Administration	Central Kitchen

## Participation through Key International Environmental Days

Centara Hotels & Resorts recognizes the importance of environmental stewardship and utilizes various key international environmental days as drivers to raise awareness. Through proactive activities that emphasize the transition from awareness to action, the Company engages employees, guests, and partners to build a culture of sustainable natural resource conservation.

## World Environment Day

In 2025, the United Nations designated the theme of World Environment Day as “Beat Plastic Pollution.” In support of this activity, 43 Centara hotels and resorts organized activities to raise awareness among both employees and guests. Guests were invited to place plastic bottles into P-O-P Fish (Plastic Only, Please), which were installed in public areas or along hotel beaches. The initiative aims to highlight the issue of plastic waste affecting marine life. In 2025, a total of 4,223.07 kilograms of plastic waste were collected through the P-O-P Fish.



Centara Watergate Pavilion Hotel Bangkok organized a workshop activity that transformed more than 100 plastic bottle caps into keychains. The activity received positive participation from over 20 employees and guests.



Centara Riverside Hotel Chiang Mai delivered 16 kilograms of orphan plastic waste to the ‘Green Road Project’ for recycling into new products such as tables, chairs, and paving blocks, which are then distributed to schools, temples, and public spaces. In addition, employees received knowledge-sharing sessions on waste management and environmental conservation from experts.



## 60+ Earth Hour

A total of 49 Centara hotels and resorts, both in Thailand and overseas, participated in the “Earth Hour” initiative on 22 March 2025 by switching off unused and non-essential lights for one hour as a symbolic action to promote energy conservation and reduce greenhouse gas emissions. Through this activity, the hotels and resorts collectively saved 10,243.77 kWh of electricity and reduced greenhouse gas emissions by 5.11 tCO<sub>2</sub>e. The event was joined by 1,703 hotel guests and 1,388 employees.

## Earth Day

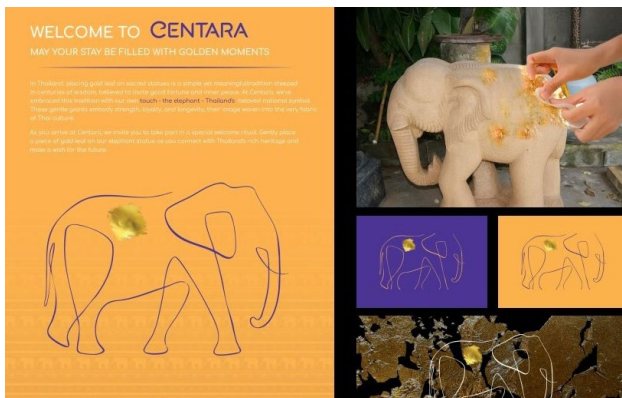
Under the theme “Our Power, Our Planet” for Earth Day 2025, Centara Hotels & Resorts joined together to drive positive change and conduct business in an environmentally responsible manner through activities such as beach clean-ups and tree planting.





Sustainability

Under the Centara brand, the tradition of gold leaf application is incorporated as part of the guest welcome experience (Welcome Wish) to deliver a unique brand signature experience. An elephant statue, representing Thailand’s national animal, is placed in the reception area. After check-in, guests are given a sheet of gold leaf to place on the elephant statue as a symbol of auspiciousness. This tradition has been practiced for generations and is believed to bring good fortune and peace of mind.



To support and promote the unique culture of local communities, including traditional crafts, cuisine, and performances, the Centara brand presents the “Local Hero” initiative. This program offers guests the opportunity to experience and learn about the diversity of local cultures through activities or workshops uniquely designed by each hotel.













Centara Grand Beach Resort & Villas Hua Hin designed its Christmas tree inspired by local fishing boats, reflecting the traditional lifestyle of the Hua Hin community. This concept helps create a festive atmosphere while connecting different cultural beliefs in a harmonious way.


Centara Ao Nang Beach Resort & Spa Krabi, Centara Anda Dhevi Resort & Spa Krabi, and COSI Krabi Ao Nang Beach participated in the “Hua Tong Boat Ribbon Tying Ceremony 2025” at Sailfish Sculpture Square, Ao Nang Sub-district, Krabi Province. The cloth-tying ceremony on the traditional long-tail boat symbolizes the faith and cultural preservation of local seafaring communities. It also represents auspiciousness, unity, and pride within the local community.




# SOCIAL PILLAR

## Social Performance for 2025

Social Performance Result	2025 Target	2025 Performance
 Goal 5.1 / Indicator 5.1.1	<b>Average training hours</b> <ul style="list-style-type: none"> <li>Hotel business 60 hours/person/year</li> <li>Food business 7 hours/person/year</li> </ul>	<ul style="list-style-type: none"> <li>60 hours/person/year</li> <li>7 hours/person/year</li> </ul> 
	<b>Investment in employee development</b> <ul style="list-style-type: none"> <li>Hotel business</li> <li>Food business</li> </ul>	<ul style="list-style-type: none"> <li>Increase 20.46%</li> <li>Increase 13.56%</li> </ul> 
 Goal 8.8 / Indicator 8.8.1	<b>Percentage of vacancies filled internally</b> <ul style="list-style-type: none"> <li>Hotel business</li> </ul>	<ul style="list-style-type: none"> <li>73.80 %</li> </ul> 
 Goal 12.2 / Indicator 12.2.2	<b>External recognition for employee well-being practices</b> <ul style="list-style-type: none"> <li>Hotel business</li> </ul>	<ul style="list-style-type: none"> <li>Wellness Corporate National Building Award</li> <li>Leader of Leader by Future Trends Awards 2025</li> <li>Thailand Top CEO of the year 2025</li> </ul> 
	<ul style="list-style-type: none"> <li>Food business</li> </ul>	<ul style="list-style-type: none"> <li>Most Inspiring Leader by Employee Experience Awards Thailand 2025</li> <li>HR Professional Awards 2025</li> </ul>
	<b>Employee Satisfaction</b> <ul style="list-style-type: none"> <li>Hotel business target 94%</li> <li>Food business</li> </ul>	<ul style="list-style-type: none"> <li>92%</li> <li>84%</li> </ul>
	<b>Work-related fatality rate</b> <ul style="list-style-type: none"> <li>Target 0</li> </ul>	<ul style="list-style-type: none"> <li>0</li> </ul>
	<b>The number of lost-time injuries has decreased.</b> <ul style="list-style-type: none"> <li>Hotel and Food Business</li> </ul>	<ul style="list-style-type: none"> <li>Decrease 32.58% (Compare to last year)</li> </ul> 
	<b>Proportion of female executives at manager level and above</b> <ul style="list-style-type: none"> <li>More than 50% in the hotel and food businesses.</li> </ul>	<ul style="list-style-type: none"> <li>52.5%</li> </ul>
	<b>Employment of persons with disabilities in accordance with the law</b> <ul style="list-style-type: none"> <li>Hotel business target 100%</li> <li>Food business target 100%</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> <li>100%</li> <li>2025 Organization Promoting Employment of Persons with Disabilities Award for the hotel and food businesses.</li> </ul> 
	<b>Ongoing promotion of employment opportunities for older persons in Hotel and Food business</b> <ul style="list-style-type: none"> <li>Hotel business</li> <li>Food business</li> </ul>	<ul style="list-style-type: none"> <li>2025 Organization Promoting Employment of Older Persons Award for the hotel and food businesses.</li> </ul>
	<b>Number of employee volunteer hours contributing to social and environmental causes</b> <ul style="list-style-type: none"> <li>Hotel business 3,500 hours/year</li> <li>Food Business 4,500 hours/year</li> </ul>	<ul style="list-style-type: none"> <li>3,521 hours/year</li> <li>9,597 hours/year</li> </ul> 

 Achieved the target

 On track to achieve the target

# HUMAN RIGHTS

## Key Performances

Employees (operational level to senior management) trained on Human Rights



**100%**

Gender ratio: Male | Female



**42%**



**58%**

Supplier Human Rights Management  
Hotel Business

**26%** of suppliers assessed

Suppliers received human rights training

**69%**



Food Business

**55%** of suppliers assessed

Suppliers received human rights training

**28%**



### Challenges

- Business activities, both direct and indirect, are sensitive to human rights issues due to increasingly diverse and complex stakeholders, rights holders, and expectations. This may create risks that the Company could contribute to or have linkages with human rights violations. In addition, factors such as climate change, labor shortages, the adoption of technology, and the use of artificial intelligence in business operations may lead to inequality and negative impacts on the environment, society, and vulnerable groups. Without comprehensive risk management and human rights assessments, these issues may affect the Company's credibility, reputation, legal compliance, and its ability to generate revenue in the long term.

### Opportunities

- Promoting and embedding an organizational culture that values human rights principles and non-discrimination is a key mechanism for conducting business in accordance with good corporate governance over the long term. It also serves as a tool for ensuring transparent and fair oversight of the supply chain. The Company recognizes the importance of enhancing knowledge and awareness of human rights, alongside the application of technology that takes human rights impacts into consideration, in order to elevate service delivery and develop products that align with the expectations of diverse stakeholders. This approach helps create a competitive advantage, enhances customer satisfaction, and contributes positively to attracting, motivating, and retaining quality employees, thereby strengthening workforce stability and supporting sustainable business operations.

# Management Approach

The Company is committed to conducting its business with respect for human rights and without involvement in any form of human rights violations. This commitment aligns with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the principles of good corporate governance. The Company also participates in advancing the pillars of Respect and Remedy for human rights impacts in accordance with the role of the business sector.

The Company places importance on conducting business activities throughout the value chain, integrating the understanding and assessment of human rights impacts and risks into the Double Materiality assessment process. This serves as a framework for implementing Human Rights Due Diligence, stakeholder engagement, and systematic and continuous supply chain governance, leading to the protection, respect, and remedy of human rights in a sustainable manner. Furthermore, the Company references key international human rights frameworks, including the Universal Declaration of Human Rights (UDHR), the OECD Guidelines for Multinational Enterprises, and the ILO Declaration on Fundamental Principles and Rights at Work, as well as the labor laws of the countries where the Company operates. The Company adheres to the principle of non-discrimination, regardless of race, nationality, religion, gender, sexual orientation, age, skin color, language, ethnicity, disability, or any other status.

To ensure operations are aligned with international standards, in 2025 the Company reviewed and updated relevant policies, including the Human Rights Policy, Non-Discrimination and Anti-Harassment Policy, and Supplier Code of Conduct, among others. The Company also developed and communicated related policies and practices to employees at all levels, while conveying its commitments to suppliers and business partners. These policies cover key issues such as the prohibition of forced labor and child labor, protection of female workers and migrant workers, occupational health and safety, appropriate working hours, non-discrimination, prevention of sexual harassment and human trafficking, freedom of association and collective

bargaining, as well as the promotion of fair and adequate wages for a decent standard of living. Additionally, the Company promotes an organizational culture that raises awareness of international human rights principles and Collective Agreements, which are incorporated into policies and guidelines in the employee handbook. Training is provided for new employees upon commencement of employment, while existing employees receive periodic training and assessments to ensure understanding. This ensures that all employees possess the knowledge and skills aligned with the established standards. For suppliers and business partners, the Company communicates its expectations and practices through acknowledgement of the Supplier Code of Conduct and Guidelines, along with annual random supplier assessments, in order to jointly prevent and avoid human rights violations

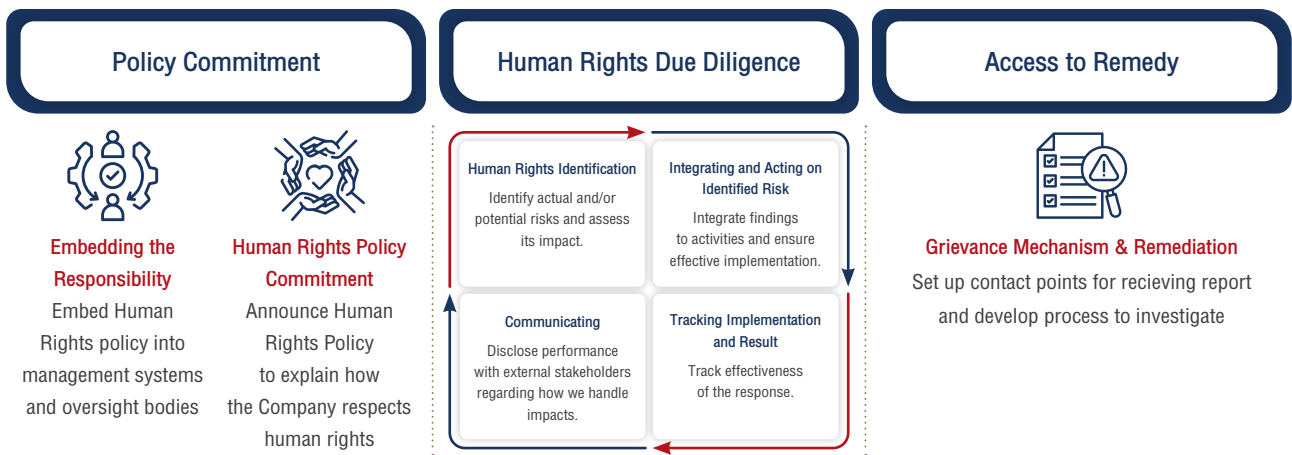
Moreover, the Company recognizes the importance of children's rights as children are considered a vulnerable group in society and key stakeholders of the business, whether as guests, customers, family members of employees, or members of local communities where the Company operates. The Company therefore places emphasis on protecting children, promoting their safety, and enhancing their quality of life in accordance with the Children's Rights and Business Principles, alongside referencing The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code). Recognizing the specific risks associated with the industry, the Company has established a Child Protection Policy to provide systematic guidelines for safeguarding the safety of child guests, while also complying with relevant local and international laws concerning children's rights and child labor. To promote children's rights in accessing products and services, the Company provides child-friendly facilities and services, such as Kids Check-in, Kids Club, and Kids Spa, supervised by experienced staff. Also, the Company offers Kids Menu options designed according to age-appropriate nutritional guidelines to support children's well-being and proper development, while also prioritizing safety in the use of services.



## Human Rights Due Diligence

The Company conducts Human Rights Due Diligence every three years to assess human rights risks, with the next review and assessment scheduled for 2026, covering 100% of the business activities of the hotel and food groups. Additionally, the Company aims to enhance the human rights risk assessment of critical Tier 1 suppliers to achieve 100% coverage by 2030. The Company continuously monitors, oversees, and responds to human rights issues in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs). This approach covers policy formulation, the identification and assessment of risks and impacts, the integration and implementation of risk management measures, performance monitoring, information disclosure, and the establishment of grievance mechanisms and appropriate remediation processes to enhance the effectiveness of human rights management. In addition, the Company has established an annual review of its Human Rights Policy to ensure that the organization’s operations remain aligned with evolving contexts and comprehensively address human rights issues across all dimensions.

In addition to internal governance, the Company places importance on addressing human rights issues throughout the supply chain. The Risk Management, Corporate Governance and Sustainability Committee plays a key role in closely overseeing and monitoring these matters, and requires that human rights considerations be incorporated into the review process prior to establishing partnerships with new business partners. This ensures that such collaborations are aligned with the human rights practices upheld by the organization.



## Human Rights Risk Assessment Process

The Company designates human rights risks as one of the significant sustainability risk issues that must be assessed regularly. This enables the Company to appropriately identify, prevent, establish response measures, and mitigate potential human rights impacts throughout the value chain, including prioritizing the severity and likelihood of such impacts and managing risks at a level acceptable to the organization. Accordingly, the Company integrates its enterprise risk management framework into the human rights risk assessment process in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs). The process consists of five key steps, as follows:

- Human Rights Risk Topic Identification and Assessment:** The Company analyzes the internal organizational environment, personnel work practices, and operational processes of each department that may be related to human rights issues. This analysis draws on operational insights from the responsibilities of each function in order to identify potential risks. In addition, the Company has developed a Value Chain Mapping to identify key operational processes and stakeholder groups that may be affected by human rights impacts. The information is then compared and analyzed in relation to the context of the same industry. The risk assessment considers likelihood, categorized as high, medium, or low, and severity, which is evaluated based on scale, scope, and the difficulty of remediation. The assessment results are then compared against a Risk Heat Map, using a scoring scale of 1-5 to prioritize and classify the level of risk for each issue. In 2025, the monitoring of human rights risks in the hospitality industry indicated increasing attention to several issues, including labor rights and working conditions, equality and non-discrimination, children’s rights and the prevention of exploitation, privacy and personal data protection, and the right to access grievance mechanisms and remediation, among others.

For the Company, human rights issues remain significant, as detailed below:

CENTEL'S Operation	CENTEL's Supply Chain
<ul style="list-style-type: none"> <li>• Right to access to effective remedies</li> <li>• Right to freedom of association and collective bargaining</li> <li>• Right to enjoy just and favorable conditions of work with no discrimination and equal remuneration</li> <li>• Right not to be subjected to slavery, servitude or forced labor</li> </ul>	<ul style="list-style-type: none"> <li>• Right to access to effective remedies</li> <li>• Right not to be subjected to slavery, servitude or forced labor</li> <li>• Right to privacy</li> </ul>

### Salient Human Rights Issues

Risk Issues	Risk Mitigation and Control Guideline
<ul style="list-style-type: none"> <li>• Right to Access to Effective Remedy Risk arising from the organization's inability to adequately protect and ensure fairness for whistleblowers reporting human rights violations, including ineffective grievance mechanisms due to unclear protection measures and operational procedures.</li> <li>• Right to Privacy Risk arising from personal data leakage and the use of personal data for purposes other than those consented to by the data subject.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish accessible, convenient, and fair whistleblowing channels through the website, email, and postal mail, along with measures to protect whistleblowers from harassment, intimidation, punishment, or retaliation in any form. In addition, a Grievance Committee (comprising the Internal Audit and Risk Management functions) has been established to carefully investigate facts and report the results to the Risk Management, Corporate Governance, and Sustainability Committee, as well as the Board of Directors.</li> <li>• Communicate whistleblowing channels and promote a whistleblowing culture among employees through the Speak Up Program when encountering misconduct.</li> <li>• Communicate whistleblowing channels to suppliers and ensure 100% acknowledgement and compliance with the Supplier Code of Conduct.</li> <li>• Review and update related policies, while enhancing the whistleblowing system and operational procedures to improve the effectiveness and credibility of the grievance mechanism.</li> <li>• Develop cybersecurity and data privacy action plans.</li> <li>• Report cybersecurity and data privacy issues on a quarterly basis.</li> <li>• Provide training to raise awareness on personal data protection and policies in accordance with the Personal Data Protection Act (PDPA).</li> <li>• Communicate the Supplier Code of Conduct to all suppliers and require their acknowledgement, acceptance, and strict compliance.</li> </ul>

**2. Integration and Action**

The Company integrates the risk assessment results into its business operations by developing action plans that identify relevant units to address gaps and improve work processes (Process Improvement). This includes the development and implementation of human rights mitigation plans in collaboration with relevant stakeholders. The implementation approach is determined based on the nature of the Company's involvement, namely: cases where the Company directly causes the impact, cases where the Company contributes to the impact, and cases where the Company is linked to through business relationships.

**3. Tracking and Effectiveness Monitoring**

The Company clearly assigns responsible parties to track and monitor the effectiveness of control activities in order to enhance operations that respect human rights. Human rights issues are integrated into the organization's performance monitoring systems and tools, such as internal audits, surveys, and grievance mechanisms. Relevant indicators are also established, including the percentage of employees and suppliers receiving human rights training, the proportion of human rights impact assessments conducted, and the number of complaints related to human rights issues, among others. Moreover, the Company continuously gathers feedback and recommendations from stakeholders to promote engagement and comprehensive operational improvements.

**4. Communication**

The Company reports on its performance results and management approaches regarding human rights impacts to the Risk Management, Corporate Governance and Sustainability Committee on a quarterly basis, and the information is also presented to the Board of Directors every quarter. This ensures that the implemented measures remain effective. In addition, the Company discloses information to both internal and external stakeholders through the Company's communication channels, such as the website, annual report, and other public media, in order to enhance transparency and build confidence in the Company's compliance with relevant policies and standards.

**5. Remedies**

The Company analyzes and identifies human rights risks both within and outside the organization, and develops mitigation plans and remedial measures covering 100% of identified risks. Additionally, the Company has established a Whistleblowing Policy to support the reporting of human rights violations, with clearly defined procedures, timelines for fact-finding investigations, and responsible units. The policy also includes measures to protect whistleblowers from harassment, intimidation, punishment, or retaliation in any form (non-retaliation).

Regarding remedial actions, the Company provides opportunities for affected parties to participate in discussions, negotiations, and the determination of appropriate remediation measures to ensure fairness, transparency, and accessibility. The remediation approach is determined based on the severity of the impacts, covering both monetary and non-monetary measures, as well as support for access to grievance mechanisms and other relevant corrective actions.

In 2025, the hotel business reported no complaints related to human rights violations. For the food business, a total of 2 complaints related to human rights violations were reported. All complaints were fully investigated, addressed, and remedied in accordance with the established measures 100%.



# HUMAN RESOURCES DEVELOPMENT

## Key Performances

### Training Hours per Employee

Hotel Business:



**60**

hours/person/year

(Target: 60 hours)

### Training Hours per Employee



Food Business:

**7 hours/person/year** (Target: 7 hours)

### Internal Fill Rate for Vacant Positions Hotel Business

**73.80%**



### Revenue Per Employee in Hotel Business increased by



**9%**

**compared to last year**

## Challenges

- Changes in demographic structures at both national and global levels have made labor shortages a significant challenge and risk in human resource allocation, particularly in the service sector, which relies heavily on personnel as a key driver of operations. At the same time, rapid advancements in technology, data, and innovation, together with evolving customer expectations, may lead to a mismatch between employees' skills and competencies and the future business context. In addition, issues related to the fair treatment of employees have attracted increasing attention from stakeholders. These include the promotion of positive labor relations, occupational health and safety, appropriate working hours to support work-life balance, and equal and non-discriminatory treatment. These challenges require systematic management and the development of appropriate human resource strategies, as they directly affect employee satisfaction, workforce capability development, employee retention rates, the ability to attract personnel, and succession planning, among others. If not properly managed, these issues may impact the organization's competitiveness, business continuity, recruitment costs, and overall operational efficiency in the long term.

## Opportunities

- Human resources are considered a critical human capital asset for the Company, as employees with the appropriate knowledge, capabilities, and skills serve as the key drivers of the organization. They play a vital role in advancing service innovation and creating long-term value and business opportunities. The Company therefore places importance on building a culture of continuous learning and self-development, alongside enhancing its human resource management systems, which encompass employee care, work motivation, and the application of digital technology and artificial intelligence to improve operational efficiency. In addition, the Company promotes open communication and knowledge sharing to strengthen participation, engagement, and unity within the organization. At the same time, the Company analyzes workforce data to support Strategic Workforce Planning, ensuring alignment with the organization's direction and goals. This approach helps mitigate risks arising from uncertainty while strengthening the Company's capability to advance toward sustainable leadership in the hospitality industry.

## Management Approach

The Company recognizes the role and value of employees across all groups, each possessing unique potential that can support and align with the Company's business growth strategy. The Company is therefore committed to creating an organization where all employees have equal opportunities to grow, while promoting diversity and inclusion in all dimensions. This approach strengthens the effectiveness of human resource management and serves as a key foundation for enhancing organizational resilience. Such an approach enables the organization to systematically manage labor-related risks, including labor shortages resulting from demographic changes and evolving social and work culture; the risk of turnover among high-potential employees; skills gaps arising from the advancement of artificial intelligence and skills transitions within the service industry; as well as business operations under climate volatility. It also supports the continuity of critical positions. These factors directly affect service quality, stakeholder confidence, and long-term business continuity.

The Company therefore places importance on upskilling its employees and applies the concept of Competitive Intelligence in human resource management to better understand the competitive landscape of the hotel and food industries. This enables the development of human capital management strategies that align appropriately with the Company's business direction. Across the Company's two core business segments, there is a strong commitment to elevating the role of the Human Resources function from a supporting unit to a strategic partner that drives business performance and value creation (HR Business-Driven and Value Creation). The Company also aims to enhance value through Employer Branding and by building a great workplace for everyone (The Place To Be Best Workplace and Happy Workplace).

## Human Resource Management Strategy in Hotel Business

### 1. Attract, Grow & Retain Talent

The Company places importance on learning and strengthening knowledge and future skills that can respond to market and industry demands, aligning with the organization's goals and each employee's career development path. Individual Development Plans (IDPs) and annual training plans are established based on training needs analysis, ensuring that development programs are appropriately designed and effectively address employees' needs.

### 2. Expand Processes Infrastructure, and Innovation

The Company is committed to transitioning its management systems to digital platforms. Employee data is managed through a centralized database, and employee and training data are analyzed using Power BI. In addition, the Company has developed CenApp, HR Chatbot, and HR SharePoint, which support comprehensive HR management and enable the linkage of performance evaluation results to employee development and compensation management in a transparent and efficient manner. Furthermore, HR services related to requests and approvals for employee benefits and welfare are integrated into a single platform.

### 3. Develop Future-ready Leaders

Building on strategies to attract, develop, and retain quality personnel, the Company is able to cultivate a pipeline of future-ready leaders. Guidance and mentorship are provided by supervisors, along with succession planning to ensure effective business continuity.

### 4. Cost Efficiency, Reward and Governance

The Company promotes internal job mobility to enhance recruitment cost efficiency and retain quality personnel. At the same time, it seeks to improve the return on investment in human capital by applying innovation and technology in human resource management to simplify work processes and enhance employee productivity. The Company also ensures that compensation is fair and competitive, in accordance with the principles of good corporate governance and respect for human rights.

### 5. Uplift Employer Brand and Well-being

The Company is committed to developing and strengthening its employer brand as a well-governed organization that is recognized and valued by its employees. It places importance on the working environment, capability development, and work-life balance. The Company regularly conducts employee opinion and needs surveys (CHR Voice), alongside organizing engagement activities between executives and employees, such as Townhall meetings, outings, sports days, and annual creative activities. In addition, the Company continuously develops and updates its policies to better support a diverse workforce, while promoting flexible working arrangements to enhance employees' quality of life and overall well-being, including physical, mental, and financial stability.

# Human Resource Management Strategy in Food Business

## 1. From Support Function to Strategic HR Partnership

The Company creates value and revenue through its human resource management capabilities by enhancing organizational expertise and linking people management with tangible business outcomes. This reflects that personnel-related decisions can genuinely generate value, improve efficiency, and strengthen the organization's competitive advantage.

A key initiative is "CAP-Xpert", a learning and consulting center established to elevate standards in the Thai restaurant business. The development program includes: 1. E-Learning & Training: courses covering food sanitation, restaurant management, service, human resource management, and leadership; 2. Consulting: professional advisory services for restaurant business operations; 3. Software Solutions: management support programs such as operations management systems and customer data analytics.

## 2. AI-Enabled People & Work Processes

The Company applies artificial intelligence (AI) and promotes its systematic adoption across the organization to reduce administrative workload (CRG HR System) and enable employees to focus more fully on enhancing the efficiency of their core responsibilities. AI also plays an important role in supporting more accurate decision-making, both in human resource management and in operational processes across various functions. At the same time, the Company prepares its workforce through AI Lab training programs and by building the appropriate mindset, enabling employees to work effectively and responsibly alongside technology.

## 3. Future-Ready Workforce & Leadership

The Company places importance on developing the capabilities of employees at all levels so they can adapt and grow alongside changes in the business environment. It establishes a continuous learning system that can be practically applied, while strengthening leadership capabilities in business acumen, people management, and future skills to serve as a key driving force in leading the organization toward sustainable success. The Company has also developed in-house programs, including the SMART Training system, which is used as the organization's employee performance evaluation system.

## 4. Agile and Effective Workforce Solution

The Company emphasizes proactive collaboration and integration with functional leaders in workforce planning, resource allocation, and timely responses to business needs. Workforce readiness is developed through multiple channels, including partnerships under dual education programs, cooperative education, and internship programs, which help strengthen capability development, shorten the onboarding and development period for new employees, and support internal job rotation. In addition, the Company has implemented a Staff Requisition System to facilitate efficient and streamlined workforce management and approval processes.

## 5. Future-Focused Employee Value Proposition

The Company focuses on developing and communicating its Employee Value Proposition (EVP) as a key mechanism for strengthening its employer brand and aligning it with the organization's future direction. This reflects the Company's commitment to comprehensively supporting employees, encompassing opportunities for growth, capability development, and meaningful work experiences. Such efforts aim to attract, retain, and strengthen engagement among new-generation personnel and high-potential employees over the long term.

## Employee Recruitment Key Performances

### Internal Fill Rate for Vacant Positions



Hotel Business:

**73.8%**

The Company places importance on comprehensively developing its recruitment processes, ensuring a balance between promoting internal career mobility to retain and develop the potential of existing employees and expand career advancement opportunities, while also recruiting external candidates with capabilities essential for business development, operational expansion, and strengthening the organization’s capabilities. The Company’s recruitment processes across both the hotel and food businesses adhere to the principles of fairness, transparency, and equality. The Company is committed to managing workforce diversity and preventing discrimination in all forms, regardless of race, nationality, religion, gender, age, cultural background, or any other status. Applicants are therefore evaluated based on potential, job suitability, qualifications, expertise, experience, and performance (Expertise and Performance-Based Approach) to ensure that the selection of both internal and external candidates reflects genuine capabilities and aligns with the values, image, and organizational culture upheld by the Company. In 2025, the company incurred employee recruitment costs totaling 3,627,265 Baht.

**The hotel business** focuses on enhancing the efficiency of its recruitment processes through appropriate workforce planning, while promoting internal mobility and employee development to manage costs effectively and retain quality personnel. Moreover, the Company builds partnerships with educational institutions and industry networks, and develops a variety of recruitment channels that communicate directly with target candidate groups. These include the Centara Career Website, E-Newsletter, JobsDB, LinkedIn, Facebook, as well as local media announcements.

Meanwhile, **the food business** has established recruitment strategies and selection processes aligned with its target applicant groups, covering: 1) Office employees; 2) Store management team employees; 3) Operational-level employees; 4) Students under dual education or cooperative education programs; 5) Employees with disabilities; 6) Senior employees; and 7) Migrant workers. The Company provides key recruitment channels through both offline and online platforms, as follows:

Offline

- Employee referral program and internal recruitment opportunities within the Company
- Recruitment Champion Program for university students to gain hands-on experience simulating real work environments
- Roadshows with educational institutions
- Participation in Job Fairs to recruit candidates from areas near branches with workforce needs
- Collaboration with external organizations, such as the Ministry of Labour and labor recruitment agencies

Online

- @NooYimCRG AI Chat-Bot platform
- Job board websites targeted to specific applicant groups
- The Company’s online media channels, such as the CRG Jobs Facebook Fanpage

# EMPLOYEE STEWARDSHIP

## Key Performances

Ratio of total remuneration between female and male employees at all levels:



**0.89 : 1**

Ratio of base salary between female and male employees at all levels:



**0.86 : 1**

Average proportion of female executives at manager level and above:



**52.5%**

### Challenges

- Effective employee care and workforce management are key factors directly linked to the stability and sustainability of service businesses. These factors influence employee performance, the ability to retain high-potential personnel, and the strengthening of the organization's long-term competitiveness. This is particularly important in the hotel and food businesses, where operations continue to rely heavily on labor as the core driver of service delivery. At the same time, employees' expectations regarding quality of life, including physical and mental well-being, a safe and supportive working environment, and comprehensive, non-discriminatory benefits, have become increasingly significant. These factors directly affect employees' decisions regarding workforce mobility. Organizations therefore need to prioritize comprehensive labor risk management and adapt their strategies in response to evolving demographic structures and changing employee expectations. Failure to address these issues may affect employee productivity, business continuity, and the overall quality of service delivery in the long term.

### Opportunities

- The Company recognizes the opportunity to develop and strengthen its employer brand in order to attract and retain talented personnel to jointly drive and sustainably develop the business. At the same time, the Company continues to enhance its human resource management standards as a framework for designing employee management and care programs aligned with its people development strategy and business direction. The Company places emphasis on comprehensive employee care, fair labor practices, and the creation of a safe working environment both physically and mentally. It also prioritizes the Employee Value Proposition while promoting equality, diversity, and inclusion, creating a strong sense of belonging among employees. These efforts play a crucial role in strengthening employee engagement with the organization. Such an approach also encourages creativity, innovation, and measurable outcomes, which serve as key mechanisms in building long-term competitive advantage. Furthermore, management that takes these factors into consideration helps enhance employees' adaptive capability, enabling the organization to remain agile and prepared to grow alongside future changes.

## Labor Practices

The Company places importance on employee care and fair labor practices, adhering to international standards, relevant legal requirements, and human rights principles in corporate governance. The Company regularly promotes employee participation through employee representative mechanisms, supported by the Welfare Committee in the Workplace and the Employee Committee. These bodies collaborate to design practices and welfare programs that address the needs and benefit employees at all levels, including the development and advancement of fair Collective Bargaining Agreements. In 2025, 100% of employees in both the hotel and food businesses were under the supervision of the Welfare Committee.

In addition, the Company has established an Occupational Safety, Health and Working Environment Committee to systematically oversee workplace safety and employee well-being. The Company aims to reduce workplace accident rates and ensure appropriate working hours by setting a maximum working time of no more than 48 hours per week, in accordance with legal requirements. The Company also utilizes a time attendance system to record employees' working hours, enabling proper monitoring, verification, and approval of overtime work.

The Company is committed to creating equality and equity in the workplace, covering migrant workers, employees with diverse gender identities, senior employees, and employees with disabilities. The Company also monitors and manages compensation parity between female and male employees, as well as the representation of women in leadership positions, to ensure balance and reflect actual performance outcomes. In 2025, the Company established a Non-Discrimination and Anti-Harassment Policy to serve as a guideline for preventing discrimination and harassment, both sexual and non-sexual issues. The Company also promotes the use of grievance and feedback channels through the Whistleblowing Channel and the Speak Up Program, which are designed to be easily accessible. In addition, the Company provides training and assessments on human rights and the prevention of harassment, requiring all employees to participate and meet the assessment criteria. In 2025, 100% of employees completed the training.

## Diversity, Equity, Inclusion & Belonging

### Key Performances

The hotel and food businesses have an average proportion of female executives at manager level and above of



**52.5%**

Development of welfare programs that promote diversity and equity



**Life Equity  
2025**






Support programs for employees with disabilities

**CRG Deaf Community,  
Carely & NooYim  
CRG Chatbot**

Driving an organizational culture that respects diversity and fosters unity (Alliance) is one of the five core values of businesses under the Central Group (I-CARE). Executives serve as leaders in establishing a “Center of Excellence”, acting as role models in embedding these values throughout the organization. This helps build an organizational identity that prioritizes human rights principles, diversity, and inclusion, while communicating the organization’s positive values from within the organization to external stakeholders. To support this commitment, the Company continuously communicates and provides training for employees at all levels, from introducing these principles to new employees during orientation programs to reinforcing understanding among existing employees through various campaigns and activities. These include initiatives such as the I-CARE Board Game, the SMART Training online learning system, and the HR Portal, which is designed for easy access. These efforts reflect the organization’s commitment to creating a working environment that values diversity and enables everyone to actively contribute to driving the organization toward long-term sustainability.



# I-CARE

 <p><b>I-INNOVATION</b></p> <p>Embrace digitalization to foster innovation</p>	 <p><b>C-CUSTOMER</b></p> <p>Deliver excellent services to exceed customers' expectation</p>	 <p><b>A-ALLIANCE</b></p> <p>Work as team to win as One</p>	 <p><b>R-RELATIONSHIP</b></p> <p>Express your care, share your thoughts, and support one another</p>	 <p><b>E-ETHIC</b></p> <p>Adhere to Code of Conduct and admire good business</p>
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The Company has embedded these values through the establishment of clear policies and guidelines, covering processes from recruitment, performance evaluation, compensation consideration, and career development, alongside the implementation of initiatives aligned with human rights principles. The Company upholds human dignity and equal respect for all individuals, while providing a working environment that is appropriate, safe, fair, and supportive of effective work. These efforts support the growth of employees across all groups and drive the organization toward becoming a Best Workplace for everyone, while strengthening its distinction in employer branding.

In the **hotel business**, the Company provides safe and fair channels for receiving feedback and complaints, forming the foundation of a workplace that genuinely respects diversity and is inclusive for everyone. Furthermore, the Company regularly communicates best practices as role models and extends positive outcomes across affiliated hotels through employee engagement activities, such as International Women's Day, Pride Month, Cultural Celebrations, etc. Besides, the concept of respect for diversity is integrated into annual activities such as outings, general meetings, and town halls. The Company also provides training for employees to enhance service skills and design service offerings that consider the diverse needs of customers (Inclusive Service Excellence).

**I-CARE Proudly be ME!**

**CENTRAL GROUP**

I-CARE BEAR invites everyone to come celebrate Pride Month together!

**Rule**

- Just post a photo that expresses who you are
- With a caption to... **"PROUDLY Describe 'YOURSELF'"**
- Including your **first name, your BU, and Staff ID** in a comment under the post **VIVA ENGAGE** or **FACEBOOK**

**Prizes:**

- "I-CARE BEAR Loves This!" Prizes: Magic Gift Voucher 500THB (5 Prizes)
- "Catching I-CARE Bear's Heart!" Prizes: Magic Gift Voucher 200THB (50 Prizes)

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MARCH 2025

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HOTELS & RESORTS

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In the **food business**, the Company is committed to creating a Happy Workplace for everyone by promoting work practices that focus on employees' potential as a key priority. This approach aims to provide equal opportunities for career development and income, while offering welfare programs and spaces that support the participation of a diverse workforce. Examples include the "CRG Deaf Community: a space of happiness for the hearing-impaired", designed for employees with disabilities. The Company has also designed appropriate recruitment systems and service processes through the development of AI Chatbot, including "Nong Carely" for internal use and "NooYim CRG" for external stakeholders. In addition, the Company promotes an organizational culture that respects gender diversity and diverse lifestyles through activities that encourage employees from all groups to express their identities and participate fully. These initiatives strengthen employees' sense of belonging while also communicating these values to broader society.



# OCCUPATIONAL HEALTH, SAFETY, AND WORK ENVIRONMENT

## Key Performances

Employees received training on occupational health and safety



**100%**

Work-related fatalities in both the hotel and food businesses were



**0**

The Lost Time Injury Frequency Rate (LTIFR) Hotel business decreased by



**45.40%**

Food business decreased by



**3.45%**

compared to last year

### Challenges

- Managing occupational health, safety, and the working environment remains a significant challenge for the organization, given the diverse nature of its business operations, including variations in job functions, work locations, and legal requirements across different countries. Maintaining consistent and effective safety standards requires continuous improvement of systems and operational processes, as well as ongoing efforts to raise safety awareness among employees and relevant stakeholders. If such measures are insufficient, they may lead to workplace accidents, injuries, occupational illnesses, or even fatalities, which represent irreversible losses. These factors may also affect work efficiency, labor costs, and business continuity, while creating risks related to human rights violations, fines, and future liabilities, ultimately undermining stakeholder confidence. Therefore, the organization must strengthen accident prevention mechanisms, monitoring and evaluation processes, and proactive risk management to safeguard the safety and well-being of employees, customers, and relevant stakeholders.

### Opportunities

- The Company places importance on enhancing the management of occupational health, safety, and the working environment in alignment with its long-term OHS management direction. This is achieved by integrating operations from hazard prevention, Risk identification and assessment, and risk mitigation, to building an organizational culture that prioritizes the health, safety, and well-being of employees and relevant stakeholders. Accordingly, the Company implements an OHS management system that encompasses employee participation, the development and regular review of standard operating procedures, and continuous training programs. The Company has set a target for 100% of employees to receive OHS training. In addition, key performance indicators have been established to reduce workplace accidents, lost-time injuries, and work-related fatalities, with the ultimate goal of achieving Zero Fatality. These efforts aim to protect the right to safe working conditions while minimizing both social and economic losses.

## Management Approach

The Company has established an Occupational Safety, Health and Working Environment Committee in accordance with the Occupational Safety, Health and Environment Act B.E. 2554 (2011). The Committee is composed of representatives from both employees and the employer in proportions as required by law. Meetings are held monthly to address issues identified through the Committee's inspections, implement improvements, and report findings to senior management on a quarterly basis. In 2025, the Company also reviewed and updated its Occupational Health, Safety and Working Environment Policy to serve as a guiding principle for operations. The Company places importance on continuous monitoring and risk assessment, including risks arising from environmental impacts and geopolitical factors in high-risk areas. At the same time, the Company continues to strengthen its occupational health and workplace environment systems to enhance safety standards. The Company focuses on developing preventive plans to reduce accidents and losses in all forms across all areas under the Company's management. This coverage extends to permanent employees, temporary employees, and external personnel working within the Company's premises. The Company communicates these policies comprehensively to all personnel working in its operational areas and provides relevant training programs, such as clearly defining zones for renovation or repair areas, and controlling pollution and waste management. These measures aim to reinforce understanding and compliance with the Company's standards, achieve the goal of zero fatalities and severe accidents, and minimize workplace accidents and work-related illnesses resulting in lost-time injuries.

In the **hotel business**, a policy has been established requiring hotels to conduct systematic risk assessments in operational processes. The assessment utilizes Quality & Brand Standards Audit checklists, Compliance Criteria, and the Sustainability Development framework as key evaluation tools. These assessments are carried out collaboratively by the head office and the hotel quality managers. Action plans are then developed to outline corrective and improvement measures, with continuous follow-up.

In the **food business**, the Company reviews and manages safety and disaster-related risks by considering the specific context and risks of each location. This is carried out through collaboration with shopping center operators, who own the premises, and relevant government

authorities in the respective areas, while strictly complying with the safety standards of each food brand. The Company implements the Safety & Security Restaurants program to oversee and regularly audit food safety and compliance with brand standards, ensuring that operations align with the established safety policies. The Company also conducts risk identification and assessment to determine corrective improvement measures and assigns relevant units to implement appropriate control and monitoring actions. The results are reported to the relevant working committees and senior management for acknowledgment and continuous follow-up.

To support safe work practices and achieve the organization's occupational health, safety, and working environment goals, safety officers conduct Hazard Identification and Risk Assessment and provide additional equipment based on the assessment results to improve workplace conditions and enhance operational safety. In addition, the Company has established work procedures for high-risk tasks, such as operations involving chemical handling, as well as the proper management of hazardous waste in accordance with safety principles and relevant regulations. The Company has also provided medical rooms staffed with doctors and professional nurses to ensure timely medical care and first aid services for employees.

In the **Hotel Business**, the Company promotes a safety culture within the organization through Safety Morning Brief sessions to ensure that employees remain consistently aware of safe work practices. The Company also conducts ongoing occupational safety training programs to prevent risks and enhance preparedness for emergency situations and disasters. In 2025, in response to events such as earthquakes, floods, PM2.5 air pollution, and geopolitical conflicts, the Company prioritized the safety of its personnel. Communication materials were developed to raise awareness, and disaster response topics were incorporated into training programs to strengthen employees' readiness to handle emergency situations. The Company also implemented employee support measures, including evacuations and temporary suspension of operations in high-risk areas. In addition, both short-term and long-term assistance measures were communicated to support employees in recovering and restoring stability in their lives.

Training Course	Objective	Number of Employees Trained (Persons) or (Training Sessions)	Total Training Hours (Hours)
<b>Basic Fire Drill</b>	To build knowledge and skills for responding to emergency situations.	1,525 persons (48 sessions)	6,427
<b>Advanced Fire Fighting</b>	To develop skills in using fire-fighting equipment, including risk assessment and fire response planning	49 persons (5 sessions)	250
<b>Food Safety</b>	To reduce risks and prevent food contamination and foodborne infections.	1,152 persons (131 sessions)	2,954
<b>First Aid</b>	To develop basic skills and knowledge in first aid and basic life support.	1,426 persons (109 sessions)	5,185

Training Course	Objective	Number of Employees Trained (Persons) or (Training Sessions)	Total Training Hours (Hours)
<b>Bomb Threat Protection</b>	To enhance preparedness for prevention, evacuation, and effective response in emergency situations.	167 persons (9 sessions)	1,122
<b>Water Safety</b>	To build knowledge and understanding of water safety, including training in the use of lifesaving equipment and basic first aid.	21 persons (2 sessions)	28.5
<b>Earthquake Drill</b>	To build knowledge and skills for appropriate response and evacuation during earthquake situations.	493 persons (25 sessions)	584
<b>Tsunami Drill</b>	To prepare for tsunami situations and practice safe evacuation procedures.	96 persons (5 sessions)	92



In the **Food Business**, the Company provides occupational health, safety, and working environment training aligned with the nature of its operations. The focus is on systematically controlling and managing food safety to reduce contamination risks and enhance safety standards throughout the operational process. This ensures that employees in all positions clearly understand requirements, roles, and responsibilities, and are able to perform their duties effectively in accordance with established standards. Moreover, the Company continuously provides fundamental safety training programs, such as fire evacuation training, to strengthen employees' knowledge and preparedness in responding to emergency situations. The Company has also introduced Active Shooter response training to prepare employees to appropriately report incidents, communicate, and provide assistance after such events, in response to the current environment of increasing uncertainty and heightened security risks.

Training Course	Objective	Number of Employees Trained (Persons)	Total Training Hours (Hours)
<b>Fire Drill</b>	To ensure employees understand evacuation procedures during a fire, including the use of emergency exits, assembly points, the roles of evacuation assistants, and emergency communication.	21	42
<b>Food Safety System Certification</b>	To ensure understanding of the requirements and responsibilities of each position, enabling compliance with standards and enhancing food safety.	12	72
<b>Food Allergen, Food Waste &amp; Food Loss</b>	To prevent allergen contamination, reduce risks to consumers, and minimize waste or loss in order to improve the efficient use of raw materials.	55	27.5
<b>GHP, HACCP</b>	To systematically control food safety, reduce the risk of unsafe food, and ensure compliance with applicable standards and regulations.	54	108
<b>Food Product Defense &amp; Fraud and Vulnerability Assessment</b>	To assess risk points and establish preventive measures against intentional contamination or adulteration in food production.	54	378

Training Course	Objective	Number of Employees Trained (Persons)	Total Training Hours (Hours)
Active Shooter	To prepare for violent incidents, based on the principles of Run–Hide–Fight, including incident reporting, communication, and post-incident assistance.	3	6

## Health and Wellbeing

The Company places importance on developing elements that promote employee well-being. Activities are organized to improve the workplace environment, ensuring cleanliness and safety while promoting well-being in accordance with the “5S” (Sort, Set in Order, Shine, Standardize, Sustain). At the same time, the Company seeks to enhance the quality of life of employees’ families, helping to reduce concerns that may affect employees’ physical health, mental health, and work performance. The Company therefore provides additional welfare benefits beyond legal requirements, designed to support a sustainable quality of life. This includes promoting financial literacy and long-term savings knowledge among employees. In addition, the Company regularly implements Wellbeing Programs to help reduce occupational stress and support a healthy work–life balance for employees.

### Physical Health Promotion Programs

- Provide annual health check-ups for all employees, including specialized health screening programs for employees who closely handle food, in order to enhance hygiene and safety standards for both employees and customers.
- Organize activities and public relation media to promote preventive healthcare and continuous health behavior improvement, such as the 90 Days Challenge program in the hotel business and the Burn Boost Balance Season 2 program in the food business.
- Provide nutritious menu options with calorie information per meal, enabling employees to make food choices that are appropriate for their individual health needs.
- Establish collaboration with healthcare organizations to facilitate employee access to health services, such as the Wellness Day program in collaboration with the Government Pharmaceutical Organization (GPO), distribution of HPV test kits for female employees, influenza vaccination programs for employees and their families, and communication on mobile health check-up services.
- Enhance group insurance benefits by increasing coverage limits and expanding healthcare coverage to align with current medical expenses. The Company has also developed GenApp, HR Workplace, and HR Chatbot platforms to enable digital reimbursement for medical expenses and improve the efficiency and convenience of HR documentation processes.
- Provide designated Relax Zones and electric massage chairs to help alleviate work-related health issues such as office syndrome. In addition, medical rooms staffed with doctors and nurses are available to provide consultation and basic treatment for employee illnesses or accidents.

### Mental Health Promotion Programs

- Organize workshop activities to help relieve work-related stress under the Well-being & Training plan in the hotel business and the Preventive Healthcare program in the food business, such as training on Emotional Intelligence and various creative engagement activities.
- Organize online seminars to enhance employees’ knowledge and skills in mental health care, such as Psychological First Aid training to cope with crisis situations, including earthquakes.
- Arrange annual staff parties and off-site activities (Outing).

### Financial Security Promotion Programs

- Revise the Provident Fund regulations by increasing the employer’s contribution rate based on employees’ years of service to promote financial stability and long-term savings.
- Organize financial literacy workshops to strengthen employees’ understanding of financial management, such as Finance for Non-Finance, Managing Finances with Fun and Happiness Before and After Retirement, as well as online seminars on financial management and asset planning (Mor Nee Chee Chong) to enhance employees’ financial management capabilities and support smooth financial transitions.
- Establish collaboration with external organizations (iBank) to develop financial products for employees, promoting financial well-being and literacy while improving access to financial services at preferential rates.
- Implement financial and material assistance programs for employees affected by various incidents, such as natural disasters or geopolitical conflicts.

## Key Employee Support Program

In the **hotel business**, the Company implemented the 90 Days Challenge program, which established weekly group exercise plans to promote employees' physical health and workplace stress management. Activities under the program included exercise classes that covered both physical strength building and mental relaxation, designed to accommodate the interests of employees across different age groups to encourage broad participation. A total of 256 executives and employees participated in the program, representing an increase 3 times compared to the previous year.

The program results showed that employee satisfaction with the activities reached 91.2%, while the sick leave rate decreased by 12%, and costs associated with lost working days decreased by 16% compared to the previous year. These outcomes reflect the organization's commitment to effectively promoting employee well-being and generating positive results. In the **Food Business**, the Company continued the Burn Boost Balance Season 2 program from the previous year to support employees' comprehensive wellbeing, covering both physical and mental health. This year, the program duration was extended from 90 days to 120 days to encourage sustainable health behavior changes over the long term. The program attracted 350 participating employees, representing an increase of 53% compared to the previous year. The Virtual Application platform was also adopted to enhance accessibility for employees and facilitate easier progress tracking.

The program results showed that employees collectively accumulated more than 63 million steps, with a total of 1.1 million kilocalories burned. These results reflect employees' continued engagement and encourage them to pay greater attention to their personal health, supporting long-term well-being.



## Employee Compensation and Benefits

### Key Performances

Operational level:  
the female-to-male  
salary ratio was



**0.94 : 1**

Management level:  
the female-to-male  
salary ratio was



**0.93 : 1**

Senior executive level:  
the female-to-male  
salary ratio was



**0.72 : 1**

### Management Approach

In managing compensation and benefits that support employees' quality of life and well-being, the Company has established a Welfare Working Committee and Employee Committee, working in collaboration with Human Resources Department, to review and oversee welfare provisions. These efforts aim to ensure that benefits align with the basic needs for a good quality of life for employees and their families, while complying with the labor regulations and legal requirements of each country in which the Company operates. In addition, the Company monitors and reviews living wage benchmarks in each country on an annual basis to support the development and adjustment of its compensation structure, ensuring that it remains competitive with labor market standards within the same industry.

To achieve compensation equity and support the well-being of employees across all groups, in 2025 the Company conducted a study and benchmarking of the Living Wage Reference Value in key countries where it operates. Overall, the Company's labor and compensation performance in 2025 demonstrates that its compensation management approach is appropriately aligned with the cost of living in each region. Furthermore, the Company manages salary and basic compensation levels for female and male employees across all job levels to ensure balance and fairness, with primary consideration given to performance outcomes.

In the **hotel business**, the Company regularly monitors and benchmarks its wage structure and employee benefits to ensure they comply with or exceed legal requirements. Compensation, bonuses, and benefits are reviewed annually to align with the cost of living in each locality or country where the Company operates. This approach helps maintain competitiveness in the labor market and supports the attraction and retention of qualified personnel. The Company also provides financial benefits and cost-of-living support to enhance employees' financial stability and long-term financial planning. These include provident funds, financial assistance in various circumstances, savings cooperatives, and educational scholarships for employees' children, helping improve the quality of life for employees and their families. In addition, the Company provides employee dormitories, shuttle services, uniforms, and meal benefits, including employee dining facilities, special meal provisions, and access to hotel dining services. Employees are also offered special discounts on hotel room stays. The Company further develops workplace facilities that accommodate the diverse needs of employees, such as rest areas, dedicated spaces and facilities for mothers to express milk and breastfeed, and medical rooms. Health and dental insurance benefits have also been enhanced to provide appropriate coverage aligned with current medical costs.

Furthermore, the Company places importance on promoting work-life balance for employees and their families by implementing work-from-home arrangements, providing paternity leave to support spouses during childbirth, and granting additional personal leave beyond public holidays and annual leave. The Company also encourages employees to fully utilize their annual leave entitlements by expanding the scope and increasing flexibility in the use of leave.



In the **food business**, the Welfare Committee has continuously carried forward projects and driven employee welfare initiatives. These include scholarships for employees and their children under the “Growing Seedlings for the Future” program, as well as special-rate partner accommodations arranged for branch employees. The Company also provides an annual welfare allowance of 1,500 Baht for eyeglasses and contact lenses, along with medical expense benefits. In addition, a network of contracted healthcare providers has been established, enabling employees to receive medical services without the need for advance payment. The Company has also collaborated with healthcare providers to offer discounts of up to 10% on medication and room charges. Currently, the network consists of 114 healthcare facilities, covering areas where the Company operates as well as locations where employees reside.

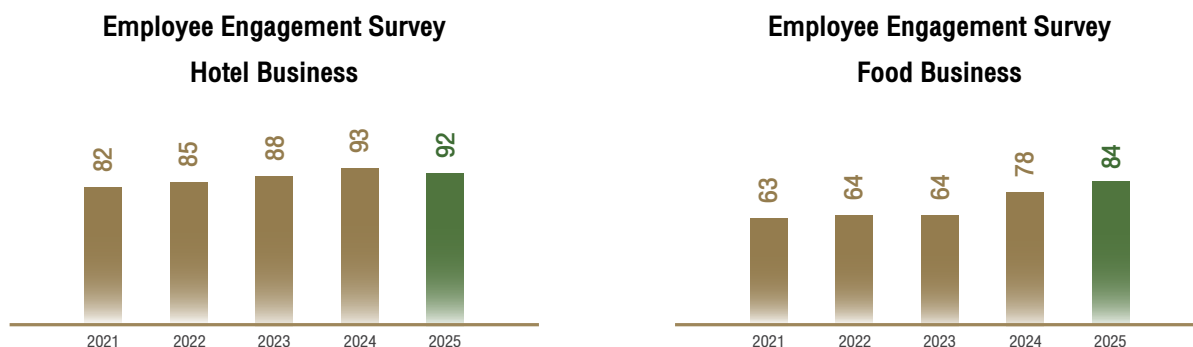
Moreover, the Company has introduced flexible working arrangements, such as part-time employment, and expanded welfare benefits to promote diversity and equality under the “Life Equity 2025” initiative, ensuring that employees across all groups receive equal benefits. The Company provides marriage leave and marriage support allowances for employees of all genders, as well as leave for funeral arrangement. Family assistance benefits in the event of death have also been expanded, with five days of leave granted to employees for funeral arrangements. In addition, the Company supports refreshments for funeral ceremonies and provides visitation gifts to express care and encouragement to employees and their families. For employees with gender diversity (LGBTQ), the Company provides support for gender affirmation surgery, including leave entitlements for the surgery and recovery period.

The Company is committed to providing an appropriate working environment that supports the performance of employees with disabilities, enabling them to participate in the Company’s business operations on an equal basis. The Company continues to allocate the “CRG Deaf Community: A Space of Happiness for the Deaf”. The Company also places importance on designing recruitment, selection, and service processes that are accessible and supportive for employees with disabilities. To enhance support, the Company has developed AI chatbots, namely “Nong Carely” for internal care and support within the organization, and “NooYim CRG” for external support. These initiatives aim to promote equal access to opportunities and encourage the participation of employees with disabilities throughout the entire working process.



## Employee Engagement Evaluation

The Company places importance on developing an inclusive organization that supports everyone by promoting participation through actively listening to employees' opinions and feedback. This covers overall employee engagement with the organization, reflecting the level of job satisfaction based on Job Experience and Expectation, employees' perception of Attainment Value and Purpose in their work, as well as Well-being, including both Happiness at work and Stress. The results are used to support planning and development across various areas, including designing policies that enhance employee satisfaction and engagement, while also improving the working environment and employees' quality of life in all dimensions. To achieve this, the Company utilizes both quantitative and qualitative data collection tools developed by Qualtrics, a survey and data analytics platform that enhances transparency in managing annual assessment results.



The employee engagement survey result for the **Hotel Business** in 2025 was 92%. Compared with the previous year's assessment, the score decreased slightly by 2%, but remained 13% higher than the average of companies in Thailand and 19% higher than the global average.

Employee Engagement Evaluation	Total	Male	Female
Number of satisfaction survey participants	3,527	1,967	1,560
Percentage (%)	99	99	99
Percentage (%) of High Engagement	92	93	92

Based on the 2025 assessment results, the aspects most appreciated by employees include: 1) Employees are able to utilize their skills and capabilities in the tasks assigned to them; 2) Employees clearly understand the expectations set by the organization; 3) The Company demonstrates a strong commitment to conducting its business and making decisions ethically.

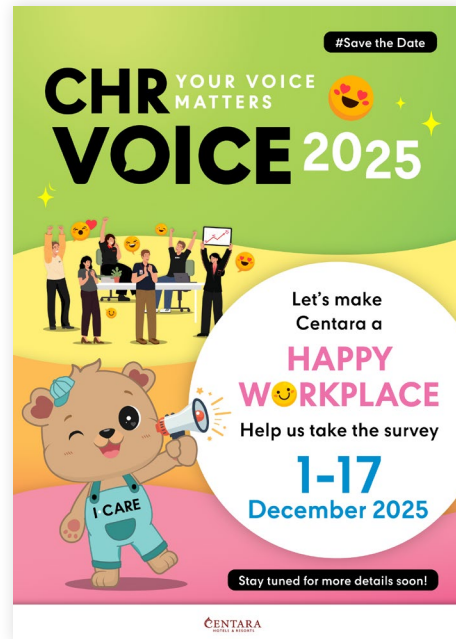
The areas identified by employees as requiring improvement include: 1) Readiness of supervisors to provide guidance and support in work; 2) Employees' confidence and trust in working with their supervisors; 3) Fairness of compensation in relation to the level of responsibility. Based on the in-depth assessment results, the Company has responded to employees' expectations by enhancing more effective internal communication to ensure a clearer understanding of organizational goals. This is supported through mechanisms to improve the organizational structure, making it more agile. In addition, the Company reviews salary structures and employee benefits within the labor market to analyze the feasibility of adjusting work practices and updating regulations to ensure they remain relevant and practical.

The **Food Business** recorded an employee satisfaction score of 84%. The assessment result increased by 6% from the previous year. The organizational engagement score was higher than the average of organizations in Thailand and the Global Retail industry across all indicators. The Company remains committed to elevating employee satisfaction to a level comparable with the Top Quartile, in order to strengthen its potential to develop toward becoming a Top Employer in the future.

Employee Engagement Assessment	Total	Male	Female
Number of employees who responded to the satisfaction survey	4,332	1,213	3,119
Percentage (%)	100	28	72
Percentage (%) of High Engagement	84	87	83

Based on the 2025 assessment results, the areas where employees expressed satisfaction include: 1) Role fit; 2) Authority and Empowerment; 3) Inclusion.

The areas where employees expect the Company to make further improvements include: 1) Trust in Leadership; 2) Communication; 3) Pay & Benefits. In response, Human Resources Department has developed key Action Plans to enhance employee experience and engagement. These include developing training programs for supervisory-level employees focused on people management leadership (People Manager), improving the effectiveness of communication and promoting employee care initiatives based on the SHIP Model (Support-Humanize-Inspire-Partner), and strengthening communication from executives to employees at all levels. The Company also encourages greater employee participation in organizational activities. In addition, the Company has systematically compiled information on employee benefits and communicated it through channels that are accessible and easy for different employee groups to understand.



## Employee Engagement Activities

The Company is committed to designing and implementing activities, as well as continuously developing initiatives that promote employee engagement with the organization. Human Resources Department organizes an annual meeting to jointly establish plans for strengthening employee engagement each year, ensuring alignment with the key factors that support employee engagement. Additionally, the Company places importance on promoting employees' well-being, including the Transition Assistance Program, which helps reinforce security and a foundation of Inclusion Safety. These efforts enable the organization to drive employee engagement more effectively.

In the **Hotel Business**, engagement activities are designed with consideration for the context and culture of each location to align with the needs and interests of diverse employee groups. Examples include Staff Party, Staff Birthday, Sport Competition, Townhall, Well-being Program, as well as CSR activities that provide employees with opportunities to contribute to society and build long-term pride in being part of the organization. These activities focus on creating Team Moments to strengthen collaboration at work, while also building a sense of belonging within the organization. Also, the organization continuously provides Training and Development programs to support work transitions and career growth. These programs incorporate new knowledge and encourage the sharing of experiences, helping employees prepare for evolving skill requirements and the changing business context.



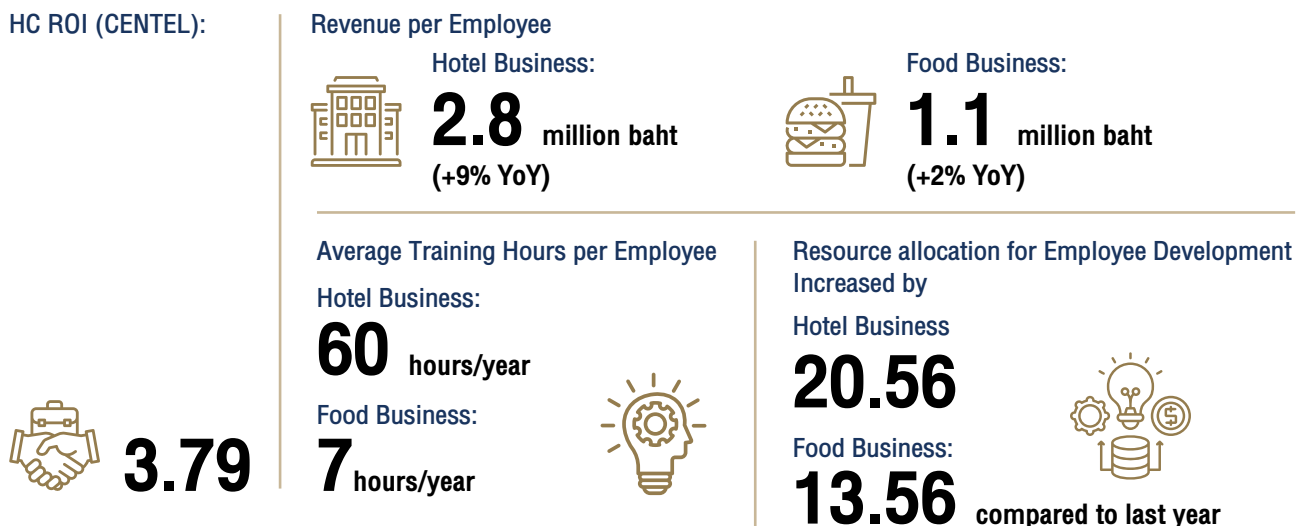
In the **Food Business**, the Company places importance on creating employee engagement at all levels, covering organizational, functional, and individual levels, to encourage broad participation. At the organizational level, the Company organizes the CRG Townhall to communicate the organization's direction, shared goals, and ongoing approaches to employee care and development. In addition, Functional Townhalls are held twice a year to provide a platform for each function to jointly design activities that strengthen engagement within their respective teams. At the functional level, the "1 Person 1 Hour 1 Good Deed" initiative is continuously implemented, allowing each brand to design activities suitable to its own context. These activities aim to strengthen team relationships while also creating value for society. Furthermore, the Company promotes transition and innovation through the AI Lab training program, which focuses on developing new skills and encouraging creativity among employees of all ages. The program offers training across three levels. At the individual level, the Company emphasizes recognition and motivation through the RGM Meeting for restaurant managers nationwide. During this event, the People Manager Award is presented to restaurant managers who demonstrate excellence in people management and align their operations with the organization's policies. Moreover, the Company produced a seven-episode video series titled "Meet the Maker," featuring stories of employees representing various brands who have demonstrated outstanding performance in customer service. The series not only recognizes role-model employees but also inspires colleagues and raises broader awareness across the organization.



## Employee Training and Development

### Key Performances

HC ROI (CENTEL):



### Management Approach

Training and capability development play a crucial role in achieving both employee and organizational goals by expanding career opportunities, strengthening employee engagement and commitment, as well as helping reduce employee turnover and lowering the costs associated with external recruitment. Therefore, the Company places importance on developing the capabilities of all employee groups (permanent employees, contract employees, and part-time employees). Training needs are assessed to enhance employees' operational capabilities, and appropriate training programs are provided to continuously develop personnel potential, enabling employees to perform their duties effectively and create tangible shared value for the organization. At the same time, the Company has developed initiatives to close skill gaps in order to support current work requirements and prepare for future skill needs. These initiatives align with the changing business context and the growing demand for specialized expertise, while strengthening essential competencies in soft skills, hard skills, and reskilling. Key training initiatives include leadership development programs at all levels, language and cultural learning activities to broaden perspectives and promote effective collaboration, training programs to support employee adaptation and readiness during transitional periods, and programs aimed at enhancing digital skills and adaptability to technological change.

## Employee Training and Development in Hotel Business

The Company conducts employee training and capability development through a blended learning approach, combined with experiential learning and knowledge transfer from experienced professionals. Training plans are developed based on the Centara Academy Roadmap, which is derived from the evaluation of Individual Career Development Plans (ICDP). Training programs are categorized and supported by Training Needs Analysis (TNA) to identify development needs and determine appropriate training periods that align with the personnel development plan and the organization's goals. In 2025, the hotel business maintained its target of an average of 60 training hours per employee per year (equivalent to 2.5 training days per person) and successfully achieved this target. However, when compared with the previous year, the average training hours declined due to a strategic shift toward a competency-based development approach, rather than focusing primarily on the total number of training hours. Overall, the learning format consisted of 20% online training and 80% offline training. The training programs cover both soft skills and hard skills development. Soft skills programs include communication, leadership, teamwork, cross-cultural understanding, language development, and mindset building to support career transitions and the organization's transition to the digital era. Hard skills programs focus on enhancing knowledge, understanding, and new skills necessary for job performance and the evolving business context.

Training Topic	Training Type	Number of Training Sessions	Number of Participants	Total Training Hours
<b>On-the-Job</b>		14,502	4,083	261,922
<b>Coaching</b>		1	1,057	8,448
<b>Mentorship and Leadership</b>		46	1,121	9,399
<b>Compliance (Risk Management and PDPA)</b>	Compulsory	1	4,083	4,083
<b>Cultural diversity</b>		31	297	267
<b>Climate Change related topics</b>	Compulsory	1	4,083	4,083
<b>IT Cyber Security</b>	Compulsory	1	4,083	4,083
<b>OHS and related Safety topics</b>	Compulsory	36	5,980	19,787
<b>Others, including onboarding programmes, language training and service excellence training</b>		2	4,083	44,913

## Evaluation of Key Training Programs in the Hotel Business

**1) Leader as Coach** is a program designed to develop employees' leadership capabilities, including providing constructive guidance to promote continuous learning and team development. The program also enhances leaders' ability to make effective business decisions that generate maximum value for the organization. Furthermore, improved work efficiency has contributed to an increase in Revenue per Employee, rising by approximately 9% compared with the previous year.

**2) Individual Career Development Plan (ICDP)** supports employees in setting goals and developing competencies that cover both core competencies and skills required to close identified skill gaps. In 2025, the ICDP completion rate reached 96%. This program serves as a key mechanism for developing high-quality personnel aligned with the Company's business direction and capable of continuously adapting to changes in the industry. It also helps strengthen the connection between employees and the organization, enabling them to grow together with the Company in the long term and contributing to a reduction in employee turnover. In addition, the organization monitors development progress to enhance workforce readiness through a Future-Ready Talent Pipeline.

## Employee Training and Development in Food Business

**Food business** conducts training needs assessments through both Top-Down and Bottom-Up approaches to ensure that personnel development aligns with business strategies while also addressing employees' needs. The People Development team analyzes data from training needs surveys and allocates budgets appropriately to formulate the annual training plan. The Company has set a target for employees to receive an average of no less than 7 training hours per person per year, and the 2025 results met the established target. In addition, the Company has developed an E-Learning system to enhance accessibility and flexibility in learning with employees participated in 42% online training and 58% offline training.

In 2025, the business defined four key development areas: business solution capability enhancement, leadership development, workforce capability development, and future readiness. These initiatives aim to deliver measurable impact across three key dimensions: (1) Business performance; (2) Workforce readiness for multidimensional changes, including skills, technology, and new ways of working; and (3) The development of the Triple X Learning Platform, designed to effectively provide diverse and inclusive learning experiences linked to real-world work through Work-Integrated Learning.

Training Topic	Training Type	Number of Training Sessions	Number of Participants	Total Training Hours
<b>On-the-Job</b>		-	-	-
<b>Coaching</b>		3	5	40
<b>Mentorship</b>		1 (Mentor for Young Executive)	3	6
<b>Leadership</b>		13	750	7,368
<b>Compliance (Risk Management and PDPA)</b>	Compulsory	10	10,012	52,073
<b>Cultural diversity</b>		-	-	-
<b>Climate Change related courses</b>		3	3	39
<b>IT Cyber Security</b>	Compulsory	18	2,480	4,374
<b>OHS and related Safety topics</b>		-	-	-
<b>Others, including onboarding programmes, language training and service excellence training</b>		1 (onboarding)	20	20

## Evaluation of Key Training Programs in the Food Business

**1) Area Manager Development Program (AMDP)** is a capability development program designed for high-potential employees to prepare them for Area Manager positions. The program focuses on strengthening leadership competencies, managing multiple restaurant branches, and ensuring consistent operational standards in line with the Company's established standards. This program is considered an important prerequisite for promotion to the Area Manager level, helping build confidence in both business performance and personnel development.

**2) Food Hygiene & Food Fraud** is a training program designed to develop the capabilities of relevant personnel by enhancing their knowledge, understanding, and skills in food safety management and food fraud risk prevention. The program ensures that employees can perform their duties in compliance with the Food Safety System Certification (FSSC) standards and relevant legal requirements. In 2025, 100% of employees completed the training, and were able to perform their tasks in accordance with the required standards at every stage. This reflects the effectiveness of knowledge transfer and its successful application in actual operations.

## Succession Plan

### Key Performances

#### Succession Pipeline

Hotel Business:



**66**

**Persons of key positions**

Successors

**71%**

**of key positions**

#### Succession Pipeline

Food Business:



**45**

**Persons of key positions**

Successors

**71%**

**of key positions**

## Management Approach

The Company has established plans to develop employee capabilities and strengthen leadership among high-potential employees in order to build a systematic human resource management and talent acquisition framework. This approach supports succession for key positions that play a critical role in driving the organization and ensuring business continuity. In this regard, the Nomination and Compensation Committee is responsible for preparing and reviewing the succession plan for executive officers and senior management on an annual basis. The process is guided by clear, transparent, and non-discriminatory qualification criteria to ensure the greatest benefit to the organization.

**Hotel and Food businesses** conduct risk assessments for critical and key positions. Employee potential and performance are evaluated using the 9-box Grid technique to identify and select high-performing and high-potential employees aligned with the Company's short- and long-term business direction. In addition, the Company has designed tailored development programs based on individual development needs in alignment with business strategies, aiming to strengthen overall readiness in leadership, strategic skills, and management capabilities. In the hotel business, potential employees are assigned special projects under the guidance of their supervisors, providing opportunities to demonstrate their potential and gain experience through real business challenges. For the food business, development initiatives include the Executive Development Program for manager-level employees and above, as well as the Talent Program for high-potential employees, both designed to prepare them for future leadership roles.

## Performance Appraisal

### Management Approach

The Company adopts a Management by Objectives (MBO) performance evaluation system, focusing on the achievement of defined objectives. Individual, supervisory, and departmental goals are aligned with the organization's strategic objectives to integrate work approaches at both the individual and team levels, thereby increasing the likelihood of achieving organizational goals effectively. The defined key performance indicators are measurable and clearly structured, covering the scope of achievements, implementation timelines, and the feasibility of the targets. Moreover, the Company applies a multidimensional performance appraisal system to comprehensively reflect both work results and behaviors. This assessment covers compliance with organizational regulations, adherence to the Code of Conduct, sustainability considerations, as well as core and leadership competencies required to create value for departments and the organization. These practices support the execution of growth strategies and contribute to achieving organizational excellence in the long term.

In monitoring performance and evaluating employee performance, the Company promotes continuous and agile communication between employees and supervisors through both Top-Down and Bottom-Up approaches. This enables timely identification and resolution of work-related challenges. The Company's performance evaluation process consists of two main phases: 1) Mid-year review, conducted in the form of a 1-on-1 review, which provides an opportunity for employees and supervisors to exchange feedback, review work performance and processes, and discuss constructive improvements in working methods, thereby promoting teamwork; 2) Annual performance appraisal at the end of the year, during which evaluation results are discussed and calibrated among executives and supervisors within each department to ensure that the evaluation process is fair, transparent, and consistently applied across the organization.

Based on the performance evaluation results, which reflect actual work performance, the Company leverages this information to support decisions regarding promotions, compensation determination, and bonus allocation in an appropriate and fair manner. These decisions are based on job value and the principle of equity, in order to mitigate the risk of discrimination. The Company also maintains a balanced approach to salary and compensation ratios between male and female employees, ensuring alignment with labor market standards and supporting employees' quality of life. This approach helps maintain the Company's competitiveness and attract high-potential talent. Furthermore, the Company utilizes performance evaluation results to analyze and define employee development actions, ensuring alignment with business direction. These results are also compiled as key information to support the ongoing management and development of the Company's human resources.

**Hotel business:** Performance evaluation emphasizes a comprehensive assessment, covering performance results, as well as competency and behavior. The evaluation draws on information from supervisors, colleagues, relevant team members, and self-assessment. The evaluation results are then linked to human resource management processes, including employee development, Individual Career Development Plans (ICDP), and appropriate performance-based compensation.

**Food business:** Technology has been integrated to systematically connect data, tasks, and team collaboration, enabling measurable performance outcomes and evaluations based on data-driven alignment. The evaluation framework consists of three main dimensions: Key Performance Indicators (KPI): measuring operational efficiency and the achievement of defined targets; Objective-Driven Indicators (ODI): measuring outcomes that support the achievement of the organization’s strategic objectives; and Competency assessment: evaluating work behaviors and competencies aligned with ethics, leadership, participation, and organizational value & culture. The organization promotes a culture of recognition through the “Meet the Maker” program. Performance evaluation results from multiple dimensions are compared using a Force Ranking system within the same employee group, ensuring that compensation accurately reflects actual performance. The outcomes are also used to develop individual development plans, supporting continuous employee capability enhancement and career growth.

## Social Contribution

### Key Performances

#### Volunteer Hours Contributed by Hotel and Food Businesses



**13,118** hours

#### Collaboration with Educational Institutions

##### Hotel Business:



**66** institutions  
beneficiaries

**3,192** persons

##### Food Business:



**330** institutions  
beneficiaries

**1,165** persons

#### Inclusive Employment



##### Person with disabilities

**172** persons



##### Elderly employed

**80** persons

## Management Approach

The Company recognizes the significant challenge of balancing business growth with the quality of life and well-being of local communities. Therefore, it places strong emphasis on community engagement and the management of diverse expectations from communities in each area, ensuring alignment with the local context in which the Company operates. The Company has established processes to assess impacts in accordance with the Environmental Impact Assessment (EIA) framework to comprehensively identify potential risks, impacts, and opportunities. In addition, hotels are encouraged to conduct Community Impact Assessments through regular engagement and communication with local stakeholders. These interactions help gather feedback, identify concerns, and support the implementation of complaint monitoring and management systems. The information obtained is used to design and develop community initiatives that align with local needs and expectations, forming the foundation for obtaining a Social License to Operate and supporting sustainable business operations in the long term. Furthermore, the Company has developed an approach to create positive social impact aligned with the nature of its business through three main channels: Community Investment to support and develop society; Business Innovation; and Procurement. These approaches encourage both the hotel and food businesses to implement concrete social initiatives. The framework is used to guide the development of social and community projects that align with the Company’s strategies and business direction, creating maximum value and benefits for all stakeholders.

The Company is committed to initiating and expanding a wide range of support initiatives related to community economic development, promotion of local products, creation of career opportunities, educational support, advancement of social equality, and the preservation of arts and culture, in order to build sustainable growth between business and society. Additionally, the Company encourages employees to cultivate a spirit of volunteerism and to actively participate in social and environmental activities, both within and outside the organization, on a continuous basis. In 2025, employees in the hotel and food businesses collectively contributed 13,118 volunteer hours, representing a value of approximately 1.4 million Baht. The Company also provides various supports through in-kind contributions of products and services, knowledge and expertise, as well as financial contributions, depending on the nature of each project. The total value of these contributions amounted to 32,431,784.09 Baht. Under this approach, the Company has implemented the following key initiatives:

### 1. Partnerships for Hospitality Workforce Development

The Company is committed to supporting knowledge, professional skills, and infrastructure funding that facilitate employment opportunities. This approach aims to empower beneficiaries to achieve self-reliance while sustainably improving the quality of life for communities and disadvantaged groups. At the same time, the Company builds collaboration with surrounding communities, partners, foundations, and organizations with aligned objectives to expand positive impact and strengthen collective efforts in addressing social issues.

**Hotel Business:** The Company has expanded collaborations to accept interns from universities and organizations, increasing from 56 to 66 educational institutions, benefiting 3,192 students. In addition, 26 hotels within the group have provided venues for educational visits for foundations and external organizations, such as Save the Children. Activities include practical workshops such as “Hotel Operations for Your Career” and “Hospitality Professionals’ Knowledge and Table Manner.”, etc. The Company also encourages its personnel to play an active role in driving social change by serving as guest speakers and advisors for educational institutions, contributing to curriculum development and strengthening hospitality service skills. A total of 4,273 beneficiaries have been reached, including individuals from vulnerable groups. Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana has continuously implemented a program in collaboration with the Asia-Pacific Development Center on Disability (APCD), now in its 6<sup>th</sup> class, with 6 participants in the program. At the same time, Centara Mirage Beach Resort Dubai has partnered with the Rashid Center to support vocational training in Human Resources and Housekeeping for 4 persons with disabilities.

**Food Business:** The Company continues to develop external talent through knowledge sharing and experience transfer led by its executives and experts. These initiatives are delivered through lectures, panel discussions, experience-sharing sessions, and study visits, covering topics such as human resource management, diversity, equity and inclusion (DEI), employment of persons with disabilities and the elderly, communication for change, and sustainable organizational development. In addition, the Company has implemented programs to prepare individuals for entry into the labor market and expand opportunities for professional skill development, through four key initiatives, as follows:

- **Dual Education, Cooperative Education, and Internship Program:** The Company has collaborated with more than 330 enterprises and educational institutions nationwide for over 20 years, in partnership with the Ministry of Education and the Ministry of Labour, to integrate theoretical learning from educational institutions with practical on-the-job training. This initiative aims to develop students’ potential and establish a solid foundation for their career paths. Students participating in the program also receive academic qualifications that enable them to pursue continuous career growth with the Company. In 2025, 1,140 new students joined the program and received scholarship support throughout the program, with a total value of 949,500 Baht (209 Scholarships).
- **Specialized Skills Dual Education Program:** This program focuses on developing students with specialized skills aligned with the Company’s business operations and labor market demands. The Company collaborates with educational institutions to co-develop curricula and internship plans, while providing students with internship opportunities under the close supervision of Company personnel. In 2025, the Company continued its collaboration with Luang Pu Suang Wat Phraipattana College of Technology, for the fourth

consecutive year, with five students undertaking internships in the construction department. In addition, the Company expanded its collaboration with Southeast Asia Technology College in the Information Technology program, with two students, and partnered with Buddhakasem Technological College, focusing on public relations specialization, with one student participating in the program.

- **Dual Education Program for Persons with Disabilities:** This program has been implemented for the second consecutive year. In 2025, the Company expanded its collaboration with educational institutions to provide professional internship opportunities for persons with disabilities in restaurants within the Company’s network, increasing the number of participants from 4 to 11 individuals. The program has also expanded to more provinces, including Lampang, Nakhon Sawan, Kamphaeng Phet, Lamphun, and Kanchanaburi, with ongoing efforts to extend the program nationwide.
- **Recruitment Champion Program:** In collaboration with the Faculty of Public Administration, Dhurakij Pundit University, the Company continued the Recruitment Champion Program for the second consecutive year. The program aims to develop students to become recruiters through practical work experience and real performance evaluation by the Company with a total of 11 participants joining the program. At the same time, the initiative enables the organization to understand the expectations of the new generation, while building a pipeline of potential talent to support future recruitment needs.

## 2. Creating Shared Value through Local Supply Chain

**Hotel Business** continuously built partnerships with local communities by integrating products that reflect local identity into hotel operations. For example, Centara Grand Mirage Beach Resort Pattaya uses palm leaf packaging in its services, while Centara Ayutthaya commissions local artists to design and create P.O.P. Fish artworks, and also sources local costumes for employees to represent the cultural identity of the area. Moreover, Centara hotels & Resorts promote local cuisine (Local Hero) within their menus and buffet lines, alongside supporting locally produced souvenirs, which are sold as part of the hotel’s merchandise stores. In 2025, 22 hotels within the group supported this initiative, generating a total value of approximately 5,569,918 Baht.

**Food Business** continued to expand career development and infrastructure support at the Association of Physically Handicapped Pathumthani under the “Farm Samart” project for the second consecutive year. In 2025, the Company installed a solar cell system valued at 800,000 Baht, establishing a foundation for the center to achieve long-term self-reliance, while enhancing farm management efficiency for sustainable growth. In addition, the center’s role has been expanded to serve as a learning and vocational development hub, providing opportunities for vulnerable groups in the community to develop skills in organic vegetable cultivation, baking, and beverage service skills. These initiatives contribute to income generation and the sustainable improvement of quality of life in the long term.

### 3. Other Social Performances

#### Hotel Business

18 Centara hotels & Resorts, both in Thailand and overseas, have extended the concept of sharing spaces for social benefit by opening their premises for communities and organizations to utilize in various forms. These include Flea Markets, Thai Street Food sales, and workshop activities that promote and showcase local products. Such initiatives help strengthen community participation and create learning spaces connecting the organization, local communities, and hotel guests. In total, the Company allocated 2,368.5 square meters of space, accommodating 215 vendors/organizations. These activities generated an estimated 341,000 Baht in economic circulation within the local community.

29 Centara hotels & Resorts, both in Thailand and overseas, participated in donations of financial support, essential items, and food to support the preservation of cultural heritage and enhance the quality of life of surrounding communities. These efforts were carried out through activities celebrating diversity from various perspectives such as children's activities, support for religious practices and important community sites, and the promotion of local traditions in each area. In addition, the hotels provided relief supplies to support the recovery of communities affected by natural disasters and geopolitical unrest. These initiatives benefited 123 communities/organizations.

8 Centara hotels & Resorts have continued their collaboration with the Scholars of Sustenance Foundation (SOS) Thailand for the eighth consecutive year, supporting the distribution of quality food to vulnerable groups in society. The initiative focuses on ensuring equitable access and addressing the specific needs of recipients. In 2025 a total, of 116,030 meals were distributed through this program.

Centara Grand at Central Plaza Ladprao Bangkok donated THB 100,000 to the Chaipattana Foundation to support the Splash Hotel Soft Power Showcase 2025 project.

Centara Grand Beach Resort & Villas Hua Hin and Centara Life Hotel Mae Sot supported activities for National Children's Day 2025 with a contribution of 14,000 Baht.

#### Food Business

CRG Surplus Food Program serves as a mechanism that connects societal needs with the Company's social and environmental purposes, creating tangible shared value. The Company collaborated with the Scholars of Sustenance Foundation (SOS) Thailand and the VV Share Foundation to distribute surplus food from 59 Mister Donut branches across Bangkok and other provinces. In total, 223,034 meal-served were donated, with a combined value of 23,099,921 Baht. Additionally, 59 KFC branches implemented the "Harvest & Colonel's Kitchen" initiative, donating 80,000 pieces of fried chicken, valued at 3,600,000 Baht, to be distributed as meals for vulnerable groups and charitable organizations in Thailand.

Relief Assistance Program is one of the Company's initiatives that leverages its operational capabilities and business resources to support social relief efforts, particularly in response to natural disasters and border-related conflicts. In 2025, the Company provided assistance through financial contributions and food donations from brands within its portfolio, including KFC, Mister Donut, and Auntie Anne's, with a total support value of 705,680 Baht.

The Company collaborates with its affiliated brands to continuously organize creative activities that give back to society under the Community Sharing Programs. For example, during National Children's Day, the Company supported activities for vulnerable communities in four provinces: Bangkok, Prachuap Khiri Khan, Chiang Mai, and Phuket, with a total contribution of 145,000 Baht. In addition, the Company continued the "Auntie Anne's Pretzel Charity - Up a Good Day for Smart Kids" project for the second consecutive year, supporting workshop activities for children with autism, with a total contribution of 5,758 Baht. The Company also organized "Pretzel Day" activities across the northern, southern, northeastern, and eastern regions, totaling 47,400 Baht. Furthermore, under the "Pepper Gives Back" initiative, the Company organized lunch activities and donated food ingredients to child welfare homes, benefiting eight organizations, with a total value of 320,132 Baht. Another activity, "Pretzel Charity & Happy New Year," involved distributing snacks to medical personnel at 11 hospitals, with a total contribution of 138,600 Baht, aiming to share encouragement and support society across multiple dimensions.

In addition, the Company collaborated with the Central Group to implement projects supporting community and social development, as follows:

1. Blood Donation to the Thai Red Cross Society: In 2025, Centara Hotels & Resorts donated a total of 10,800 cc of blood.
2. The hotel business participated as a partner in Bangkok Climate Action Week 2025, the first event of its kind held in Thailand and Southeast Asia. The Company supported the provision of venue space for the launch of the World Food Forum Thailand Youth Chapter, led by Thai youth to drive sustainable food systems onto the global stage, with a contribution of 82,909.09 Baht.
3. Supported the Faculty of Medicine Foundation of Chulalongkorn University for the Four Medical Schools Academic Conference (Siriraj-Rama-Chula-Thammasat) with a contribution of 1,000,000 Baht.
4. Supported the Ananda Mahidol Foundation, in collaboration with the Faculty of Medicine, Chulalongkorn University and King Chulalongkorn Memorial Hospital under the Thai Red Cross Society, with a contribution of 1,000,000 Baht.
5. Supported the Srisavangavadhana Foundation under Royal Patronage with a contribution of 1,000,000 Baht.
6. Twelve brands under CRG participated in the 20<sup>th</sup> Central Group Women Cancer Project, supporting women cancer patients by inviting customers, the public, affiliated companies, and business partners to contribute donations for the purchase of medical equipment used in the treatment of women cancer patients. The equipment will be donated to Maharat Nakhon Ratchasima Hospital, Nakhon Ratchasima Province. The project was conducted from September 1, 2025 to October 15, 2025, raising a total of 234,084 Baht in donations.
7. 16<sup>th</sup> Million Gifts Million Smiles - FROM THE HEARTS TO THE SMILES: This initiative delivers heartfelt gifts to bring smiles to children and youth in the southern border provinces and other provinces in Thailand during National Children's Day activities. CRG supported the program through donations from the Mister Donut brand, with a total contribution of 109,000 Baht.

## HR Awards and Recognition

### Key Performances

#### Hotel Business



#### Leader of Leader

recognizes visionary leadership in driving the organization toward sustainability and excellence in the hotel business.



#### The Promotion of Employment of Persons with Disabilities Award 2025

The Company received Organization for the Promotion of Employment of Persons with Disabilities Award 2025 for the 11<sup>th</sup> consecutive year at the Honorary, Outstanding, and Good levels. The award reflects the Company's strong and continuous commitment to promoting employment opportunities for persons with disabilities, creating equal opportunities, enabling skills development, career advancement, and improving their quality of life.



#### Organization Promoting Employment of the Elderly Award 2025

The Company received Organization Promoting Employment of the Elderly Award 2025 at the Excellent and Good levels. This award recognizes organizations that place importance on creating appropriate and continuous employment opportunities for the elderly, based on sustainable employment practices, capability development, and the promotion of quality of life, enabling the elderly to earn income and live with values in society.



#### Wellness Corporate National Building Award

recognizes organizations that have achieved national-level criteria in wellness development across nine dimensions, including policies and communication, employee capability development, work environment, organizational culture, and sustainability. The recognition also includes special awards such as Wellness of Learning Development Award and Wellness Corporation Innovation Award, reflecting the Company's commitment to innovation and comprehensive employee development.

In addition, Centara Hotels & Resorts have received various certifications and awards related to responsible community and social management. These include Good Labor Management on Child Safe Friendly Tourism Certificate (Centara Ayutthaya) Friendly Design Awards 2025 (Centara Grand Mirage Beach Resort Pattaya) Friendly Design for MICE Venue (Centara Grand at Central Plaza Ladprao Bangkok) Volunteer Medical Service Project Awards (Centara Koh Chang Tropicana Resort)

**Food Business**



**Employee Experience Awards Thailand 2025** recognizes excellence in employee capability development initiatives, learning platform development, the application of technology in recruiting and selecting high-potential talent, inspirational leadership, and innovative human resource management practices.



**HR Professional Awards** honors human resource executives who have demonstrated outstanding contributions in elevating the standards of human resource management in Thailand and creating positive impacts on organizations and society at the national level.



**Organization for the Promotion of Employment of Persons with Disabilities Award 2025**  
 The Company received Organization for the Promotion of Employment of Persons with Disabilities Award 2025 for the 11<sup>th</sup> consecutive year at the Honorary level.  
 This award reflects the Company's commitment to advancing equality and social inclusion by continuously supporting the employment and capability development of persons with disabilities, enabling them to work with value, dignity, and equal opportunities in society.



**Organization Promoting Employment and Income Opportunities of the Elderly Award 2025**  
 The Company received Organization Promoting Employment and Income Opportunities of the Elderly Award 2025 at Outstanding Level. This award recognizes the Company's commitment to creating continuous career opportunities for people of all ages, particularly the elderly. The initiative aims to enhance quality of life, promote economic participation, and recognize the potential of older persons in society in a sustainable manner.





**Outstanding National Cooperative and Work-Integrated Education Practitioner Award 2025.**

## Economic and Governance Pillar

### Economic and Governance Performance for 2025

Economic and Governance Result	2025 Target	2025 Performance
<b>Corporate Governance Operations</b>  <b>Goal 16.5 / Indicator 16.5.1</b>	Corporate governance assessment rating at the level of "Excellent"	 
	Quality assessment score for the Annual General Meeting of Shareholders: 100 points	100 points 
	Member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) on a continuous basis	 
	Received the CAC Change Agent award continuously	 
	100% of employees received training on Anti-Corruption and the Code of Conduct	100% 
<b>Supply Chain Management</b>	100% of suppliers acknowledge the Supplier Code of Conduct covering environmental, social, and human rights issues	Hotel business: 69% Food business: 28% 
	Annual supplier assessment	Hotel business: 26% Food business: 55% 
<b>Personal Data Security</b>	100% of hotel employees who are at risk of handling data through digital channels received training on cybersecurity and PDPA.	100% 

 Achieving the goals

 Striving toward goal achievement

#### Challenges

- An ineffective system of checks and balances, including weak corporate governance practices, may result in business operation control not complying with established procedures. This covers areas ranging from risk management and anti-corruption to oversight across the value chain. These factors directly affect the Company's credibility and long-term corporate image, and may place the Company at a competitive disadvantage as well as lead to missed investment opportunities, which are key drivers of business value creation. In addition, the management of ESG-related risks and opportunities is another critical challenge that requires comprehensive oversight. This is essential to enhance transparency, credibility, and stakeholder trust, particularly among investors in long-term.

#### Opportunities

- The Company recognizes the importance of developing an appropriate and effective corporate governance structure to ensure that business operations are controlled, monitored, and governed in accordance with ethical principles, fairness, and transparency. This serves as a key foundation for comprehensive risk management, safeguarding, and creating value for all stakeholder groups. A strong corporate governance system also helps reduce unnecessary costs arising from governance deficiencies, as well as costs associated with improper use of resources. The Company is committed to strengthening its management foundation while promoting active employee participation and strict adherence to corporate policies. This promotes a positive organizational culture, enhances transparency and accountability, and ultimately supports long-term sustainable growth.

## Management Approach

### Corporate Governance

Transparent and ethical business operations require an effective corporate governance structure, supported by a Board of Directors comprising individuals with diverse knowledge, expertise, and experience. This enables the Company to define its strategic direction comprehensively across economic, social, and environmental dimensions. The Company's governance structure is regularly reviewed and refined to align with international standards and relevant corporate governance assessment criteria, such as the Principles of Good Corporate Governance for Listed Companies (2017) issued by the Office of the Securities and Exchange Commission, which serves as a key framework for corporate management, as well as the Corporate Governance Report of Thai Listed Companies (CGR). The Company maintains a proportion of female directors on the Board in accordance with the requirements of the Office of the Securities and Exchange Commission (not less than 30%) to promote diversity of perspectives and viewpoints. This supports the formulation of the Company's vision, mission, and strategies in a well-rounded manner and enables the achievement of its defined goals. The Company also ensures that employees at all levels strictly perform their duties in accordance with their roles and responsibilities, upholding integrity, transparency, fairness, and accountability, so that business operations are conducted in line with good practices and principles of good corporate governance.

To enhance governance effectiveness, the Company has established three sub-committees: the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management, Corporate Governance and Sustainability Committee, responsible for reviewing, screening, and providing recommendations on key matters before submission to the Board of Directors. At the same time, the management drives operations in collaboration with operational-level working teams to control, monitor, and manage sustainability-related issues. The Company also ensures effective internal audit and internal control mechanisms are in place to elevate corporate governance standards in alignment with international practices and to enhance organizational value.

In 2025, the Company reviewed and revised four key charters to align with the principles of good corporate governance and to support continuous organizational development. These include the Board of Directors Charter, the Risk Management, Corporate Governance and Sustainability Committee Charter, the Business Unit Risk Management Committee Charter, and the Audit Committee Charter. In addition, the Company approved seven new policies and regulations, revised the content of 12 existing policies, and reviewed 10 policies while maintaining their key principles, totaling 29 policies.

Further details are provided under the section "Corporate Governance Structure and Key Information on the Board of Directors" in the 2025 Annual Report (Form 56-1 One Report) The Principles of Good Corporate Governance



## Business Ethics Principles and Code of Conduct

The Company's Code of Conduct serves as a key mechanism supporting and strengthening good corporate governance. Central Plaza Hotel Public Company Limited, as part of the Central Group and a signatory to the United Nations Global Compact, has adopted and integrated its ten principles into its ethical framework to elevate business operations in line with international standards. Furthermore, the Company has established clear internal control processes to govern operations and ensure fair competition, while placing importance on protecting the legitimate rights of all stakeholders.

The Board of Directors has established clear principles and guidelines for directors, executives, and employees at all levels to consistently adhere to, while regularly reviewing and updating the Code of Conduct to align with changing circumstances, risks, and social contexts. To enhance awareness, the Company requires all executives and employees to complete knowledge reviews and assessments under mandatory training programs. Code of Conduct training is conducted through an E-Learning system, and policies are communicated via the Company's intranet. In this regard, 4,184 employees in the hotel business and 4,852 employees in the food business have successfully completed the training and assessments, achieving 100% of the target. Additionally, all new employees are required to sign for acknowledgement and comply with the Company's Code of Conduct to affirm their commitment to responsible and proper business practices. In cases of non-compliance, the Company has established procedures to consider and take action based on the severity of the violation. Initially, a written warning will be issued to raise awareness and prevent repeated misconduct, reflecting the Company's commitment to maintaining ethical standards and transparency in its business operations.

Code of Conduct and Anti-Corruption Training	Number of employees who completed the training		% of employees who received the training	
	Hotel Business	Food Business	Hotel Business	Food Business
Board of Directors	12			
High-level executives	66	50		
Middle Management	99	41	100	
First Management	652	291		
Operation	3,367	4,470		



"หลักจรรยาบรรณของพวกเราทุกคน"  
**CODE OF CONDUCT**  
ขอเชิญพนักงานกลุ่มเซ็นทรัลทุกระดับ  
**เข้าสอบจรรยาบรรณองค์กร**  
**บริษัทกลุ่มเซ็นทรัล ประจำปี 2568**  
มาร่วมกันส่งเสริมจรรยาบรรณองค์กรที่ดี  
เพื่อพัฒนาองค์กรให้เติบโตและยั่งยืนไปด้วยกัน

**1-30**  
**กันยายนนี้**

From September 1 - 30, 2025,  
it's time for Central Group's Code of Conduct Speedy Quiz 2025

**CORPORATE GOVERNANCE DAY 2025**

**CENTRAL GROUP**

**NO!** **NO!**

**Conflict of Interest ที่ไม่ตั้งใจ**  
รู้เท่าทันก่อนจะกลายเป็นเรื่องใหญ่!!

- ▶ Conflict of Interest (ผลประโยชน์ทับซ้อน) คืออะไร?
- ▶ Conflict of Interest สร้างความเสี่ยงต่อตนเองและองค์กรอย่างไร?
- ▶ ไขข้อข้องใจ ทำอย่างไร? ไม่ให้เกิด Conflict of Interest

โดยวิทยากรผู้เชี่ยวชาญ

<b>คุณกาญจนา จุลสิงห์</b> Head of HR Strategy and Organization Development CENTRAL RETAIL	<b>คุณฉวีพาริษฐ์ ชมภูพวงเกษม</b> Head of Company Secretary CENTRAL PATTANA	<b>คุณพอลอดิษฐ์ กิ่งวิวัฒนาท้าว</b> Corporate Risk and Data Protection Manager CENTARA HOTELS & RESORTS	<b>คุณศักดิ์ศุภ วัฒนเกษมเกียรติ</b> Head of Employee Experience & Communication CENTRAL GROUP	<b>คุณโจศรัย วรรณนทร</b> Corporate Employee Relations Manager CENTARA HOTELS & RESORTS
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**LIVE YOUTUBE: CENTRAL GROUP PEOPLE**

**23 | ก.ค.**  
เวลา 14:00 - 16:00 น.

สแกน QR CODE เพื่อลงทะเบียน ▶▶

**CENTRALRETAIL** **CENTRALPATTANA** **CENTARA**  
HOTELS & RESORTS

## Internal Audit and Control

The Company places significant importance on internal audit as a key mechanism in enhancing transparency, credibility, and sustainability in its operations, which are fundamental principles of Good Corporate Governance. The structure of the Internal Audit Office has therefore been established with independence to ensure that it can perform its duties effectively and appropriately. The Internal Audit Office plays a critical role in examining and evaluating the adequacy and effectiveness of the internal control system, risk management, and strict compliance with applicable laws and the Company's regulations. Its objective is to support the organization in achieving its strategic goals efficiently, while ensuring that its practices are aligned with good governance principles and sustainable development, thereby creating long-term value for the organization and its stakeholders.



The Company has established that the Internal Audit Office reports directly to the Audit Committee to ensure its operational independence, enabling it to perform its duties with transparency and impartiality. The Internal Audit Office reports its performance to the Audit Committee on a regular quarterly basis in accordance with international internal auditing standards. As part of the audit process, audit results, including recommendations, are presented to the responsible units, with follow-up actions undertaken to ensure that corrective measures are properly and appropriately implemented. In cases where significant issues are identified, such matters are reported to the Audit Committee, the Chief Executive Officer, and/or senior management to ensure that management is informed of necessary information for strategic decision-making, as well as to promote the continuous strengthening and improvement of the internal audit system.

The Company recognizes the importance of operational transparency. In 2025, the Company established an Internal Audit Quality Assessment and Improvement Program, conducted by representatives from the internal audit units of both the hotel and food businesses who hold professional internal audit certifications such as Certified Internal Auditor (CIA) and Certified Professional Internal Auditor-Thailand (CPIAT). The assessment is carried out using a Peer-to-Peer Assessment approach between the hotel business audit unit and the food business audit unit on an annual basis at the end of each year. With respect to the plan for reviewing the internal control system by external parties, After a thorough review of the details and a comparative analysis of operational performance, the findings were presented to the Internal Audit Committee. The Committee resolved that the process should initially be carried out by the internal unit in order to ensure readiness prior to an external audit to be conducted by the year 2030.

Furthermore, the Company has promoted knowledge, understanding, and awareness of the importance of internal control systems among its employees through continuous training programs and communication of relevant information. This enables employees under the supervision to perform their duties effectively in alignment with internal control standards and best practices. In 2025, such training and communication initiatives covered department heads and branch managers across both the hotel and food businesses, achieving 100% of the established target.

The Company has appointed Mr. Khunakorn Susukkhon, Assistant Director of Internal Audit, to oversee the Internal Audit Office and to be responsible for the Company's internal audit function, as well as monitoring the risk management process. He reports directly to the Audit Committee, which in turn reports to the Board of Directors.

## Anti-Corruption

The Company recognizes that corruption undermines free competition, erodes stakeholder confidence, and contradicts the Company's Code of Conduct. Therefore, the Company places strong emphasis on the prevention and anti-corruption practices by regularly reviewing and updating its policies and guidelines on an annual basis, with reports submitted to the Risk Management, Corporate Governance and Sustainability Committee for consideration and recommendations on appropriate measures in response to evolving circumstances. The Company requires corruption risk assessments, including bribery, as well as the review of business activities with high risk or potential significant impact on the Company's interests. In addition, the Company promotes the adoption of technology to enhance prevention efficiency and process improvement to mitigate such risks.

At the same time, the Company strengthen organizational culture by developing knowledge-sharing materials through the Risk & Legal Lab, and by providing training and regular reviews of the Code of Conduct for all executives and employees, starting from the onboarding process for new employees and continuing on an annual basis. The target is to achieve 100% coverage to enhance knowledge, understanding, and awareness of the enforced anti-corruption policy. Clear case studies are also provided to ensure employees understand the legal implications and disciplinary actions that may result from inappropriate conduct. For suppliers, the Company issues formal communications to ensure that suppliers are conducted with integrity and transparency under the established measures, and invites suppliers to join the Thai Private Sector Collective Action Against Corruption. The Company also communicates its No Gift Policy annually through its corporate website to reaffirm its commitment to anti-corruption. In addition, the Company has established accessible, convenient, and secure complaint or whistleblowing channels to ensure that the investigation process aligns with good corporate governance principles. The Company also ensures that all reports are considered and handled fairly, transparently, and that whistleblowers are appropriately protected.



Anti-Corruption and Bribery Policy  
Anti-Corruption Operating Guidelines and Procedures



## Membership of Thai Private Sector Collective Action Against Corruption

The Company has joined various associations and organizations whose objectives align with its goals and actively support anti-corruption initiatives (Zero Corruption), such as Federation of Thai Industries, Thai Bankers’ Association, Federation of Thai Capital Market Organizations, Thai Chamber of Commerce, Joint Foreign Chambers of Commerce in Thailand, and Thai Listed Companies Association. Furthermore, the Company’s Assistant Vice President – Corporate Risk, Legal and Sustainability participated as a representative in the knowledge-sharing forum “A Key Step Toward Transparent and Sustainable Business.” This reflects the Company’s commitment to conducting business with transparency, corporate governance, and driving sustainable development within the country’s business sector.

In 2025, the Company renewed its membership in Thai Private Sector Collective Action Against Corruption (CAC) for the third consecutive time. This initiative is under Thai Institute of Directors (IOD) and aims to elevate standards of transparency and Code of Conduct. In the same year, the Company received the highest-level 3-star CAC Change Agent Award for the second consecutive year, in recognition of its significant role in expanding supplier participation in the CAC network through the SME certification program, thereby strengthening transparency across the Company’s value chain.



## Whistleblowing and Complaint Investigation Process

The Company promotes the monitoring and review of operational processes that may potentially violate laws, regulations, rules, or the Company’s Code of Conduct, including fraud and misconduct. This serves as a key mechanism to prevent and mitigate risks that may impact the Company’s corporate governance. The Company has developed and enhanced its whistleblowing and complaint handling system in accordance with the Whistleblowing Policy to ensure that all stakeholder groups, including employees, customers, suppliers, and communities, can easily access the system with confidence in a process that is transparent, fair, and verifiable. Three reporting channels are provided: the Company’s website, email, and postal mail. Relevant departments also provide guidance on how to use these channels to ensure that stakeholders can utilize the system effectively and securely. In addition, the Company regularly communicates the policy through initiatives such as the Speak Up program, CHR Newsletter communications, annual supplier meetings, supplier on-site assessments, on-site engagement with surrounding communities to enhance awareness and understanding of the whistleblowing mechanisms.

In the fact-finding process, the Company has established the Audit Committee to compile and screen the information received, carefully considering the impacts and determining appropriate handling measures for each case. This ensures that affected parties receive fair and appropriate remediation. The Company also implements measures to protect the rights and safety of whistleblowers, allowing anonymous reporting and strictly adhering to a non-retaliation policy against any individual who reports information or files a complaint. To ensure effective monitoring and oversight, the Company assigns the Internal Audit function and Risk Management function to report operational results to Chief Executive Officer for consideration, recommendations, and preventive measures, as well as process improvements to prevent recurrence of similar issues in the future. The outcomes are subsequently reported to the Risk Management, Corporate Governance and Sustainability Committee and the Board of Directors.



## Whistleblowing and Complaint Investigation Channels

The Company has established channels for both internal and external stakeholders to report concerns or complaints as follows:

- Website: <https://investor.centarahotelsresorts.com/en/sustainability/whistleblowing>
- Email: [whistleblower\\_centel@chr.co.th](mailto:whistleblower_centel@chr.co.th)
- Postal Mail: Internal Audit Department and Risk Management Department  
Central Plaza Hotel Public Company Limited  
999/99, 25th Floor, Rama I Road, Pathum Wan Sub-district,  
Pathum Wan District, Bangkok 10330

## Number of Complaints in 2025

Topic	No. of Complaints		No. of Resolved Complaints		No. of complaints on investigated process	
	Hotel Business	Food Business	Hotel Business	Food Business	Hotel Business	Food Business
Corruption or Bribery	0	2	0	2	0	0
Money Laundering or Insider trading	0	0	0	0	0	0
Conflict of Interest	1	0	1	0	0	0
Customer Services	0	0	0	0	0	0
Customer Privacy Data	0	0	0	0	0	0
Occupational Safety and Health	0	0	0	0	0	0
Employment Terms	0	2	0	2	0	0
Human Rights Violation	0	2	0	2	0	0
Sexual Harassment	0	0	0	0	0	0
Discrimination	0	0	0	0	0	0
Environmental Issue	0	0	0	0	0	0
Other						
• Working Process	4	1	4	1	0	0
• Ethics & Code of Conduct	1	0	1	0	0	0
<b>Total</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>0</b>

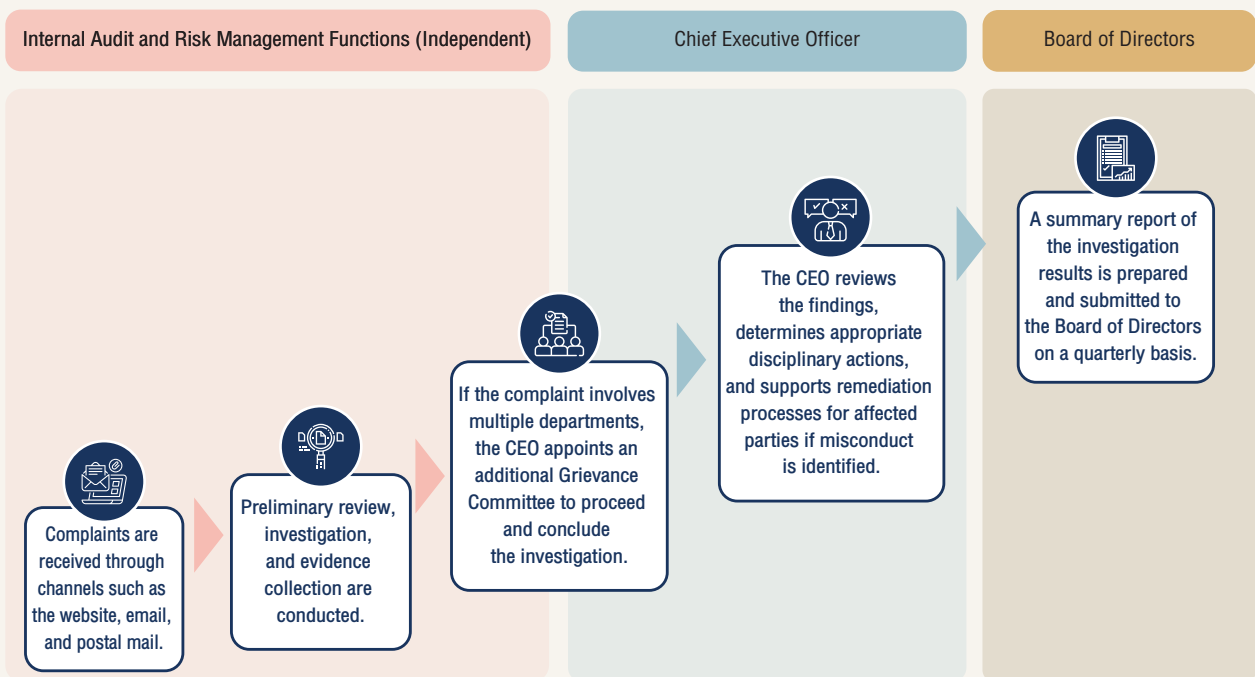
In 2025, there were no whistleblowing reports and complaints related to corruption or violations of the Company’s corporate governance policies that resulted in significant financial or non-financial impacts on the Company.

### Example of a Grievance Handling Process 2025

A foreign employee in Dubai submitted a complaint through the Company’s grievance channel regarding the alleged unfair payment of final wages following a voluntary resignation. The Internal Audit and Risk Management functions received the complaint and initiated a formal investigation process. An investigation committee was established, comprising representatives from Internal Audit, Risk Management, and Human Resources.

The investigation was conducted in accordance with applicable laws, the Company’s policies and procedures, and relevant evidence obtained from both management and the employee. The findings concluded that the management had processed the final wage payment in full compliance with local legal requirements. In addition, the Company provided clarification to the employee on the applicable legal procedures and regulations.

The grievance was therefore resolved in accordance with the established process. To prevent recurrence, the Company has implemented corrective actions, including providing training on relevant local labor laws related to employment practices.



### Risk Management

#### Challenges

- Enterprise risk management today faces challenges arising from a rapidly changing and volatile environment across economic, social, technological, regulatory, and climate dimensions, all of which impact the Company’s ability to achieve its objectives. In addition, risks have become increasingly interconnected, requiring risk assessment and monitoring to rely on comprehensive and timely data, as well as collaboration across multiple functions within the organization. Furthermore, developing employees’ knowledge and capabilities to effectively identify, assess, and respond to risks is another critical priority. This is essential to maintaining a balance between risk control and the pursuit of business opportunities.

#### Opportunities

- Proactive and preventive risk management, together with building an organization-wide risk-aware culture, enhances the effectiveness of the risk management system and significantly reduces negative impacts on business operations. It also helps minimize unnecessary costs and expenses arising from preventable incidents, supports the achievement of organizational objectives, and enables sustainable long-term growth.

## Management Approach

The Company has established its risk management approach in accordance with the COSO ERM 2017 framework, with a governance structure that ensures systematic control, monitoring, and review mechanisms. This framework covers risks across all ESG dimensions and monitors emerging risks in alignment with the Company's specific business context, with reference to the Global Risks Report. The Company has integrated risk management into its strategic planning and operations to enable timely identification, assessment, mitigation, and reporting of significant risks. Risk is managed within an acceptable level (risk appetite) through an enterprise-wide approach, including risk mitigation, risk transfer, risk avoidance, or risk control measures. Measurable key performance indicators are also established and linked to the performance evaluation of executives and relevant business units. These include environmental aspects such as energy, water, greenhouse gas emissions, and waste management; social aspects such as employee safety, health, and well-being; and governance aspects such as personal data protection, etc.

In terms of roles and responsibilities, the Board of Directors establishes risk management policies and strategic direction in accordance with good corporate governance principles. The Risk Management, Corporate Governance and Sustainability Committee is responsible for setting guidelines and monitoring performance, while Chief Executive Officer ensures that the risk management system is adequately established and effective, and cascades it to both organizational and individual levels in alignment with the Three Lines of Defense framework. These include 1st Line: the operational units; 2nd Line: the risk management function; and 3rd Line: independent assurance function (Internal Audit Unit). The Internal Audit function conducts a Risk Management Process Audit every two years to continuously enhance effectiveness and strengthen confidence in the Company's risk governance.

The Company has assigned Mr. Thaschai Phattanagosai, Assistant Vice President – Corporate Risk, Legal and Sustainability, to oversee and be responsible for risk management, risk governance, verification, and monitoring of the risk management process. The performance results are reported to the Risk Management, Corporate Governance and Sustainability Committee and subsequently presented to the Board of Directors on a quarterly basis.

More information please refer to Risk Management in 56-1 One Report 2025  
Risk Management Policy



## Business Continuity Management

In 2025, the Company enhanced its business continuity management system by developing the CHR Crisis Escalation Flow, which serves as a mechanism to escalate crisis management in a structured and sequential manner. At the same time, the Company has implemented its business continuity management system in accordance with the international standard ISO 22301:2019 to strengthen preparedness for crisis situations and unexpected events that may impact operations. The Company has established a comprehensive management structure covering the Business Continuity Management Policy, Business Continuity Plan, Emergency Response Plan, and Disaster Recovery Plan.

The operational process begins with conducting a Business Impact Analysis (BIA) alongside a Risk Assessment of potential crisis events or threats. These are used to define appropriate preventive measures, response approaches, and acceptable risk levels. Moreover, the Company conducts regular testing of its Business Continuity Plan through simulations and crisis scenarios to ensure that all units are prepared to respond effectively, maintain continuous operations and service delivery, and restore operations to normal within the defined timeframe. The Company also reviews its Business Continuity Management Policy and Business Continuity Plan annually to ensure alignment with the evolving business environment and changing risk landscape.

Business Continuity Management Policy  
Business Continuity Plan  
CHR Crisis Escalation Flow



## Risk Culture

The Company places strong emphasis on enterprise-wide risk management, covering proactive monitoring, risk mitigation, and effective response to risk events. To this end, the Company promotes a risk-aware culture among employees at all levels by requiring executives and employees to complete risk management training and assessments, achieving 100% completion in line with the set target. The Company also invites risk management experts to provide special lectures for the Board of Directors. In addition, the Risk Management Department develops and disseminates knowledge materials through the Risk & Legal Lab to establish awareness and consideration of risks in operations, drawing from both internal incidents and external case studies on a continuous basis. This enables business units to effectively prevent and mitigate negative impacts. In 2025, the Company developed 22 learning materials throughout the year, compiled risk incident reports, and prepared a Corporate Risk Profile. These are reported quarterly to the Risk Management, Corporate Governance and Sustainability Committee to guide risk control measures within appropriate and acceptable levels.

Moreover, in 2025, Centara Hotels & Resorts developed a Risk Register that comprehensively reflects the diverse risk contexts across each business unit. This initiative facilitates communication and the exchange of perspectives on both existing risks and emerging risks that may arise in the future. The Company has also adopted modern information technology systems to support the risk management process, serving as tools for systematic risk identification, assessment, monitoring, and management. At the same time, the Company promotes a culture of “Risk Ownership” among employees within their respective responsibilities, in alignment with the Three Lines of Defense framework, while establishing consistent practices for assessing and monitoring emerging risks.

**In the hotel business**, climate change and geopolitical risks are integrated into decision-making criteria for investments, product and service design, and strategic planning to maintain long-term competitiveness. **In the food business**, all new product launches are subject to verification processes to mitigate food safety risks, covering supplier certifications for raw materials through to production processes and delivery to customers within 24 hours, in order to enhance service quality and customer experience.

**Risk Management and PDPA year 2024**

1	What's Risk Management	Risk Management Principle	Examples of everyday life events
2	Why do we have PDPA?	8 Essential Aspects of PDPA Compliance for the Hotel Industry	Examples of everyday life events

- ✓ The entire lesson consists of **2 videos**, duration each of **30 minutes**.
- ✓ Complete a post-lesson quiz with **20 questions**.
- ✓ This course is mandatory. All employees and managers are required to attend and **complete the training 100%**.

## Promotion of Innovation Creation in Organization

The Company places importance on adapting to technological advancements and innovation in alignment with its core value, I-CARE, which plays a key role in driving quality and efficiency in operations. Accordingly, the Company promotes employee learning to enable the application of technology in product development, service enhancement, and internal operational processes.

**Hotel Business:** has continuously implemented initiatives to promote knowledge in information technology, such as IT Knowledge Sharing, IT Newsletter, and IT Talk, which focus on raising awareness and encouraging the application of AI technology in work and daily life under key topics such as Technology Assistant Tools 2025 and Microsoft Copilot: AI in Daily Operations. At the same time, the Company has developed an Internal Support Chatbot (Ask Cen) to be used as an internal support tool to provide information and respond to IT and HR-related inquiries promptly, helping to reduce the time required for responses by personnel and to establish a consistent standard for internal communication within the organization.

In addition, the Company has established an AI Community Hub as a platform for learning and exchanging AI knowledge among employees, promoting a culture of collaborative learning and the creative application of technology. Employees who demonstrate outstanding application of AI in their work (AI Champion) are selected and awarded certificates from the Company in recognition of their role as role models in the intelligent and effective use of technology for the organization.

**Food Business:** has continuously built upon its annual innovation competition since 2023. In this year, the activity was organized under the theme “The Sustainable Innovation,” bringing together innovations to drive sustainable organizational growth in alignment with the Company’s sustainability policy. These include innovations that create value and enhance customer experience, as well as improve employees’ quality of life; innovations that are environmentally responsible by promoting the use of clean energy, reducing energy consumption, reducing waste, pollution, and resource loss, while still creating value for the organization and customers; and innovations that improve work quality. In addition, basic AI training has been provided to employees across the organization, and an organization-wide AI innovation contest in image creation has been organized to encourage employees to learn and participate in the use of AI at a fundamental level.

**Be part of the movement AI community Hub**

**Celebrate Our Champions**

3 December 2025

**CEO's Message (Khun Thirayuth Chirathivat)**

“At Centara Hotels & Resorts, innovation is at the heart of everything we do. AI is not just a tool it's a partner that empowers us to deliver exceptional guest experiences and work smarter. I encourage each of you to explore and embrace the approved AI tools such as Microsoft Copilot. Carve in daily work to unlock new potential in yourself! A big thank you to everyone who joined our AI Community Hub competition—your creativity and enthusiasm inspire us all. Congratulations to our winners for leading the way in shaping the future of company with AI!”

Together, we're building an AI-driven culture that empowers everyone to work smarter and deliver exceptional experiences moving toward a future of innovation.

As the program concludes, we are excited to celebrate and announce our AI Champions—individuals who have demonstrated exceptional innovation, leadership, and commitment to driving AI adoption across the organization.

**AI Champion Award winners**

**Consolation Prize Recipients**

Join the AI Community Hub to explore ideas, share knowledge, and grow together.

For any inquiries, please don't hesitate to contact us via [Support@chr.co.th](mailto:Support@chr.co.th)

**CRG อยากชวนทุกคนมาสนุกกับ AI**

**GEN ภาพโปรไฟล์สุดวิาว!**

**ด้วย Gemini**

**ลุ้นรับรางวัลจาก CRG PEOPLE**

เพียงแค Generate ภาพตัวคุณเองให้ออกมาในสไตล์ไหนก็ได้ตามใจชอบ แต่ขอแค่มี Product ของ CRG แบบนี้ในมือก็ได้อีกใบภาพ

“โพสภาพโปรไฟล์นี้” พร้อมใส่ชื่อ-นามสกุล เบอร์โทร และชานก พร้อม hashtag #crgpeople #crggenภาพวิาวสุดวิาว

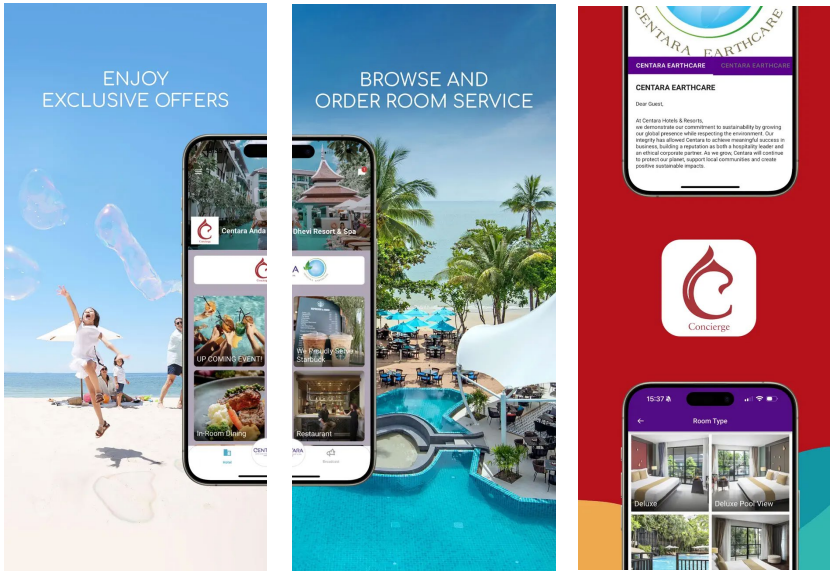
พร้อมแปลผลออกมาเป็นโพส AI ไปด้วย

CRG PEOPLE [@CRGPEOPLE](https://www.facebook.com/crgpeople) ร่นสนุกได้ตั้งแต่วันนี้ - 30 กันยายน 2568 HR - People Experience

## Service and Operational Innovation

The Company aims to drive the development of innovation in service and operations to enhance business opportunities and concretely reduce resource consumption and costs. Technology is positioned as the “brain” for each department, covering sales, service, and internal operations. In this regard, the Information Technology Department has continuously explored emerging technologies, conducting testing, pilot implementation, and application, in order to select and develop solutions that are appropriate to the specific needs of each business unit.

**In the hotel business**, the Company has developed a systematic plan to support digital transformation (Digital Channel and Technology Roadmap) to define a step-by-step direction for technology adoption. This focuses on integrating operations between the digital world and customer service seamlessly, enhancing customer experience, improving operational efficiency, and creating long-term competitive advantages. Key implementations include the adoption of a sales automation system (Pre-arrival Upselling Platform) to offer additional products and services to customers after booking and during their stay. In 2025, the Company expanded the Centara Concierge Application to five additional hotels, totaling 23 properties, to facilitate seamless digital communication between customers and employees, resulting in a 6% reduction in complaint rates compared to 2024. In addition, the Company continues to implement digital initiatives, such as a paperless reporting system for internal performance monitoring, a system for delivering documents to customers via email (Digital Folio), and the continued development of Digital Coupon & Voucher systems from the previous year, which resulting in the company receiving the Asian Management Excellence Awards 2025 for this initiative. Building on this success, the system has been extended to incorporate Digital Keycards, which integrate the value of food coupons and other service benefits directly into the room keycards, reducing paper usage, enhancing customer convenience, and creating revenue opportunities of more than 46.21 million Baht, while reducing paper usage from printed coupons, vouchers, and promotional materials.



In 2025, the Marketing Department and the Information Technology Department jointly developed the Centara Application under the concept of an All-in-One Travel Companion, reflecting the Company’s commitment to digital transformation leadership and customer-centric innovation, while responding to the behavior of over 70% of customers who make bookings via mobile devices. The Company expects to increase Centara The1 membership by approximately 150,000 members per year and to drive direct booking growth by approximately 5% per year. This also helps reduce reliance on intermediary booking platforms, resulting in positive impacts on revenue growth and long-term customer relationship management capabilities.



**Food Business:** the Company promotes the use of innovation as a key tool to drive operations and continuously elevate standards to serve as a benchmark in the restaurant industry. The Company has implemented a back-end management system (Transfer Warehouse) to enhance efficiency in inventory management and product movement, enabling faster operations, maintaining raw material quality, reducing losses, and lowering operational costs. In terms of front-of-house service, the Company has adopted digital ordering systems such as tablets, QR codes, and kiosks, significantly improving service speed. In addition, the Company has implemented chatbots to communicate with customers via digital platforms such as LINE Official Account and KFC Chatbot. This helps reduce employees' workload, lower personnel costs, and expand service coverage to a wider range of customer segments, particularly foreign tourists, enabling more convenient communication, reducing language barriers, and improving accessibility to services.

At the same time, the Company places importance on developing food innovation through the food innovation research and development center, "Delicious Lab," under the concept "Where Innovation Meets Taste, Blending Innovation for Superior Taste" focusing on three main objectives: (1) developing new products to drive sales, (2) creating differentiation in taste and creativity, and (3) selecting environmentally friendly ingredients, reducing waste, and developing healthier products to respond to consumer behavior that emphasizes balanced consumption. In addition, the Company collaborates with business partners in product development to enhance product quality and maintain food safety standards, supporting the expansion of new customer segments while retaining the existing customer base and creating diverse marketing opportunities.



## Service Quality

The Company enhances service standards and product development by placing importance on customer safety and well-being, leading to the highest level of satisfaction and the creation of long-term Customer Lifetime Value, alongside continuous development of service innovation. The Company focuses on strengthening employee capabilities to ensure comprehensive knowledge and understanding of services and products, adherence to ethical principles, and the ability to respond to diverse customer needs (Inclusive Service Excellence), including vulnerable groups.

**Hotel Business:** the Company is committed to promoting and protecting the rights of all customer groups equally. For families and children, the Company provides selected amenities and minibars specifically for family stays, as well as tailored experiences under the Centara Mirage brand, such as Candy Spa, Kid Check-in, and Kid Club, with dedicated specialists providing close supervision to ensure safety and age-appropriate services for children. For elderly customers and persons with disabilities, the Company provides facilities that support specific needs and designs spaces to enhance accessibility, while ensuring safety during their stay. At the same time, for customers traveling with pets, the Company has developed hotels under the concept of Pet-Friendly Hotels, which are currently available at 9 locations across Thailand.

In addition, the Company places importance on systematic quality governance. **In the hotel business,** internal quality assessment criteria and brand standards are reviewed and audited annually to ensure alignment with relevant laws, regulations, and operational standards. The Company also supports its hotels in obtaining relevant certifications, such as the Global Sustainable Tourism Council (GSTC) sustainability standard, Hazard Analysis and Critical Control Points (HACCP), Good Hygiene Practices (GHP), the Food Safety Management System standard (ISO 22000), and the international standard for event sustainability management systems (ISO 20121), to build confidence among customers and stakeholders. **In the food business,** the Company aims to reduce food safety complaints across all channels, with a performance target of not less than 81%. In 2025, the performance result was 81%. In addition, quality audits (Quality Audit) are conducted through unannounced branch inspections at least twice per year to ensure consistent compliance with established standards, along with strict adherence to brand standards. For example, the KFC brand conducts a 100% Restaurant Operations Compliance Checks (ROCC). Moreover, five branches have received SAN certification and 26 branches SAN Plus certification from the Department of Health. This achievement underscores the organization's commitment to ensuring excellence in nutritional quality, food safety, and service standards in all dimensions.

## Health and Nutrition

**Hotel Business:** the Company places importance on providing quality services and products through holistic well-being care under the Staying Well Program, covering both nutrition and overall well-being. Healthy menu options (Nutritional Food) are provided, accounting for 40% of the total menu, such as gluten-free food, low-sodium food, energy-boosting meals, and vegetarian menus. In addition, hotels within the Group have implemented projects to grow vegetables and herbs within hotel premises under the concepts of Farm to Fork and Food as Medicine, to ensure fresh, clean, safe, and environmentally friendly ingredients. Currently, 25 hotels have established vegetable and herb gardens within their premises, representing an increase of 14% from the previous year.

## Key Project Performance

### “Organic Sky Farm” Project

Centara Grand & Bangkok Convention Centre at CentralWorld has continuously utilized a 1,300-square-meter rooftop space for the second consecutive year. In 2025, a total of 20 types of vegetables, including edible flowers, were planned for cultivation for use in the hotel’s restaurants throughout the year. In parallel, 12,044 kilograms of food waste and fruit and vegetable scraps generated from hotel operations were processed into compost for use in the farm. A total of 4,798 kilograms of organic vegetables were harvested, resulting in cost savings of approximately Baht 570,000. This initiative also supports customer well-being and aligns with the circular economy approach and the Company’s sustainability goals.



### “Food as Medicine” Project

Centara Grand at Central Plaza Ladprao Bangkok has built upon the concept of “Health-conscious Thai cuisine” from the previous year, elevating it to the concept of “Food as Medicine” through collaboration with Mahidol University. Fresh Thai herbs from the Sireeruckhachati Nature Park, as well as herbs grown within the hotel, are applied in the creative preparation of Thai cuisine, allowing customers to experience the benefits of Thai herbs in every meal. The menu focuses on cooking without added sugar, while promoting the development of nutritious, safe, and health-beneficial dishes, and encouraging awareness of preventive healthcare in society.



**Food Business:** the Company is committed to developing healthy menu options that are balanced while maintaining the unique identity of each brand, in order to respond to customer needs and health-conscious consumption trends. The Food Innovation team and Delicious Lab serve as the main units responsible for research and recipe development, focusing on reducing sugar, sodium, and trans fats, while increasingly applying concepts such as plant-based food, raw food, and unprocessed food in menu development. The Company aims for every brand to offer at least one healthy menu option. Currently, healthy menu items account for 3% of the total menu. Examples include the Kaisen raw fish salad from Ootoya and the Thai Sour Curry with Omelette and Wolffia from Thai Terrace. In addition, the operational approach focuses on increasing the appropriate protein content per meal in accordance with nutritional principles. For beverages, alternative milk options such as oat milk and soy milk are used under the Arigato brand. These initiatives are aligned with government policies and guidelines in raising awareness of non-communicable diseases (NCDs) in society, reinforcing the role of the food business in supporting sustainable consumer well-being.

## Customer Complaint Management

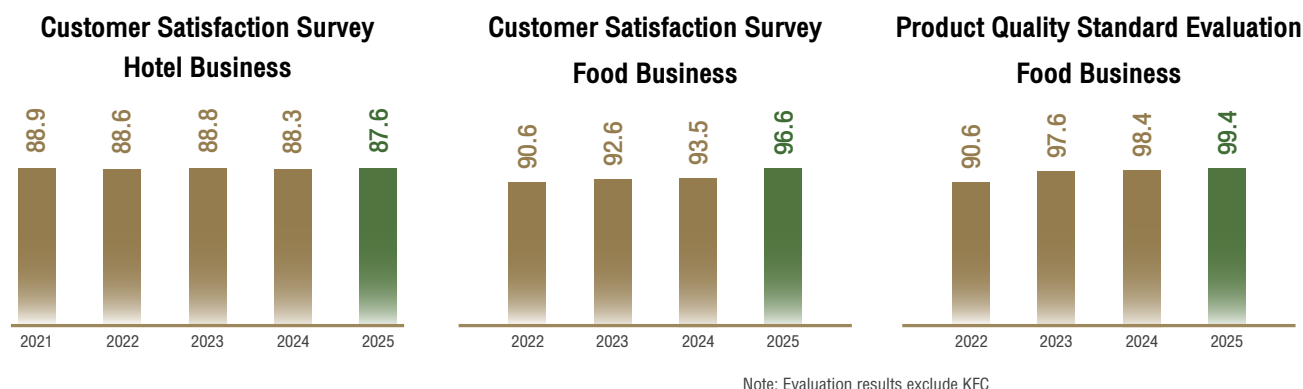
The **hotel business** aims to resolve 100% of customer complaints during the stay, with a requirement to address issues within 3 hours after receiving the complaint. Follow-up and post-stay complaint management are conducted continuously to ensure the highest level of customer satisfaction, as reflected in the Guest Satisfaction Score (GSS).

The **food business** focuses on resolving complaints through call centers and online form channels, with a requirement to respond and take corrective action within 24 hours to enhance service quality and customer experience.

## Customer Satisfaction Assessment

The **hotel business** applies the Review Pro system, an effective online reputation management system. The system collects and processes customer feedback through two main channels as follows:

1. The system gathers review data and satisfaction scores from online travel agencies (OTAs) and various leading travel websites where customers have shared their feedback.
2. Guest Surveys: Guest satisfaction surveys (Guest Satisfaction Survey) are sent directly to customers via email after they have completed their stay and checked out.



**Customer Satisfaction Performance – Hotel Business** The overall customer satisfaction score across all brands (Guest Satisfaction Survey Score: GSS) in 2025 was 87.6% (target: 88%). The Quality Competitive Index (QCI) was 101.6% compared to the target of 102%. The Guest Review Index (GRI) was 89.2% (target: 90%). The Net Promoter Score (NPS) was 51.2, representing a continuous increase of 1.2 points from the previous year, exceeding the target of 50 points.

The Company summarizes customer satisfaction survey results on a monthly basis to report to management and prepares action plans to continuously enhance responsiveness to customer needs. The results are subsequently presented to the Risk, Corporate Governance and Sustainability Committee, as well as the Board of Directors, on a quarterly basis. Based on complaints collected through online channels and surveys, the Company has identified key issues and improved services through three main approaches: (1) applying digital technology to enhance communication efficiency and enable timely issue resolution, in order to reduce complaints at the source (Centara Concierge Application); (2) enhancing the variety of hotel menu offerings to cover all customer segments, while maintaining a focus on nutritional value and ingredient safety to ensure food quality and standards; and (3) continuously improving and developing facilities, including guest rooms and common areas, to ensure suitability and functionality, along with maintenance management to prevent factors that may affect customer satisfaction.

**Food Business:** The Company utilizes an Online Customer Satisfaction Survey in conjunction with a Mystery Shopper program to assess and analyze customer experience accurately. The evaluation results are compiled, analyzed, and summarized into monthly reports.

In addition, the Company collects and monitors data through the CRG Food Tracker system, which systematically consolidates customer satisfaction results and identifies areas for improvement, enabling comprehensive enhancement of service performance.

**Customer Satisfaction Performance – Food Business** The evaluation results from the CRG Food Tracker system indicate satisfaction with taste and food quality in accordance with standards, with overall satisfaction at 96.6% and product quality standards at 99.4%.

In addition, the Company monitors feedback and complaints from all channels, including in-store and aggregator delivery platforms, on a monthly basis. In 2025, the Company followed up on action plans from the operations team and systematically analyzed the root causes of complaints. As a result, the Company responded by applying technology in ordering processes, such as Digital Menu and Digital Kiosk, to enhance speed and convenience, alongside reviewing production planning and workforce allocation to improve service efficiency. These improvements led to an increase in same store sales growth, particularly for the Katsuya brand, which increased by 12%, and a reduction in customer complaints.

## Personal Data Privacy Protection

The Company manages personal data privacy risks by identifying them as part of compliance risk, which is a key priority for the organization. The Company has established a Personal Data Protection Policy and published it on its website to communicate with customers, suppliers, and stakeholders. The Company also obtains consent for the collection, processing, and sharing of data within the Central Group's data ecosystem, for the purpose of statistical analysis and the development of products and services to better meet customer needs.

The Company strictly complies with the Personal Data Protection Act B.E. 2562 (2019) and adopts a zero-tolerance approach toward any violations. All executives and employees are required to adhere to the established policies and guidelines. The Company also enhances knowledge and awareness among personnel at all levels through annual training on "Risk Management and Personal Data Protection Act," with 100% of employees completing the training and assessments.

In terms of information technology infrastructure, the Company has developed data security systems, with the Secured Infrastructure & Operation Management function overseeing critical infrastructure and systems, such as Data Loss Prevention systems. This is complemented by data management practices based on data classification, access control, and data encryption to prevent unauthorized access or use of data. At the same time, the IT Governance, Risk and Compliance Management function is responsible for establishing information technology policies, standards, and guidelines, as well as ensuring that all units comply with the defined measures. The Company also regularly reviews data storage and processing practices, adhering to the principles of data minimization and using data only for specified purposes. Additionally, the Company conducts internal audits, undergoes external assessments, and is subject to oversight by the Central Group's Data Protection Officer to ensure continuous compliance with relevant policies and regulations



## Information Security, Digital and Cybersecurity Risk Management

Information, digital, and cyber risk management is overseen by Chief Technology Officer, with a focus on developing information technology systems in alignment with business strategies in an efficient manner. The Company reviews its Information Security Policy on an annual basis. This policy covers information security, roles and responsibilities for information security within the organization, resource security, asset management, access control, use of data encryption, physical and environmental security, biometric data security, operational security, communications security, information system acquisition, development and maintenance, supplier relationship management, cybersecurity for artificial intelligence, information security incident management, business continuity management, compliance with information security requirements, and information risk assessment and analysis. The Company also conducts security system testing at least once a year and reports the status of risk-related incidents, including both internal factors and external threat trends, to management and the Risk Management, Corporate Governance and Sustainability Committee to enhance awareness and support timely preventive planning.

In practice, the Company has implemented standardized information security technologies, such as Endpoint Detection and Response, Data Loss Prevention, Vulnerability Assessment, and Security Information and Event Monitoring, with 24/7 monitoring by security specialists. These operations are driven through two key functions: the Secured Infrastructure & Operation Management function and the IT Governance, Risk and Compliance Management function.

In addition, the Company enhances confidence in information security management by continuously reviewing and improving its systems in alignment with ISO/IEC 27001:2022 for Information Security Management System (ISMS) for the second consecutive year. At the same time, the Company promotes cybersecurity knowledge and awareness among personnel. IT employees receive training from external experts on Best Practice of Cybersecurity, while general employees undergo information security awareness training programs, such as 2025 KnowBe4 Security Awareness Training, Security Culture and You, and Phishing: Don't Get Reeled In, achieving 100% completion in line with the established target.



## Artificial Intelligence Risk Management

The Company has established governance principles for the use of artificial intelligence (AI) under its Information Security Policy. The implementation of AI systems must undergo review and governance processes equivalent to those applied to organizational software procurement, ensuring alignment with data security policies and compliance with personal data protection policies. The Company has implemented control measures over access to and use of sensitive AI capabilities, along with regular assessment and management of information technology risks to mitigate potential impacts on cybersecurity and data integrity. The use of AI remains under human oversight to ensure responsible application. In addition, the Company has established an AI Community Hub as a platform for knowledge sharing and to promote awareness of ethical AI usage. The information technology team also provides guidance and support to ensure appropriate and use of AI systems.

## Information Security System Audit Process and Cybersecurity Incident Escalation

The Company has established systematic measures and procedures for information security assessment, covering IT Third-Party Risk Assessment prior to service engagement to comprehensively prevent and manage cyber risks. Within the organization, phishing tests are conducted at least twice a year, covering the Board of Directors, executives, and employees to enhance awareness of cyber threats. Additionally, the Company performs annual penetration testing in collaboration with external experts to assess system vulnerabilities and the overall level of cybersecurity. The Company also continuously participates in cybersecurity assessment programs for listed companies in collaboration with the Stock Exchange of Thailand.

Furthermore, the Company has established a Cybersecurity Incident Management Procedure as a guideline for responding to potential incidents. When an anomaly is detected, the responsible personnel or the SIEM Service Provider reports the incident based on its severity level to the IT Security Manager for analysis and determination of solutions. The response is then escalated to Director of IT Secured Infrastructure & Operation Management and subsequently reported to Chief Technology Officer. The Company has also defined a CHR Crisis Escalation Flow to address severe incidents for supporting business continuity.

## Request for Exercising Personal Data Rights

In 2025, there were “no” complaints related to personal data breaches or data security incidents, and “no” cases of personal data being used beyond the original purposes of collection (secondary purposes). However, the Company received a total of 11 data subject rights requests, all of which were appropriately reviewed and responded to in accordance with established procedures and legal requirements.

## Sustainable Supply Chain Governance and Management

### Challenges

- Food and service businesses are highly dependent on supply chains for consumer goods, which are sensitive and directly affected by external factors such as climate change, geopolitical conflicts, and pandemics that may disrupt or delay the production and delivery of raw materials. In addition, the Company works with a diverse range of suppliers, from small community-based enterprises to large-scale operators, each with varying potentials and capabilities in sustainability management. Such inconsistencies may give rise to multiple supply chain risks, including the security of raw material sourcing, the availability of environmentally and socially responsible products and services, as well as labor and ethical business practices. Therefore, without proper and systematic supply chain management, these risks may directly impact operational continuity, business efficiency, corporate reputation, and the Company’s ESG goals.

### Opportunities

- The Company recognizes opportunities in managing its supply chain across all levels, from small community-based enterprises to large-scale operators, through collaboration in enhancing supplier capabilities, as well as jointly developing innovations and services that effectively respond to customer needs and market trends. This approach reflects the efficient use of resources, reduction of operational costs, and the creation of differentiated competitive advantages that effectively meet the specific needs of the Company’s customer segments, thereby supporting long-term financial performance. In addition, supply chain governance that encompasses ESG dimensions enables the Company to proactively manage risks and align operational direction between the Company and its suppliers in a systematic manner, leading to shared value creation and long-term benefits for business partners.

## Management Approach

The Company governs its supply chain under the Sustainable Supply Chain Management and Procurement Policy, with communication of the Supplier Code of Conduct covering Existing and New Business Partners and Suppliers. This ensures that all parties are aware of the Company's expectations and are able to operate in alignment with the Company's sustainability direction in a systematic manner. The Company also continuously enhances its systems. In the hotel business, E-Procurement and centralized purchasing systems have been implemented to promote transparency and reduce redundant processes. In the food business, the Company organized the "Grow Glow Purchasing 2025" initiative to strengthen employees' knowledge and skills in procurement based on sustainability principles, in line with indicators for selecting products and services that minimize environmental and social impacts. This is carried out alongside a strong emphasis on preventing human rights violations in all forms, promoting fair employment practices, and ensuring occupational health, safety, and hygiene across the supply chain. At the same time, the Company has established channels for complaints and feedback through its whistleblowing mechanism, enabling stakeholders to raise concerns or report incidents that may not align with the Company's Code of Conduct and practices. This allows the Company to prevent, investigate, and manage risk issues in a timely manner.

The Company also plays a role in supporting its suppliers to join the anti-corruption network through the CAC Change Agent 2025 program for the second consecutive year, aiming to enhance governance across the supply chain and jointly drive sustainability. At the same time, the Company conducts annual random assessments of key suppliers through on-site audits, questionnaire-based evaluations, and online assessments. In particular, all new suppliers are required to undergo 100% initial assessment on key sustainability aspects. The results of these assessments are used to develop capacity-building plans for suppliers associated with the Company, both directly and indirectly, and are reported to management and presented to the Board of Directors for recommendations to continuously improve practices in alignment with current contexts



Policy on Supply Chain Management  
Sustainable Procurement Policy  
Code of Conduct for Business Partners and suppliers



## Performance Results

### Supplier Segmentation

The Company analyzed annual procurement volumes between the Company and its suppliers to establish supply chain management strategies, reduce dependency on single suppliers, and develop backup supplier lists for critical items. Suppliers are categorized based on their importance to the business. The Critical Tier 1 group consists of only one supplier that cannot be substituted. The Tier 1 group includes key suppliers meeting the Company's defined criteria, where any replacement or change would have a significant impact on operations. The Non-Critical Tier 1 group comprises suppliers that meet the defined procurement thresholds and remain important to the Company, where changes or substitutions may still affect operations. The Company has also established clear payment agreements with suppliers, with payment terms of 7, 15, and 30 days, and strictly adheres to these terms. In 2025, there were no overdue payments to suppliers, and the average payment period was 22 days.

Supplier	No. of supplier		Percentage of total purchase order (%)		No. of suppliers who pass the evaluation criteria (2025)		No. of suppliers who failed to meet the evaluation criteria (2025)	
	Hotel Business	Food Business	Hotel Business	Food Business	Hotel Business	Food Business	Hotel Business	Food Business
Total Suppliers	2,841	1,262	100%	100%	749	689	0	0
Critical Suppliers (Critical Tier 1)	0	10	0	4%	0	N/A	0	0
Key Suppliers: > 5 Million expenses (Tier 1)	91	155	47.54%	87%	12	N/A	0	0
Secondary Suppliers: < 5 Million expenses (Non-Critical Tier 1)	2,750	1,097	52.46%	13%	661	N/A	0	0
New Supplier in 2025	76	51	5.40%	0.3%	76	N/A	0	0
Suppliers signed and acknowledged Code of Conduct & Guidelines for Business Partners and Suppliers	1,989	357	70%	71%				
SME suppliers	145	7	N/A	0.3%				
Suppliers located within a 50-kilometer radius / within the same province as the operating site	2,215	238	74%	73%				
Proportion of domestic and international procurement (%)			<b>89 / 11</b>	<b>94 / 6</b>				

## Supply Chain Assessment and Evaluation

Following the supplier screening process, the Company places importance on regularly monitoring the performance of each supplier. The Company's procurement team conducts annual supplier assessments through both desk assessments and on-site assessments, alongside consideration of external audit results, such as ISO and HACCP certifications, which validate suppliers' quality and food safety standards. This process enhances transparency in supplier performance monitoring, enabling effective identification and assessment of risks that may impact the Company's operations, while driving continuous improvement in alignment with organizational goals and customer expectations.

**In the hotel business**, the Company has integrated supplier assessment principles in alignment with the expectations of the Global Sustainable Tourism Council (GSTC), covering both local suppliers and manufactured suppliers. These are incorporated into the Company's procurement principles across five key areas: 1) Product and service quality capabilities, including certified quality standards, timely and complete delivery, and reliable logistics systems; 2) Pricing competitiveness and production capacity; 3) Innovation capability and the ability to introduce new products that support customer needs and the Company's greenhouse gas reduction targets; 4) Employee care, social contribution, and environmental responsibility; 5) Ethical business conduct and adherence to good corporate governance principles. In 2025, the hotel business conducted supplier assessments for 749 suppliers, representing 26.36% of the total supplier base.

**In the food business**, supplier governance and assessment are conducted in accordance with Green Industry Level criteria, together with a Sustainability Survey, to comprehensively evaluate suppliers' performance across environmental, social, and governance dimensions. This process is aligned with the Supplier Code of Conduct and related guidelines, as well as procurement objectives aimed at achieving operational excellence, covering cost and time efficiency, resilience and agility, transparency and traceability, and sustainability in line with the ESG framework. In 2025, the food business conducted supplier assessments for 689 suppliers, representing 55% of the total supplier base.

## Building Business Partner Engagement in the Supply Chain

The Company recognizes the importance of building collaboration with suppliers and business partners who share common sustainability goals, in order to mitigate supply chain risks and ensure smooth operational continuity. The Company therefore emphasizes strengthening relationships with suppliers through meetings and joint activities with both direct and indirect suppliers. These engagements are used to communicate sustainable procurement practices and strategies, covering ESG aspects, organizational transition toward net zero greenhouse gas emissions, and approaches to managing Scope 3 emissions. This promotes proactive collaboration in reducing greenhouse gas emissions across the value chain, while also sharing best practices and providing information on the Company's supplier assessment and development processes.

**In the hotel business** the Company organized meetings with a total of 108 suppliers under the theme "Let's Grow Together." The meetings featured knowledge sharing from internal experts as well as environmental and public health specialists to enhance suppliers' capabilities in complying with safety standards, hygiene standards, and waste management practices in alignment with hotel standards. The initiative also raised awareness of the importance of supplier assessments based on raw material risk evaluation, which serves as a key mechanism to drive continuous improvement and elevate supplier performance.



**In the food business**, the Company organized knowledge-sharing meetings and activities comprising 83 online sessions and 102 on-site sessions, with more than 1,100 participants in total. The sessions covered key topics such as hygiene systems, training, and reporting on pest control in accordance with standards, the use of basic technologies such as ChatGPT and Canva, as well as guidance on quality management standards (ISO 9001:2015), environmental management systems (ISO 14001:2015), and occupational health and safety management systems (ISO 45001:2018). Participants also took part in the SAP Spend Connect Innovation Day: Reimagine the Future of Procurement. In addition, the Company promotes knowledge exchange between suppliers and operational teams across brands to jointly conclude and analyze issues, along with organizing collaborative workshops to propose continuous process improvements. Key insights from these discussions are further developed into collaborative initiatives that support responsible business practices and alignment with organizational goals. Concrete initiatives include a project to reduce water consumption in floor cleaning by using no-rinse cleaning solutions, resulting in water savings of up to 757,832 liters per year, as well as the use of plastic bags containing 50% recycled resin from two suppliers, helping to reduce the use of virgin plastic and promote a circular economy.

## Sustainable Raw Materials

The Company implements a sustainable procurement policy based on environmentally friendly principles and consideration of animal welfare in accordance with international standards. This aims to promote transparency in the sourcing process, while managing ESG risks throughout the supply chain to support efficient resource utilization, respect for human rights, animal welfare, and safety at every stage, with full traceability to build confidence among customers and stakeholders. The Company therefore places importance on selecting products certified for sustainability standards by credible external organizations, in order to reduce risks from the raw material production process and mitigate operational, reputational, and regulatory risks in the long term.

**Hotel Business:** For products used within hotel operations, in the tea and coffee category, the Company selects products certified for fair trade and environmental conservation, such as Fairtrade International, Rainforest Alliance, and UTZ Certified. For packaging and paper, the Company selects products sourced from sustainably managed forests in accordance with the Forest Stewardship Council (FSC) standard, as well as biodegradable and environmentally friendly materials, taking into consideration relevant standards such as ISO 14001, TÜV, Biodegradable Products Institute (BPI), and the European EN 13432 standard, covering post-consumption waste management. For paints and construction materials, the Company selects products with low volatile organic compound emissions (Low VOC) and GREENGUARD certification to reduce impacts on health and indoor air quality. For consumer products, the Company continues to prioritize products with sustainability certifications, such as Bonsucro for sugar products, as well as carbon reduction labels, product carbon footprint labels, and green labels for consumer goods. In addition, for seafood, the Company sources raw materials from sustainable sources with consideration for aquatic animal welfare, selecting products certified by the Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), and the Dolphin-Safe program, including 7 hotels within the groups that use 119,359 cage-free eggs. Overall, in 2025, the Company's procurement of products certified under sustainability standards and eco-labels accounted for approximately 5% of total procurement value.



**Food Business :** The Company recognizes its reliance on agricultural commodities used in production and service processes, which may directly impact biodiversity loss, animal populations, animal welfare, and land degradation. The Company is therefore committed to being part of driving sustainable and responsible supply chain management. In 2025, the Company promoted the procurement of raw materials with sustainable production standards, while placing importance on quality and food safety in key product categories, including rice, sugar, coffee, and tea. Products certified under such standards accounted for an average of 35% of total procurement volume. For animal-based products, the Company emphasizes sourcing raw materials certified for animal welfare standards, covering seafood, dairy, pork, beef, and poultry, with certified products accounting for an average of 20.7% of total procurement volume. At the same time, the Company supports the use of products and services with product carbon footprint labels, totaling 39 items, representing 9% of total procurement, including 16 meat products, 5 egg products, 4 oil products, 9 beverage items, and 5 others. The Company plans to continuously increase the proportion of certified product procurement in line with key raw materials used in production. In addition, the Company has initiated the use of cage-free eggs under a pilot project in the Salad Factory brand, covering 58 branches, with a total usage of 146,400 eggs.

# Green Finance Report

The company integrates environmental, social, and governance considerations into its investment decision-making process. To further reinforce its commitment to sustainability, The company has established a Green Finance Framework, in addition to its existing Sustainability-Linked Finance Framework and issued Green Bonds in 2025 with a total principal amount of THB 250 million. The use of proceeds is detailed below.

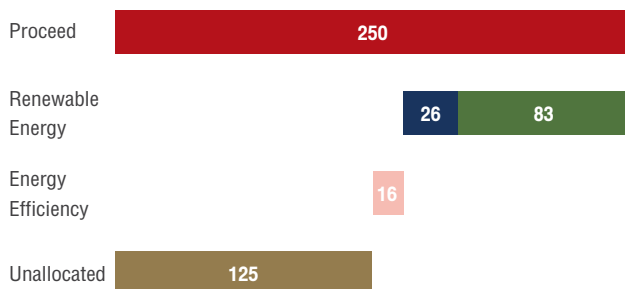
We disclosed the sustainability reporting in accordance with the GRI-Standards and obtained external assurance from an independent third party, LRQA (Thailand) Ltd., in accordance with the AA1000AS v3 assurance standard.

More information about the Assurance Statement can be found at page 312-315

More information about GHG emission calculation and Energy information can be found at page 270-274



## Use of Proceeds by Eligible Projects (Unit: Million Baht)



## Project Portfolio

Category of Eligible Project	Cost Incurred to Dec-25	Amount Financed/ Reimbursed by Green Bond Proceeds	% of Finance/ Refinance
Solar	109	83	76% Finance 24% Refinance
Energy Efficiency	16	16	100% Finance

## Impact Report

UN SDGs Contribution	Indicator	Unit	2023	2024	2025
<b>Renewable Energy (Solar)</b>					
7  13	Total renewable energy consumption from solar PV	MWh	544.46	1,777.12	5,792.27
	Use of proceed	MB	-	82.5	26.3
<b>Energy Efficiency</b>					
7  11	Total energy consumption (Renewable and Non-renewable)	MWh	243,231.59	266,365.61	282,301.46
13	Total non-renewable energy consumption within organization	MWh	242,670.01	264,465.30	276,449.16
	Scope 2 Annual GHG emissions	tCO <sub>2</sub> e	67,121.41	66,405.35	61,902.68
	Use of proceed	MB	10.9	0.6	5.1

## About Report

Central Plaza Hotel Public Company Limited (CENTEL) has consistently prepared and disclosed its Sustainability Report on an annual basis for the past ten consecutive years as an integral part of its Annual Report (Form 56-1 One Report). The objective of the report is to disclose to stakeholders the Company's sustainability strategies, management approaches, and performance outcomes, encompassing all dimensions of sustainability, namely economic, social, environmental, and corporate governance aspects.

The Sustainability Report for the year 2025 has been prepared in compliance with the guidelines for the Annual Registration Statement/Annual Report (Form 56-1 One Report) issued by the Securities and Exchange Commission of Thailand, as well as the Sustainability Reporting Guide for Listed Companies of the Stock Exchange of Thailand. The report discloses information in accordance with the reporting principles and standards of the GRI Universal Standards 2021 (Reporting with reference to the GRI Standards), follows the principles of the United Nations Global Compact (UNGC), and incorporates the Global Sustainable Tourism Council (GSTC) criteria. Furthermore, the Company's sustainability operations are aligned with and contribute to the achievement of the United Nations Sustainable Development Goals (SDGs).

## Report Boundaries

The Sustainability Report presents the performance information of Central Plaza Hotel Public Company Limited for the year 2025, covering the period from 1 January 2025 to 31 December 2025. The scope of the report encompasses economic, social, and environmental information relating to the operations of the Company, its subsidiaries, associates, and affiliated companies within the hotel and food business segments, both in Thailand and overseas, to the extent that the Company has management and operational control.

In 2025, the Company revised its reporting boundary by consolidating data from 47 hotels owned and managed by the Company, as well as 17 food brands.

## The Quality of the report

The Board of Directors of the Company, in collaboration with the Risk Management, Governance, and Sustainability Committee and the Chief Executive Officer, formulates the reporting methodology to ensure alignment with the Company's significant sustainability matters. The economic, social, and environmental data pertinent to the hotel sector is collected in accordance with the Centara EarthCare standard, which is certified by the Global Sustainable Tourism Council (GSTC) as a GSTC-Recognised Standard, utilizing the Greenview Portal system. In the food sector, data collection is executed under the Company's internal standardized reporting framework.

The Sustainability Development Department functions as the principal entity responsible for the oversight and verification of the accuracy and completeness of the report. The information presented in this report has undergone a thorough review of its material content and verification of data precision by the Company's sustainability working team, in conjunction with the senior management of the relevant business units. This process aims to provide reasonable assurance that the disclosed information is accurate, comprehensive, balanced, and aligned with the Company's significant sustainability concerns. The outcomes of the preparation of this Sustainability Report are communicated to the Risk Management, Governance, and Sustainability Committee, and are subsequently presented to the Board of Directors for their acknowledgment.

## External Assurance for the Report

In order to uphold the credibility and transparency of the environmental and social information presented in this report, LRQA (Thailand) has certified the accuracy and reliability of the performance data and information, providing Limited Assurance for the selected Global Reporting Initiative (GRI) indicators. These indicators include: 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) Greenhouse Gas (GHG) Emissions, GRI 305-2 Energy Indirect (Scope 2) GHG Emissions, GRI 305-3 Other Indirect GHG Emissions (Scope 3), GRI 305-4 GHG Emissions Intensity, GRI 306-3 Waste Generated, GRI 306-4 Waste Diverted from Disposal, GRI 306-5 Waste Directed to Disposal, GRI 403-9 Work-related Injuries, GRI 403-10 Work-related Ill Health, and GRI 405-2 Ratio of Basic Salary and Remuneration of Women to Men. The certification confirms that this report is consistent with the GRI Standards.

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

## Sustainability performance boundary

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

	Name	Social Performance (Employee, OSH)	Environmental Performance (GHG, Energy, Water, Waste)
4.	Centara Watergate Pavilion Hotel Bangkok	•	•
5.	Centara Pattaya Hotel	•	•
6.	Centara Koh Chang Tropicana Resort	•	•
7.	Centara Nova Hotel & Spa Pattaya	•	•
8.	Centara Ao Nang Beach Resort & Spa Krabi	•	•
9.	Centara Korat	•	•
10.	Centara Ubon	•	•
11.	Centara Ayutthaya	•	•
12.	Centara Riverside Hotel Chiang Mai	•	•
13.	Centara Villas Phi Phi Island	•	•
14.	Centara Sonrisa Residences & Suites Sriracha	•	•
15.	Centara Muscat Hotel	•	•
16.	Centara Mirage Resort Mui Ne	•	•
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 Wisma Hotel Ratchaburi	•	•
24.	COSI Krabi Ao Nang Beach	•	•
25.	COSI Vientiane Nam Phu	•	•
26.	Al Hail Waves Hotel	•	•
27.	Waterfront Suites Phuket by Centara	•	
28.	Roukh Kiri Khaoyai	•	
29.	Varivana Resort Koh Phangan	•	
<b>Food Business</b>			
1.	Central Restaurants Group (17 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, to achieve sustainable development goals and be responsible global citizens.

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

## GRI content index

Statement of use	Central Plaza Hotel Public Company has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	-

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
GRI 2: General Disclosures 2021	2-1 Organizational details	AR page 337	
	2-2 Entities included in the organization's sustainability reporting	AR page 263-264, 53, 92, 466-437	
	2-3 Reporting period, frequency and contact point	AR page 262	
	2-4 Restatements of information	AR page 262	
	2-5 External assurance	AR page 312-315	
	2-6 Activities, value chain and other business relationships	AR page 28-51, 135	
	2-7 Employees	AR Page 282-311	SDG 8
	2-8 Workers who are not employees	AR Page 282, 302	SDG 8
	2-9 Governance structure and composition	AR Page 357-358, 402-414	
	2-10 Nomination and selection of the highest governance body	AR Page 372 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20251230-centel-cg-policy-th.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20251230-centel-cg-policy-th.pdf</a> page 15-16	
	2-11 Chair of the highest governance body	AR23-24 <a href="https://investor.centarahotelsresorts.com/en/management/board-of-directors">https://investor.centarahotelsresorts.com/en/management/board-of-directors</a>	
	2-12 Role of the highest governance body in overseeing the management of impacts	AR page 360-361	
	2-13 Delegation of responsibility for managing impacts	AR page 143-144	
	2-14 Role of the highest governance body in sustainability reporting	AR Page 143-144, 262	
	2-15 Conflicts of interest	AR Page 437, 385-389, 402-418	
	2-16 Communication of critical concerns	AR Page 340-343, 117-130	
	2-17 Collective knowledge of the highest governance body	AR Page 376-378	
	2-18 Evaluation of the performance of the highest governance body	AR Page 373-374	
	2-19 Remuneration policies	AR Page 367-369	
	2-20 Process to determine remuneration	AR Page 367-369	
	2-21 Annual total compensation ratio	AR Page 290, 300, 310	
	2-22 Statement on sustainable development strategy	AR Page 24-26	
	2-23 Policy commitments	AR Page 146, 345-356, 212-216 <a href="https://investor.centarahotelsresorts.com/en/corporate-governance/corporate-governance-policies">https://investor.centarahotelsresorts.com/en/corporate-governance/corporate-governance-policies</a> , <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-human-rights-policy-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-human-rights-policy-en.pdf</a>	
	2-24 Embedding policy commitments	AR Page 134-155	
	2-25 Processes to remediate negative impacts	<a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260107-centel-whistleblower-policy-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260107-centel-whistleblower-policy-en.pdf</a> page 4-5	

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
	2-26 Mechanisms for seeking advice and raising concerns	AR Page 385	
	2-27 Compliance with laws and regulations	AR Page 247	
	2-28 Membership associations	AR Page 156-157	
	2-29 Approach to stakeholder engagement	AR Page 149-151	
	2-30 Collective bargaining agreements	AR Page 222, 289, 299, 309	SDG 8
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	AR Page 146-147	
	3-2 List of material topics	AR Page 148	
<b>Climate Change</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	AR Page 168	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	AR Page 169-173, 272-274	SDG 8, 13
	302-3 Energy intensity	AR Page 169-173, 272-274	SDG 8, 13
	302-4 Reduction of energy consumption	AR Page 169-173	SDG 8, 13
	302-5 Reductions in energy requirements of products and services	AR Page 171-173	SDG 8, 13
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	AR Page 162-163, 166, 270-272	SDG 9, 13
	305-2 Energy indirect (Scope 2) GHG emissions	AR Page 162-163, 166, 270-272	SDG 9, 13
	305-3 Other indirect (Scope 3) GHG emissions	AR Page 162-163, 166, 270-272	SDG 9, 13
	305-4 GHG emissions intensity	AR Page 163, 167, 270-272	SDG 9, 13
	305-5 Reduction of GHG emissions	AR Page 164-165, 167	SDG 9, 13
<b>GRI 201: Economic Performance 2016</b>	201-2 Financial implications and other risks and opportunities due to climate change	AR Page 160-161 <a href="https://centel.listedcompany.com/misc/SD/20221004-centel-tcf-report.pdf">https://centel.listedcompany.com/misc/SD/20221004-centel-tcf-report.pdf</a>	
<b>Waste</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	AR Page 182	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	AR Page 182	SDG 12,13
	306-2 Management of significant waste-related impacts	AR Page 182-191	SDG 12,13
	306-3 Waste generated	AR Page 183-184, 190, 280-281	SDG 12,13
	306-4 Waste diverted from disposal	AR Page 183-191, 280-281	SDG 12,13
	306-5 Waste directed to disposal	AR Page 183-191, 280-281	SDG 12,13
<b>Human Rights</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	AR Page 138, 141, 146, 149-151, 154-155, 212-214, 218-129, 221-222	
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	AR Page 286-287, 296-297, 306-307	SDG5, SDG 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	AR Page 228-230, 232-233	SDG 8
	401-3 Parental leave	AR Page 289, 299, 309	SDG5, SDG 8
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	AR Page 355, 282-284, 292-294, 302-304	SDG5, SDG 8
	405-2 Ratio of basic salary and remuneration of women to men SDG 10	AR Page 221, 229, 289, 299, 309	SDG5, SDG 8,
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	AR Page 247-248	
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	AR Page 212-216, 256-257	
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	AR Page 213-216, 256-257	
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	AR Page 213-216, 256-257	

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	AR Page 212-213, 222-223	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	AR Page 212-216, 247	
<b>Human Capital</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	AR Page 141, 145-146, 150-151, 233	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	AR Page 233-235, 291, 301, 311	SDG4, SDG 5, SDG 8
	404-2 Programs for upgrading employee skills and transition assistance programs	AR Page 203, 228, 234-235, 250	SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	AR Page 236-237	SDG 5, SDG 8
<b>Occupational Health and Safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	AR Page 142, 146, 150, 154, 225-226	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	AR Page, 226	
	403-2 Hazard identification, risk assessment, and incident investigation	AR Page 226-228 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-osh-policy-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-osh-policy-en.pdf</a> Page 3-4	
	403-3 Occupational health services	AR Page 226-229	
	403-4 Worker participation, consultation, and communication on occupational health and safety	AR Page 226	
	403-5 Worker training on occupational health and safety	AR Page 225-228, 234-235	
	403-6 Promotion of worker health	AR Page 228-230	
	403-8 Workers covered by an occupational health and safety management system	AR Page 226	
	403-9 Work-related injuries	AR Page 290, 300, 310	
	403-10 Work-related ill health	AR Page 290, 300, 310	SDG 3, SDG 8
	<b>Data Privacy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	AR Page 142, 149, 154, 254-255	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	AR Page 247, 256	
<b>Customer Satisfaction</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	AR 146, 149, 152-154, 251-254	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	AR Page 252-254 <a href="https://investor.centarahotelsresorts.com/storage/download/sustainability-performance/20250815-centel-ethical-marketing-and-advertising-policy-en.pdf">https://investor.centarahotelsresorts.com/storage/download/sustainability-performance/20250815-centel-ethical-marketing-and-advertising-policy-en.pdf</a> Page 3-4	
<b>Business Development</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	AR Page 24-26, 28-29, 133-134	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AR Page 20-21	
	201-3 Defined benefit plan obligations and other retirement plans	AR Page 228, 230, 290, 300, 310, 369	
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	AR Page 237-239	
<b>Supply Chain Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	AR Page 139, 142, 146, 149, 152, 257	

GRI STANDARD	DISCLOSURE	LOCATION Annual Report (AR) / Sustainability Report (SR) / URL	Mapped to UN SDG
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	AR Page 258	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	AR Page 257 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf</a> Page 3 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-sustainable-procurement-policy-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-sustainable-procurement-policy-en.pdf</a> Page 3-4	
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 257-258 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf</a> Page 4-5	
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Page 257 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf</a> Page 3-4	
	414-2 Negative social impacts in the supply chain and actions taken	AR Page 258 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20260112-centel-policy-on-supply-chain-management-en.pdf</a> Page 3-4	
<b>Good Governance</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	AR Page 139, 142, 146, 154, 242-243, 245-246	
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	AR Page 122, 128, 245-246	
	205-2 Communication and training about anti-corruption policies and procedures	AR Page 242-246, 249-250, 258 <a href="https://investor.centarahotelsresorts.com/storage/download/cg-document/20181101-centel-letter-business-partners-suppliers-en.pdf">https://investor.centarahotelsresorts.com/storage/download/cg-document/20181101-centel-letter-business-partners-suppliers-en.pdf</a> Page 1-2	SDG 16
	205-3 Confirmed incidents of corruption and actions taken	AR Page 247-248	
<b>Water Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	AR Page 138-139, 146, 153, 159, 174, 176	
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	AR Page 159, 174-181, 259	
	303-2 Management of water discharge-related impacts	AR Page 178-181	
	303-3 Water withdrawal	AR Page 177-181, 275-276	
	303-4 Water discharge	AR Page 178-181, 277-278	
	303-5 Water consumption	AR Page 177-181, 279	
<b>Social and Community Development</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	AR Page 137-139, 141, 146, 149-150, 153, 213	
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	AR Page 150, 193, 237-239, 246-247	
	413-2 Operations with significant actual and potential negative impacts on local communities	AR Page 193-197, 237-239	

## GHG Emission-Hotel Business

GHG Emissions	Unit	2021	2022	2023	2024	2025
Direct (Scope 1) GHG emissions	MT CO <sub>2</sub> e	9,912.75	14,793.45	17,046.90	16,027.69	42,488.50
Energy indirect (Scope 2) GHG emissions	MT CO <sub>2</sub> e	18,523.35	50,372.26	67,121.41	66,405.35	61,902.68
<b>Total GHG emissions (Scope 1+2)</b>	<b>MT CO<sub>2</sub>e</b>	<b>28,436.10</b>	<b>65,165.71</b>	<b>84,168.31</b>	<b>82,433.04</b>	<b>104,391.18</b>
Other indirect (Scope 3) GHG emissions	MT CO <sub>2</sub> e	1,674.43	5,044.30	6,820.21	212,120.07	115,888.06
• Purchased goods and services	MT CO <sub>2</sub> e	716.08	1,808.62	2,530.75	181,330.10	85,636.30
• Fuel and energy-related activities emissions	MT CO <sub>2</sub> e	-	-	-	23,471.33	21,768.84
• Waste generated in operations**	MT CO <sub>2</sub> e	934.92	3,154.52	4,145.87	3,980.52	4,568.27
• Business travel	MT CO <sub>2</sub> e	23.44	81.16	143.59	331.96	341.68
• Employee commuting	MT CO <sub>2</sub> e	-	-	-	3,006.15	3,572.97
<b>Total GHG emissions (Scope 1+2+3)</b>	<b>MT CO<sub>2</sub>e</b>	<b>30,110.53</b>	<b>70,210.01</b>	<b>90,988.52</b>	<b>294,553.11</b>	<b>220,279.24</b>
GHG emissions intensity (Scope 1+2+3) per square meter	MT CO <sub>2</sub> e / sq.m.	0.06	0.07	0.08	0.26	0.19
GHG emissions intensity (Scope 1+2+3) per revenue	MT CO <sub>2</sub> e / million THB	12.91	10.73	9.16	26.39	18.32
GHG emissions intensity (Scope 1+2) (Facility+Vehical+Refrigerants) per occupied room	MT CO <sub>2</sub> e / occupied room	-	-	-	0.04	0.04
GHG emissions intensity (Scope 1+2) (Facility+Vehical+Refrigerants) per square meter	MT CO <sub>2</sub> e / sq.m.	-	-	-	0.10	0.09
GHG emissions intensity (Scope 1+2)* per occupied room	MT CO <sub>2</sub> e / occupied room	0.09	0.04	0.03	0.03	0.03
GHG emissions intensity (Scope 1+2)* per square meter	MT CO <sub>2</sub> e / sq.m.	0.05	0.07	0.08	0.07	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 waste

## GHG Emission-Food Business

GHG Emissions	Unit	2021	2022	2023	2024	2025
Direct (Scope 1) GHG emissions	MT CO <sub>2</sub> e	721.50	948.95	608.97	1,050.49	1,083.25
Energy indirect (Scope 2) GHG emissions	MT CO <sub>2</sub> e	39,949.31	46,657.16	45,234.64	50,313.24	51,068.94
<b>Total GHG emissions (Scope 1+2)</b>	<b>MT CO<sub>2</sub>e</b>	<b>40,670.81</b>	<b>47,606.11</b>	<b>45,843.61</b>	<b>51,363.74</b>	<b>52,152.19</b>
Other indirect (Scope 3) GHG emissions	MT CO <sub>2</sub> e	12,706.39	13,709.02	15,114.07	63,776.26	465,032.40
Purchased goods and services	MT CO <sub>2</sub> e	-	-	-	44,016.73	269,955.27
Fuel and energy-related activities	MT CO <sub>2</sub> e	-	-	-	-	82,594.36
Upstream Transportation & Distribution	MT CO <sub>2</sub> e	-	-	-	-	4,757.33
Waste generated in operations	MT CO <sub>2</sub> e	12,706.39	13,709.02	15,114.07	19,759.53	21,463.20
Business Travel	MT CO <sub>2</sub> e	-	-	-	-	76,477.00
Employee Commuting	MT CO <sub>2</sub> e	-	-	-	-	2,626.55
Upstream Leased Assets	MT CO <sub>2</sub> e	-	-	-	-	1,455.78
Downstream Transport	MT CO <sub>2</sub> e					4,143.52
End of life treatment	MT CO <sub>2</sub> e	-	-	-	-	1,559.38
<b>Total GHG emissions (Scope 1+2+3)</b>	<b>MT CO<sub>2</sub>e</b>	<b>53,377.20</b>	<b>61,315.13</b>	<b>60,957.68</b>	<b>115,140.00</b>	<b>517,184.59</b>
GHG emissions intensity (Scope 1+2+3) per revenue	MT CO <sub>2</sub> e / million THB	5.74	5.25	4.83	8.80	39.84
GHG emissions intensity (Scope 1+2+3) per square meter	MT CO <sub>2</sub> e / sq.m.	0.46	0.44	0.48	0.92	3.76

## GHG Emission-CENTEL (Hotel and Food Business)

GHG Emissions	Unit	2021	2022	2023	2024	2025
Direct (Scope 1) GHG emissions	MT CO <sub>2</sub> e	10,634.25	15,742.40	17,655.87	17,078.18	43,571.75
Energy indirect (Scope 2) GHG emissions	MT CO <sub>2</sub> e	58,472.66	97,029.42	112,356.05	116,718.59	112,971.62
<b>Total GHG emissions (Scope 1+2)</b>	<b>MT CO<sub>2</sub>e</b>	<b>69,106.91</b>	<b>112,771.82</b>	<b>130,011.92</b>	<b>133,796.78</b>	<b>156,543.37</b>
Other indirect (Scope 3) GHG emissions	MT CO <sub>2</sub> e	14,380.82	18,753.32	21,934.28	275,896.33	580,920.46
Purchased goods and services	MT CO <sub>2</sub> e	716.08	1,808.62	2,530.75	225,346.83	355,591.57
Fuel and energy-related activities emissions	MT CO <sub>2</sub> e	-	-	-	23,471.33	104,363.20
Upstream Transportation & Distribution	MT CO <sub>2</sub> e	-	-	-	-	4,757.33
Waste generated in operations	MT CO <sub>2</sub> e	13,641.31	16,863.54	19,259.94	23,740.05	26,031.47
Business travel	MT CO <sub>2</sub> e	23.44	81.16	143.59	331.96	76,818.68
Employee commuting	MT CO <sub>2</sub> e	-	-	-	3,006.15	6,199.52
Upstream Leased Assets	MT CO <sub>2</sub> e	-	-	-	-	1,455.78
Downstream Transport	MT CO <sub>2</sub> e	-	-	-	-	4,143.52
End of life treatment	MT CO <sub>2</sub> e	-	-	-	-	1,559.38
<b>Total GHG emissions (Scope 1+2+3)</b>	<b>MT CO<sub>2</sub>e</b>	<b>83,487.73</b>	<b>131,525.14</b>	<b>151,946.20</b>	<b>409,693.10</b>	<b>737,463.82</b>
GHG emissions intensity (Scope 1+2+3) per revenue	MT CO <sub>2</sub> e / million THB	7.18	7.22	6.74	16.90	29.49
GHG emissions intensity (Scope 1+2+3) per square meter	MT CO <sub>2</sub> e / sq.m.	0.14	0.12	0.13	0.33	0.57

## Energy-Hotel Business

Energy	Unit	2021	2022	2023	2024	2025
<b>Total energy usage</b>	<b>kWh</b>	<b>79,014,585.43</b>	<b>174,457,455.98</b>	<b>243,231,593.63</b>	<b>266,365,611.27</b>	<b>282,301,456.17</b>
Total non-renewable energy consumption	kWh	78,610,196.09	173,906,214.03	242,670,006.37	264,465,303.11	276,449,156.26
Total renewable energy consumption	kWh	404,389.34	551,241.95	561,587.26	1,900,308.16	5,852,299.91
<b>Fuel</b>	<b>kWh</b>	<b>39,194,158.86</b>	<b>60,586,692.18</b>	<b>78,982,444.27</b>	<b>83,270,901.54</b>	<b>88,303,745.64</b>
Diesel	kWh	25,639,045.61	26,852,699.89	27,842,639.26	27,268,263.19	46,487,595.14
Gasoline	kWh	1,349,295.14	2,939,063.48	3,285,377.01	2,882,378.05	3,370,685.58
LPG	kWh	11,931,624.05	30,177,591.66	47,063,069.30	52,248,898.81	25,153,916.21
Natural gas	kWh	-	-	-	-	12,217,050.00
Others	kWh	274,194.06	617,337.16	791,358.70	871,361.49	1,074,498.71
<b>Purchased electricity</b>	<b>kWh</b>	<b>39,416,037.23</b>	<b>113,319,521.85</b>	<b>163,687,562.10</b>	<b>162,009,633.14</b>	<b>153,927,886.04</b>
<b>Purchased chilled water</b>	<b>kWh</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,184,768.43</b>	<b>34,217,524.58</b>
<b>Renewable energy</b>	<b>kWh</b>	<b>404,389.34</b>	<b>551,241.95</b>	<b>561,587.26</b>	<b>1,900,308.16</b>	<b>5,852,299.91</b>
Solar cell	kWh	394,252.00	512,671.00	544,458.78	1,777,115.07	5,792,267.24
Biogas	kWh	10,137.34	38,570.95	17,128.48	7,820.87	6,587.33
Biofuels	kWh	-	-	-	115,372.22	53,445.34
<b>Energy usage per occupied room</b>	<b>kWh / room</b>	<b>266.80</b>	<b>119.01</b>	<b>98.63</b>	<b>102.56</b>	<b>105.58</b>
<b>Energy usage per square meter</b>	<b>kWh / sqm.</b>	<b>157.09</b>	<b>181.85</b>	<b>209.43</b>	<b>238.70</b>	<b>243.95</b>

## Energy-Food Business

Energy	Unit	2021	2022	2023	2024	2025
<b>Total energy usage</b>	<b>kWh</b>	<b>81,979,417.50</b>	<b>96,368,818.98</b>	<b>93,459,628.15</b>	<b>106,012,243.72</b>	<b>107,769,072.97</b>
Total non-renewable energy consumption	kWh	81,946,852.92	96,053,976.95	93,147,494.58	105,048,731.13	106,740,732.01
Total renewable energy consumption	kWh	32,564.58	314,842.03	312,133.57	963,512.59	1,028,340.96
<b>Fuel</b>	<b>kWh</b>	<b>2,032,250.92</b>	<b>2,720,991.84</b>	<b>2,660,120.65</b>	<b>4,402,115.36</b>	<b>4,582,418.90</b>
Diesel	kWh	-	-	-	4,765.30	6,966.58
Gasoline	kWh	-	-	-	5,782.00	2,241.14
LPG	kWh	2,032,250.92	2,720,991.84	2,660,120.65	3,727,968.06	4,042,331.19
Heavy oil - Grade A	kWh	-	-	-	663,600.00	530,880.00
<b>Purchased electricity</b>	<b>kWh</b>	<b>79,914,602.00</b>	<b>93,332,985.11</b>	<b>90,487,373.93</b>	<b>100,646,615.77</b>	<b>102,158,313.11</b>
<b>Renewable energy</b>	<b>kWh</b>	<b>32,564.58</b>	<b>314,842.03</b>	<b>312,133.57</b>	<b>963,512.59</b>	<b>1,028,340.96</b>
Solar cell	kWh	32,564.58	314,842.03	312,133.57	963,512.59	1,028,340.96
<b>Energy usage per revenue</b>	<b>kWh / millionTHB</b>	<b>8,812.15</b>	<b>8,254.29</b>	<b>7,408.61</b>	<b>8,106.77</b>	<b>8,301.42</b>
<b>Energy usage per square meter</b>	<b>kWh / sqm.</b>	<b>708.55</b>	<b>693.03</b>	<b>732.39</b>	<b>843.32</b>	<b>784.45</b>

## Energy-CENTEL (Hotel and Food Business)

Energy	Unit	2021	2022	2023	2024	2025
<b>Total energy usage</b>	<b>kWh</b>	<b>160,994,002.93</b>	<b>270,826,274.96</b>	<b>336,691,221.78</b>	<b>372,377,854.99</b>	<b>390,070,529.14</b>
Total non-renewable energy consumption	kWh	160,557,049.01	269,960,190.98	335,817,500.95	369,514,034.24	383,189,888.27
Total renewable energy consumption	kWh	436,953.92	866,083.98	873,720.83	2,863,820.75	6,880,640.87
<b>Fuel</b>	<b>kWh</b>	<b>41,226,409.78</b>	<b>63,307,684.02</b>	<b>81,642,564.92</b>	<b>87,673,016.90</b>	<b>92,886,164.54</b>
Diesel	kWh	25,639,045.61	26,852,699.89	27,842,639.26	27,273,028.49	46,494,561.72
Gasoline	kWh	1,349,295.14	2,939,063.48	3,285,377.01	2,888,160.05	3,372,926.72
LPG	kWh	13,963,874.97	32,898,583.50	49,723,189.95	55,976,866.87	29,196,247.40
Natural gas	kWh	-	-	-	-	12,217,050.00
Heavy oil - Grade A	kWh	-	-	-	663,600.00	530,880.00
Others	kWh	274,194.06	617,337.16	791,358.70	871,361.49	1,074,498.71
<b>Purchased electricity</b>	<b>kWh</b>	<b>119,330,639.23</b>	<b>206,652,506.96</b>	<b>254,174,936.03</b>	<b>262,656,248.91</b>	<b>256,086,199.15</b>
<b>Purchased chilled water</b>	<b>kWh</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,184,768.43</b>	<b>34,217,524.58</b>
<b>Renewable energy</b>	<b>kWh</b>	<b>436,953.92</b>	<b>866,083.98</b>	<b>873,720.83</b>	<b>2,863,820.75</b>	<b>6,880,640.87</b>
Solar cell	kWh	426,816.58	827,513.03	856,592.35	2,740,627.66	6,820,608.20
Biogas	kWh	10,137.34	38,570.95	17,128.48	7,820.87	6,587.33
Biofuels	kWh	-	-	-	115,372.22	53,445.34
<b>Energy usage per square meter</b>	<b>kWh / sqm.</b>	<b>260.23</b>	<b>246.57</b>	<b>261.20</b>	<b>299.92</b>	<b>301.30</b>

## Water-Hotel Business

Water Withdrawal (Cubic Meter)	2021	2022	2023		2024		2025	
			All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>
<b>Surface water</b>	-	-	243.00	-	419.00	-	8,934.80	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	243.00	-	419.00	-	8,934.80	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Rainwater</b>	-	-	-	-	-	-	13,265.00	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	13,265.00	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Groundwater</b>	215,120.00	708,840.00	1,082,740.85	110,912.00	1,061,589.59	391,821.51	958,944.91	542,216.59
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	215,120.00	708,840.00	1,082,740.85	110,912.00	1,061,589.59	391,821.51	958,944.91	542,216.59
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Seawater</b>	138,440.00	156,260.00	158,356.00	-	148,718.00	-	193,332.61	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	138,440.00	156,260.00	158,356.00	-	148,718.00	-	193,332.61	-
<b>Third-party water: Purchased Municipal and Tanker water</b>	547,390.00	1,410,230.00	1,942,788.55	116,240.66	1,901,804.25	393,245.52	1,738,092.09	327,398.17
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	547,390.00	1,410,230.00	1,942,788.55	116,240.66	1,901,804.25	393,245.52	1,738,092.09	327,398.17
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Total water withdrawal</b>	<b>900,950.00</b>	<b>2,275,330.00</b>	<b>3,184,128.40</b>	<b>227,152.66</b>	<b>3,112,530.84</b>	<b>785,067.03</b>	<b>2,912,569.41</b>	<b>869,614.76</b>

Remark:

<sup>1</sup> Include hotel in extremely high- and high- water stress areas

## Water-Food Business

Water Withdrawal (Cubic Meter)	2021	2022	2023	2024	2025
<b>Third-party water: Purchased Municipal</b>	<b>649,103.00</b>	<b>984,690.00</b>	<b>985,690.00</b>	<b>1,122,801.90</b>	<b>1,092,952.11</b>
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	649,103.00	984,690.00	985,690.00	1,122,801.90	1,092,952.11
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-
<b>Total water withdrawal</b>	<b>649,103.00</b>	<b>984,690.00</b>	<b>985,690.00</b>	<b>1,122,801.90</b>	<b>1,092,952.11</b>

## Water-CENTEL (Hotel and Food Business)

Water Withdrawal (Cubic Meter)	2021	2022	2023		2024		2025	
			All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>
<b>Surface water</b>	-	-	243.00	-	419.00	-	8,934.80	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	243.00	-	419.00	-	8,934.80	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Rainwater</b>	-	-	-	-	-	-	13,265.00	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	13,265.00	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Groundwater</b>	<b>215,120.00</b>	<b>708,840.00</b>	<b>1,082,740.85</b>	<b>110,912.00</b>	<b>1,061,589.59</b>	<b>391,821.51</b>	<b>958,944.91</b>	<b>542,216.59</b>
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	215,120.00	708,840.00	1,082,740.85	110,912.00	1,061,589.59	391,821.51	958,944.91	542,216.59
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Seawater</b>	<b>138,440.00</b>	<b>156,260.00</b>	<b>158,356.00</b>	<b>-</b>	<b>148,718.00</b>	<b>-</b>	<b>193,332.61</b>	<b>-</b>
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	138,440.00	156,260.00	158,356.00	-	148,718.00	-	193,332.61	-
<b>Third-party water: Purchased Municipal and Tanker water</b>	<b>1,196,493.00</b>	<b>2,394,920.00</b>	<b>2,928,478.55</b>	<b>116,240.66</b>	<b>3,024,606.15</b>	<b>393,245.52</b>	<b>2,831,044.20</b>	<b>327,398.17</b>
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	1,196,493.00	2,394,920.00	2,928,478.55	116,240.66	3,024,606.15	393,245.52	2,831,044.20	327,398.17
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Total water withdrawal</b>	<b>1,550,053.00</b>	<b>3,260,020.00</b>	<b>4,169,818.40</b>	<b>227,152.66</b>	<b>4,235,332.74</b>	<b>785,067.03</b>	<b>4,005,521.54</b>	<b>869,614.76</b>

Remark:

<sup>1</sup> Include hotels business in extremely high- and high- water stress areas<sup>2</sup> Excluding food business from the water stress assessment

## Water Discharge-Hotel Business

Water Discharge (Cubic Meter)	2021	2022	2023		2024		2025	
			All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>
<b>Surface water</b>	-	-	1,261,107.58	91,825.20	1,424,816.43	420,324.31	1,256,320.00	350,516.51
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	1,261,107.58	91,825.20	1,424,816.43	420,324.31	1,256,320.00	350,516.51
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Third-party water (municipal wastewater treatment)</b>	-	-	753,247.71	97,567.01	909,502.80	82,634.20	912,060.00	81,054.24
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	753,247.71	97,567.01	909,502.80	82,634.20	912,060.00	81,054.24
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Seawater</b>	-	-	80,162.88	-	74,137.30	-	64,160.00	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	80,162.88	-	74,137.30	-	64,160.00	-
<b>Total Water Discharge</b>	<b>588,200.00</b>	<b>1,458,600.00</b>	<b>2,094,518.17</b>	<b>189,392.21</b>	<b>2,408,456.53</b>	<b>502,958.51</b>	<b>2,232,540.00</b>	<b>431,570.75</b>

Remark:

<sup>1</sup> Include hotel in extremely high- and high- water stress areas

## Water Discharge-Food Business

Water Discharge (Cubic Meter)	2021	2022	2023	2024	2025
<b>Third-party water: Purchased Municipal</b>	-	-	-	898,241.52	874,361.69
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	898,241.52	874,361.69
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-
<b>Total Water Discharge</b>	-	-	-	<b>898,241.52</b>	<b>874,361.69</b>

## Water Discharge-CENTEL (Hotel and Food Business)

Water Discharge (Cubic Meter)	2021	2022	2023		2024		2025	
			All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>
<b>Surface water</b>	-	-	1,261,107.58	91,825.20	1,424,816.43	420,324.31	1,256,320.00	350,516.51
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	1,261,107.58	91,825.20	1,424,816.43	420,324.31	1,256,320.00	350,516.51
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Third-party water (Municipal wastewater treatment)</b>	-	-	753,247.71	97,567.01	1,807,744.32	82,634.20	1,786,421.69	81,054.24
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	753,247.71	97,567.01	1,807,744.32	82,634.20	1,786,421.69	81,054.24
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
<b>Seawater</b>	-	-	80,162.88	-	74,137.30	-	64,160.00	-
Freshwater (≤ 1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-	-	-
Other water (> 1,000 mg/L Total Dissolved Solids)	-	-	80,162.88	-	74,137.30	-	64,160.00	-
<b>Total Water Discharge</b>	<b>588,200.00</b>	<b>1,458,600.00</b>	<b>2,094,518.17</b>	<b>189,392.21</b>	<b>3,306,698.05</b>	<b>502,958.51</b>	<b>3,106,901.69</b>	<b>431,570.75</b>

Remark:

<sup>1</sup> Include hotel in extremely high- and high- water stress areas, excluding food business from the water stress assessment

## Water Consumption-Hotel Business

Water Consumption (Cubic Meter)	2021	2022	2023		2024		2025	
			All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>
Total Water Consumption	312,750.00	816,730.00	1,089,610.23	39,826.45	704,074.31	282,108.52	680,029.41	438,044.01
Total Water Recycling	201,890.00	329,560.00	460,401.00	-	530,160.44	-	521,420.00	-

Remark:

<sup>1</sup> Include hotel in extremely high- and high- water stress areas

## Water Consumption-Food Business

Water Consumption (Cubic Meter)	2021	2022	2023	2024	2025
Total Water Consumption	-	-	-	224,560.38	218,590.42
Total Water Recycling	-	-	-	0	0

## Water Consumption - CENTEL (Hotel and Food Business)

Water Consumption (Cubic Meter)	2021	2022	2023		2024		2025	
			All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>	All Areas	Area with Water Stress <sup>1</sup>
Total Water Consumption	312,750.00	816,730.00	1,089,610.23	39,826.45	928,634.69	282,108.52	898,619.83	438,044.01
Total Water Recycling	201,890.00	329,560.00	460,401.00	-	530,160.44	-	521,420.00	-

## Waste-Hotel Business

Waste generation	2021		2022		2023		2024		2025	
<b>Total waste generated (Metric Ton)</b>	<b>1,865.78</b>		<b>6,094.68</b>		<b>8,303.01</b>		<b>8,039.98</b>		<b>9,038.74</b>	
Total non-hazardous waste generated	1,816.91		6,070.25		8,283.17		8,030.81		9,017.80	
Total hazardous waste generated	48.87		24.43		19.84		9.17		20.94	
<b>Waste disposal</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>
<b>Total waste diverted from disposal (Metric Ton)</b>	<b>606.66</b>	<b>-</b>	<b>1,852.41</b>	<b>-</b>	<b>2,335.89</b>	<b>1.32</b>	<b>2,333.14</b>	<b>1.51</b>	<b>2,639.48</b>	<b>8.21</b>
Recycling	175.61	-	863.93	-	678.96	1.32	731.46	1.51	779.66	8.21
Composting	139.73	-	222.04	-	716.00	-	428.72	-	439.31	-
Energy (Biogas)	28.43	-	46.51	-	25.78	-	26.71	-	20.62	-
Animal farmfeed	262.89	-	719.94	-	915.15	-	1,074.19	-	1,333.19	-
Used cooking oil	-	-	-	-	-	-	72.06	-	66.70	-
<b>Total waste directed to disposal (Metric Ton)</b>	<b>1,210.25</b>	<b>48.87</b>	<b>4,217.84</b>	<b>24.43</b>	<b>5,947.28</b>	<b>18.52</b>	<b>5,697.67</b>	<b>7.66</b>	<b>6,378.32</b>	<b>12.73</b>
Landfill	1,210.25	48.87	4,217.84	24.43	5,690.05	18.52	5,083.83	7.66	5,760.72	12.72
Incineration	-	-	-	-	257.23	-	613.84	-	617.60	0.01
Diverted from onsite disposal	-	-	-	-	63.13	-	56.58	-	67.71	0.01
Directed to offsite disposal	-	-	-	-	194.1	-	557.26	-	549.89	-

## Waste-Food Business

Waste generation	2021		2022		2023		2024		2025	
<b>Total waste generated (Metric Ton)</b>	<b>5,818.00</b>		<b>6,278.00</b>		<b>6,223.61</b>		<b>9,673.96</b>		<b>10,474.43</b>	
Total non-hazardous waste generated	5,818.00		6,278.00		6,223.61		9,613.55		10,395.66	
Total hazardous waste generated	-		-		-		-		-	
<b>Waste disposal</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>
<b>Total waste diverted from disposal (Metric Ton)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46.61</b>	<b>-</b>	<b>1,096.51</b>	<b>-</b>	<b>1,223.05</b>	<b>-</b>
Composting	-	-	-	-	46.61	-	74.75	-	141.23	-
Used cooking oil	-	-	-	-	-	-	1,021.76	-	1,081.82	-
<b>Total waste directed to disposal (Metric Ton)</b>	<b>5,818.00</b>	<b>-</b>	<b>6,278.00</b>	<b>-</b>	<b>6,177.00</b>	<b>-</b>	<b>8,517.04</b>	<b>60.41</b>	<b>9,172.61</b>	<b>78.77</b>
Landfill	5,818	-	6,278	-	6,177	-	8,517.04	60.41	9,172.61	78.77

## Waste-CENTEL (Hotel and Food Business)

Waste generation	2021		2022		2023		2024		2025	
<b>Total Waste generated (Metric Ton)</b>	<b>7,683.78</b>		<b>12,372.68</b>		<b>14,526.62</b>		<b>17,713.94</b>		<b>19,513.17</b>	
Total non-hazardous waste generated	7,634.91		12,348.25		14,506.78		17,644.36		19,413.46	
Total hazardous waste generated	48.87		24.43		19.84		69.58		99.71	
<b>Waste disposal</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>	<b>Non-hazardous</b>	<b>Hazardous</b>
<b>Total waste diverted from disposal (Metric Ton)</b>	<b>606.66</b>	<b>-</b>	<b>1,852.41</b>	<b>-</b>	<b>2,382.50</b>	<b>1.32</b>	<b>3,429.65</b>	<b>1.51</b>	<b>3,862.53</b>	<b>8.21</b>
Recycling	175.61	-	863.93	-	678.96	1.32	731.46	1.51	779.66	8.21
Composting	139.73	-	222.04	-	762.61	-	503.47	-	580.54	-
Energy (Biogas)	28.43	-	46.51	-	25.78	-	26.71	-	20.62	-
Animal farmfeed	262.89	-	719.94	-	915.15	-	1,074.19	-	1,333.19	-
Used cooking oil	-	-	-	-	-	-	1,093.82	-	1,148.52	-
<b>Total waste directed to disposal (Metric Ton)</b>	<b>7,028.25</b>	<b>48.87</b>	<b>10,495.84</b>	<b>24.43</b>	<b>12,124.28</b>	<b>18.52</b>	<b>14,214.71</b>	<b>68.07</b>	<b>15,550.93</b>	<b>91.50</b>
Landfill	7,028.25	48.87	10,495.84	24.43	11,867.05	18.52	13,600.87	68.07	14,933.33	91.49
Incineration	-	-	-	-	257.23	-	613.84	-	617.60	0.01
Diverted from onsite disposal	-	-	-	-	63.13	-	56.58	-	67.71	0.01
Directed to offsite disposal	-	-	-	-	194.1	-	557.26	-	549.89	-

## Hotel Business Employee Information

Employee Information	2021		2022		2023		2024		2025	
1. Employee Information at 31 December 2025	Person	%	Person	%	Person	%	Person	%	Person	%
Total number of employees	2,913		3,746		4,133		4,280		4,184	
Male	1,602	54.99	2,082	55.58	2,275	55.04	2,407	56.24	2,389	57.10
Female	1,311	45.01	1,664	44.42	1,858	44.96	1,873	43.76	1,795	42.90
Permanent employees	2,892	99.28	3,637	97.09	3,974	96.15	4,143	96.80	4,083	97.59
Male	1,589	54.94	2,025	55.68	2,178	54.81	2,323	56.07	2,333	57.14
Female	1,303	45.06	1,612	44.32	1,796	45.19	1,820	43.93	1,750	42.86
Temporary / Contract employees	21	0.72	109	2.91	159	3.85	137	3.20	101	2.41
Male	13	61.90	57	52.29	97	61.01	84	61.31	56	55.45
Female	8	38.10	52	47.71	62	38.99	53	38.69	45	44.55
Part-time / Casual					939		526		587	
Male					607	64.64	348	66.16	396	67.46
Female					332	35.36	178	33.84	191	32.54
Workers are not Employee					2,425		2,242		2,313	
Male					1,299	53.57	1,133	50.54	1,171	50.63
Female					1,126	46.43	1,109	49.46	1,142	49.37
Male employees by age										
under 30 years old.	334	20.85	472	22.67	543	24.93	557	23.98	613	25.66
30-50 years old.	1,098	68.54	1,433	68.83	1,516	69.61	1,539	66.25	1,491	62.41
over 50 years old.	170	10.61	177	8.50	216	9.92	311	13.39	285	11.93
The number of female employees by age										
under 30 years old.	329	25.10	509	30.59	591	32.91	564	30.99	569	31.70
30-50 years old.	880	67.12	1,022	61.42	1,124	62.58	1,123	61.70	1,049	58.44
over 50 years old.	102	7.78	133	7.99	143	7.96	186	10.22	177	9.86
The number of male employees by position										
Operation	1,319	82.33	1,754	84.25	1,895	87.01	1,991	85.71	1,974	82.63
First management	268	16.73	315	15.13	290	13.31	325	13.99	328	13.73
Middle management					53	2.43	51	2.20	46	1.93
High-level executives	15	0.94	13	0.62	37	1.70	40	1.72	41	1.72
The number of female employees by position										
Operation	1,018	77.65	1,327	79.75	1,489	80.14	1,478	78.91	1,393	77.60
First management	290	22.12	333	20.01	296	15.93	320	17.08	324	18.05
Middle management					51	2.74	50	2.67	53	2.95
High-level executives	3	0.23	4	0.24	22	1.18	25	1.33	25	1.39
The number of employees by work experience										
less than 1 year	462	15.86	1,305	34.84	1,024	24.78	846	19.77	832	19.89
1-3 years	377	12.94	517	13.80	1,411	34.14	1,601	37.41	1,203	28.75
> 3 years -5 years	414	14.21	305	8.14	150	3.63	310	7.24	847	20.24
> 5 years -9 years	707	24.27	543	14.50	477	11.54	413	9.65	304	7.27
> 9 years -15 years	665	22.83	758	20.23	742	17.95	691	16.14	559	13.36
more than 15 years	288	9.89	318	8.49	329	7.96	419	9.79	439	10.49

Employee Information	2021		2022		2023		2024		2025	
The total number of employees by religion	Person	%	Person	%	Person	%	Person	%	Person	%
Northern	0		29	0.77	30	0.73	37	0.86	36	0.86
Male							20		19	
Female							17		17	
Central	1,076	36.94	1,499	40.02	1,617	39.12	1,528	35.70	1,441	34.44
Male							757		706	
Female							771		735	
Northeastern	0		0		0	0.00	0	0.00	0	0.00
Male							0		0	
Female							0		0	
Eastern	404	13.87	414	11.05	426	10.31	385	9.00	376	8.99
Male							219		213	
Female							166		163	
Western	239	8.20	0		0		0	0.00	0	0.00
Male							0		0	
Female							0		0	
Southern	857	29.42	1,145	30.57	1,205	29.16	1,287	30.07	1,060	25.33
Male							684		531	
Female							603		529	
Foreign Countries	337	11.57	659	17.59	855	20.69	1,043	24.37	1,271	30.38
Male							727		920	
Female							316		351	
The total number of employees by nationality (person)										
Thailand	2,561	87.92	3,142	83.88	3,358	81.25	3,315	77.45	2,996	71.61
Cambodia	1	0.03	1	0.03	0	0.00	1	0.02	0	0.00
Korea					2	0.05	2	0.05	5	0.12
Kazakhstan	1	0.03	1	0.03	2	0.05	7	0.16	5	0.12
Cameroon					1	0.02	2	0.05	3	0.07
Kretistan					5	0.12	8	0.19	7	0.17
Kenya	1	0.03	1	0.03	6	0.15	6	0.14	6	0.14
Canada	1	0.03	1	0.03	0	0.00	0	0.00	0	0.00
Seria					3	0.07	3	0.07	4	0.10
Seychelles					1	0.02	1	0.02	0	0.00
South Africa					1	0.02	1	0.02	0	0.00
Zimbabwe									1	0.02
China	1	0.03	4	0.11	6	0.15	8	0.19	9	0.22
Jordan					1	0.02	1	0.02	2	0.05
Japan	1	0.03	5	0.13	153	3.70	148	3.46	126	3.01
Dutch	2	0.07	2	0.05	1	0.02	1	0.02	2	0.05
Taiwan									2	0.05
Tunisai					1	0.02	1	0.02	1	0.02
Tajikistan							1	0.02	2	0.05
Tanzania									2	0.05
Nepal	8	0.27	35	0.93	36	0.87	45	1.05	64	1.53
Bangladesh	45	1.54	84	2.24	67	1.62	83	1.94	97	2.32
Bulgaria					1	0.02	1	0.02	0	0.00
Belarus	1	0.03	0	0.00	1	0.02	1	0.02	1	0.02
Blegium					1	0.02	0	0.00	0	0.00

Employee Information	2021		2022		2023		2024		2025	
The total number of employees by nationality (person)	Person	%	Person	%	Person	%	Person	%	Person	%
Pakistan	4	0.14	13	0.35	7	0.17	9	0.21	7	0.17
Peru									1	0.02
Franch	7	0.24	9	0.24	4	0.10	2	0.05	2	0.05
Cambodia	1	0.03	0	0.00	9	0.22	14	0.33	24	0.57
Philippines	11	0.38	45	1.20	30	0.73	48	1.12	50	1.20
Puttan									1	0.02
Maldives	126	4.33	192	5.13	112	2.71	191	4.46	261	6.24
Malaysia	1	0.03	7	0.19	4	0.10	5	0.12	4	0.10
Morocco					2	0.05	3	0.07	4	0.10
Mongolia					1	0.02	1	0.02	0	0.00
Mauritius									1	0.02
Germany	6	0.21	7	0.19	5	0.12	4	0.09	4	0.10
Ukraine			3	0.08	0	0.00	0	0.00	0	0.00
Uganda					1	0.02	2	0.05	4	0.10
Russia	2	0.07	2	0.05	6	0.15	5	0.12	7	0.17
Laos					1	0.02	0	0.00	1	0.02
Lebanon	1	0.03	0	0.00	0	0.00	0	0.00	0	0.00
Vietnam	2	0.07	5	0.13	12	0.29	13	0.30	9	0.22
SriLangka	48	1.65	70	1.87	97	2.35	123	2.87	147	3.51
Spain	1	0.03	0	0.00	1	0.02	1	0.02	2	0.05
Switzerland	1	0.03	3	0.08	2	0.05	2	0.05	2	0.05
Sweden	1	0.03	1	0.03	0	0.00	1	0.02	0	0.00
Singapore							1	0.02	1	0.02
Irish					1	0.02	0	0.00	0	0.00
Algeria					4	0.10	4	0.09	4	0.10
America	2	0.07	2	0.05	2	0.05	1	0.02	0	0.00
Australia	4	0.14	5	0.13	4	0.10	1	0.02	1	0.02
Austria	1	0.03	8	0.21	0	0.00	1	0.02	2	0.05
England	4	0.14	1	0.03	1	0.02	3	0.07	3	0.07
Italy	3	0.10	2	0.05	6	0.15	8	0.19	9	0.22
India	54	1.85	69	1.84	142	3.44	158	3.69	230	5.50
Indonesia	5	0.17	16	0.43	13	0.31	24	0.56	45	1.08
Egypt	4	0.14	8	0.21	15	0.36	13	0.30	18	0.43
Iran	1	0.03	2	0.05	0	0.00	0	0.00	0	0.00
Uzbekistan					3	0.07	3	0.07	4	0.10
SouthAfrica									1	0.02
Hongkong					1	0.02	1	0.02	0	0.00
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	2,283	54.57
Bachelor's degree.	1,082	37.14	1,250	33.37	1,397	33.80	1,581	38.25	1,797	42.95
Master's degree.	99	3.40	92	2.46	96	2.32	92	2.23	101	2.41
Doctorate degree (Ph.D.).	1	0.03	0	0.00	2	0.05	1	0.02	3	0.07
The number of employees resignation										
Turnover Rate (%)	20.49		22.70		14.29		13.84		15.43	
The total employee resignations (excluding Part-time)	687		769		552		586		631	
Male	340	49.49	368	47.85	281	50.91	278	47.44	362	57.37
Female	347	50.51	401	52.15	271	49.09	302	51.54	269	42.63

Employee Information	2021		2022		2023		2024		2025	
<i>Employees who voluntarily resigned by gender</i>	Person	%	Person	%	Person	%	Person	%	Person	%
Voluntarily resigned	687		769		552		586		631	
Male	340	49.49	368	47.85	281	50.91	278	47.44	362	57.37
Female	347	50.51	401	52.15	271	49.09	305	52.05	269	42.63
<i>The number of employees resignation by position</i>										
Operation					436	78.99	468	84.78	501	79.40
First management					92	16.67	99	17.93	111	17.59
Middle management					14	2.54	13	2.36	13	2.06
High-level executives					10	1.81	6	1.09	6	0.95
<i>The number of male resigned employees by age</i>										
under 30 years old.	127	37.35	106	28.80	86	30.60	104	37.41	138	38.12
30-50 years old.	207	60.88	246	66.85	182	64.77	163	58.63	204	56.35
over 50 years old.	6	1.76	16	4.35	14	4.98	13	4.68	20	5.52
<i>The number of female resigned employees by age</i>										
under 30 years old.	154	44.38	129	32.17	101	37.27	121	40.07	140	52.04
30-50 years old.	186	53.60	262	65.34	167	61.62	179	59.27	120	44.61
over 50 years old.	7	2.02	10	2.49	2	0.74	6	1.99	9	3.35
<i>The number of resigned employees by religion</i>										
Northern	0		3	0.39	0	0.00	0	0.00	2	0.32
Central	253	36.83	323	42.00	153	27.72	179	30.55	119	18.86
Northeastern	0		0		0	0.00	0	0.00	0	0.00
Eastern	76	11.06	91	11.83	34	6.16	34	5.80	26	4.12
Western	25	3.64	0	0.00	0	0.00	0	0.00	0	0.00
Southern	252	36.68	266	34.59	159	28.80	158	26.96	147	23.30
Foreign Countries	81	11.79	86	11.18	206	37.32	215	36.69	337	53.41
<i>The number of resigned employees by nationality (person)</i>										
Thailand	604	87.92	695	90.38	377	68.30	392	66.89	324	51.35
Kazakhstan	1	0.15	0	0.00	1	0.18	4	0.68	9	1.43
Canada	1	0.15	0	0.00	0	0.00	0	0.00	0	0.00
Kurdistan	0	0.00	0	0.00	2	0.36	0	0.00	1	0.16
Kyrgyzstan	0	0.00	0	0.00	0	0.00	4	0.68	8	1.27
Columbia	0	0.00	0	0.00	0	0.00	0	0.00	2	0.32
Kenya	0	0.00	0	0.00	0	0.00	0	0.00	2	0.32
Seychelles	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
China	2	0.29	0	0.00	2	0.36	1	0.17	4	0.63
Jordan	0	0.00	0	0.00	1	0.18	0	0.00	0	0.00
Nepal	3	0.44	2	0.26	10	1.81	9	1.54	6	0.95
Belarus	1	0.15	0	0.00	0	0.00	0	0.00	1	0.16
Bangladesh	0	0.00	0	0.00	5	0.91	2	0.34	2	0.32
Bulgaria	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
Portugal	0	0.00	0	0.00	1	0.18	0	0.00	0	0.00
Pakistan	0	0.00	0	0.00	4	0.72	0	0.00	1	0.16
Panama	0	0.00	0	0.00	0	0.00	1	0.17	0	0.00
Franch	2	0.29	0	0.00	1	0.18	1	0.17	0	0.00
Cambodia	0	0.00	0	0.00	4	0.72	3	0.51	7	1.11
Philipines	6	0.87	1	0.13	8	1.45	7	1.19	12	1.90

Employee Information	2021		2022		2023		2024		2025	
<i>The number of resigned employees by nationality (person)</i>	Person	%	Person	%	Person	%	Person	%	Person	%
Puttan	2	0.29	0	0.00	0	0.00	0	0.00	0	0.00
Japan	0	0.00	0	0.00	15	2.72	52	8.87	52	8.24
Uganda	0	0.00	0	0.00	3	0.54	0	0.00	0	0.00
Germany	0	0.00	0	0.00	1	0.18	1	0.17	0	0.00
Russia	0	0.00	0	0.00	0	0.00	2	0.34	1	0.16
Laos	0	0.00	0	0.00	0	0.00	3	0.51	0	0.00
Vietnam	0	0.00	0	0.00	1	0.18	1	0.17	4	0.63
Maldives	34	4.95	49	6.37	25	4.53	33	5.63	95	15.06
Malaysia	0	0.00	0	0.00	0	0.00	1	0.17	3	0.48
Mongolia	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
Maxico	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
SriLangka	18	2.62	12	1.56	14	2.54	21	3.58	29	4.60
Syria	0	0.00	0	0.00	1	0.18	0	0.00	0	0.00
Singapore	0	0.00	0	0.00	1	0.18	0	0.00	0	0.00
Switzerland	0	0.00	0	0.00	1	0.18	2	0.34	1	0.16
Sweden	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
Irish	0	0.00	0	0.00	1	0.18	0	0.00	0	0.00
UnitedKingdom	0	0.00	0	0.00	0	0.00	1	0.17	2	0.32
America	1	0.15	1	0.13	1	0.18	1	0.17	0	0.00
Australia	1	0.15	0	0.00	1	0.18	0	0.00	0	0.00
India	7	1.02	6	0.78	27	4.89	38	6.48	38	6.02
Indonesia	3	0.44	3	0.39	6	1.09	3	0.51	15	2.38
Egypt	1	0.15	0	0.00	2	0.36	2	0.34	2	0.32
Italy	0	0.00	0	0.00	0	0.00	1	0.17	1	0.16
Algeria	0	0.00	0	0.00	1	0.18	0	0.00	2	0.32
Albania	0	0.00	0	0.00	1	0.18	0	0.00	0	0.00
Uzbekistan	0	0.00	0	0.00	2	0.36	0	0.00	1	0.16
Alamannia	0	0.00	0	0.00	0	0.00	0	0.00	1	0.16
N/A	0	0.00	0	0.00	32	5.80	0	0.00	0	0.00
<i>The number of new recruit</i>										
Total number of new recruits (exclude Part-time)	556		1,521		1,123		806		771	
Male	302	54.32	778	51.15	579	51.56	427	52.98	482	62.52
Female	254	45.68	743	48.85	544	48.44	379	47.02	289	37.48
<i>จำนวนพนักงานเข้าใหม่ จำแนกตามระดับ</i>										
Operation					934	83.17	651	80.77	631	81.84
First management					163	14.51	126	15.63	113	14.66
Middle management					9	0.80	20	2.48	18	2.33
High-level executives					17	1.51	9	1.12	9	1.17
<i>The number of male new recruit (person)</i>										
under 30 years old.	126	41.72	299	38.43	257	44.39	216	50.59	215	44.61
30-50 years old.	171	56.62	434	55.78	297	51.30	193	45.20	243	50.41
over 50 years old.	5	1.66	45	5.78	25	4.32	18	4.22	24	4.98
<i>The number of female new recruit (person)</i>										
under 30 years old.	116	45.67	364	48.99	296	54.41	211	55.67	164	56.75
30-50 years old.	134	52.76	350	47.11	237	43.57	158	41.69	115	39.79
over 50 years old.	4	1.57	29	3.90	11	2.02	10	2.64	10	3.46

Employee Information	2021		2022		2023		2024		2025	
<b>The number of new recruit by religion (person)</b>	<b>Person</b>	<b>%</b>	<b>Person</b>	<b>%</b>	<b>Person</b>	<b>%</b>	<b>Person</b>	<b>%</b>	<b>Person</b>	<b>%</b>
Northern	0	0.00	12	0.79	2	0.13	2	0.13	3	0.39
Central	144	25.90	621	40.83	369	24.26	157	10.32	107	13.88
Northeastern	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Eastern	17	3.06	110	7.23	63	4.14	12	0.79	40	5.19
Western	1	0.18	0	0.00	0	0.00	0	0.00	0	0.00
Southern	286	51.44	582	38.26	247	16.24	327	21.50	145	18.81
Foreign Countries	108	19.42	196	12.89	442	29.06	308	20.25	476	61.74
<b>The number of new recruit by nationality (person)</b>										
Thailand	454	81.65	1,221	80.28	738	65.72	515	63.90	325	42.15
Cambodia	1	0.18	0	0.00	0	0.00	0	0.00	0	0.00
Korea					2	0.18	6	0.74	3	0.39
Kyrgyzstan							7	0.87	6	0.78
Kazakhstan	1	0.18	5	0.33	3	0.27	4	0.50	7	0.91
Kurdistan					1	0.09	0	0.00	0	0.00
Cameroon					1	0.09	1	0.12	1	0.13
Kenya					1	0.09	0	0.00	2	0.26
Canada	1	0.18	0	0.00	0	0.00	0	0.00	0	0.00
Columbia							1	0.12	1	0.13
China					4	0.36	4	0.50	6	0.78
Jordan									1	0.13
Japan	1	0.18	4	0.26	142	12.64	59	7.32	38	4.93
Nepal	3	0.54	6	0.39	11	0.98	17	2.11	27	3.50
Bangladesh	2	0.36	23	1.51	6	0.53	11	1.36	10	1.30
Belarus									1	0.13
Pakistan	3	0.54	12	0.79	3	0.27	2	0.25	1	0.13
Panama							1	0.12	0	0.00
Peru									1	0.13
Franch					2	0.18	0	0.00	0	0.00
Myanmar					10	0.89	8	0.99	18	2.33
Philippines	3	0.54	7	0.46	13	1.16	11	1.36	12	1.56
Syria									1	0.13
Russia					3	0.27	1	0.12	4	0.52
Laos					1	0.09	0	0.00	2	0.26
Vietnam					9	0.80	12	1.49	1	0.13
Dutch									1	0.13
Tunisai					1	0.09	0	0.00	0	0.00
Taiwan									2	0.26
Maldives	49	8.81	110	7.23	20	1.78	48	5.96	120	15.56
Malaysia					2	0.18	1	0.12	2	0.26
Mongolia					1	0.09	0	0.00	0	0.00
Morocco					1	0.09	1	0.12	3	0.39
Maxico							1	0.12	0	0.00
Mauritius									1	0.13
Germany	1	0.18	3	0.20	2	0.18	0	0.00	1	0.13
SriLangka	11	1.98	45	2.96	24	2.14	33	4.09	44	5.71
Spain					1	0.09	0	0.00	2	0.26
Singapore	1	0.18	4	0.26	0	0.00	1	0.12	0	0.00
Switzerland					1	0.09	1	0.12	1	0.13

Employee Information	2021		2022		2023		2024		2025	
The number of new recruit by nationality (person)	Person	%	Person	%	Person	%	Person	%	Person	%
Enland							2	0.25	2	0.26
America	1	0.18	0	0.00	0	0.00			0	0.00
Italy	1	0.18	1	0.07	1	0.09	3	0.37	2	0.26
Iran	1	0.18	9	0.59	0	0.00	0	0.00	0	0.00
India	21	3.78	68	4.47	55	4.90	43	5.33	82	10.64
Indonesia					5	0.45	8	0.99	27	3.50
Uzbekistan					3	0.27	1	0.12	2	0.26
Uganda							1	0.12	1	0.13
Egypt	1	0.18	3	0.20	6	0.53	2	0.25	7	0.91
Algeria									2	0.26
Austria									1	0.13
Hongkong					1	0.09	0	0.00	0	0.00
N/A					49	4.36	0	0.00	0	0.00
The number of job openings for internal employees (person)										
Total number of job openings for internal employees			1,521		134		98		84	
Number of male employees hired in the internal job openings			10	0.66	53	39.55	35	35.71	32	38.10
Number of female employees hired in the internal job openings			11	0.72	49	36.57	35	35.71	30	35.71
Cost per Recruit					134,867		118,917		160,000	
The Disability Employment										
Total Disable employee	29	1.00	43	1.15	44	1.06	50	1.17	45	1.08
Male	15		29		31	70	33	66.00	31	68.89
Female	14		14		13	30	17	34.00	14	31.11
Opeation level	29		43		44		50		45	
Management level	0		0		0		0	0.00	0	
Total salary for employees with disabilities (Baht)	4,000,000		6,100,000		6,240,000		7,090,800		7,028,400	
Fund for Empowerment of Persons with Disabilities (Bath)	0		0		0		0		0	
Hiring of elderly employees										
Total elderly employees	65	2.23	96	2.56	44	1.06	63	1.47	56	1.34
Male	37		62		25	57	38	60.32	35	62.50
Female	28		34		19	43	25	39.68	21	37.50
Operation	24		35		9	20	22	34.92	18	32.14
Management	41		61		35	80	41	65.08	38	67.86
Total salary of elderly employees	46,000,000		66,000,000		74,760,757		86,768,775		79,081,644	
Promotion by gender										
Total number of employees promoted	65	2.23	276	7.37	222	5.37	217	5.07	194	4.64
Male	40	61.54	164	59.42	118	53.15	120	55.30	107	55.15
Female	25	38.46	112	40.58	104	46.85	97	44.70	87	44.85
Employee promotions by nationality										
Thai	62	95.38	236	85.51	179	80.63	151	69.59	118	60.82
Foreigners	3	4.62	40	14.49	43	19.37	45	20.74	72	37.11
Employee promotions by position (person)										
Director Up			2	0.72	8	3.60	10	4.61	1	0.52
Manager and Director			30	10.87	45	20.27	21	9.68	24	12.37
Number of employees hired through Outsource / Agency *not company employees*										
Total number of employees			468		939		1,017		998	
Male			281		607		758	74.53	813	81.46
Female			187		332		259	25.47	185	18.54

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
<b>Number of Sales Employees</b>										
Total number of employees			72	1.92	110	2.66	109	2.55	174	4.16
Male			15	20.83	28	25.45	36	33.03	54	31.03
Female			57	79.17	82	74.55	73	66.97	120	68.97
<b>Number of Female Sales Employees</b>										
Operation			18	25.00	25	22.73	19	17.43	53	30.46
Management			38	52.78	56	50.91	53	48.62	66	37.93
High-level executives			1	1.39	1	0.91	1	0.92	1	0.57
<b>Number of employees related to STEM : Science / IT / Engineering / Mathematics</b>										
Total employees			532	14.20	598	14.47	607	14.18	619	14.79
Male			297	55.83	428	71.57	454	74.79	464	74.96
Female			235	44.17	170	28.43	153	25.21	155	25.04
<b>Number of female employees related to STEM : Science / IT / Engineering / Mathematics</b>										
Operation			182	34.21	109	18.23	92	15.16	87	14.05
Management			50	9.40	58	9.70	58	9.56	65	10.50
High-level executives			3	0.56	3	0.50	3	0.49	3	0.48
<b>Number of employees who are welfare committee members</b>										
Total number of employees			125	3.34	151	3.65	299	6.99	143	3.42
Male			67	53.60	64	42.38	133	44.48	62	43.36
Female			58	46.40	87	57.62	168	56.19	81	56.64
<b>The number of employees on maternity leave</b>										
Number of employees entitled to maternity leave	1,311	45.01	1,664	44.42	1,715	41.50	1,720	40.19	1,148	27.44
Number of employees who used maternity leave entitlement.	34	1.17	15	0.40	0	0.00	25	0.58	23	0.55
Number of employees who took maternity leave and returned to work afterward.	30	88.24	13	86.67	0	0.00	20	80.00	22	95.65
<b>2. Compensation</b>										
<b>Employee compensation (Baht)</b>										
Total compensation					2,653,311,835		2,099,251,787		3,390,820,892	
Total Male compensation					1,460,520,185		1,647,142,618		1,936,106,862	
Total Female compensation					1,192,811,650		1,281,719,204		1,454,714,030	
<b>Average Male Salary</b>										
Operation							203,592		203,412	
Management							887,862		822,319	
High-level executives							4,117,226		4,061,429	
<b>Average Female Salary</b>										
Operation							214,138		212,627	
Management							759,375		757,951	
High-level executives							2,725,480		2,752,837	
<b>Average Male Salary and other compensation</b>										
Operation							254,490		254,265	
Management							1,109,827		1,027,899	
High-level executives							5,146,533		5,076,786	
<b>Average Female Salary and other compensation</b>										
Operation							267,672		265,784	
Management							949,218		947,439	
High-level executives							3,406,850		3,441,046	

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
<b>Provident Fund</b>										
Number of employees who are members of Employee Provident Fund (person)	1,110	38.11	796	21.25	2,064	49.94	1,862	43.50	2,060	49.24
Amount of money contributed by the company to the Employee Provident Fund (Baht)					29,413,199		32,782,519		33,977,394	
<b>Ratio of basic salary and compensation for male and female employees</b>										
Operational level management positions.	1:1.03		1:0.79		1:1.61		1:1.06		1:1.05	
Executive level management positions	1:0.79		1:1.20		1:0.92		1:0.86		1:0.92	
High-level management positions, including Director and above	1:0.80		1:1.00		1:1.25		1:0.66		1:0.68	
<b>Ratio of basic salary of male and female employees</b>										
Operational level management positions.							1:1.06		1:1.05	
Executive level management positions							1:0.86		1:0.92	
High-level management positions, including Director and above							1:0.66		1:0.68	
<b>3. Occupational Health and Safety</b>										
Total working hours of all employees (hours)					8,577,192		10,746,736		10,077,672	
Total working hours of workers who are not employee (hours)							5,157,360		4,547,712	
<b>จำนวนพนักงานทั้งหมดที่อยู่ภายใต้ระบบความปลอดภัย อาชีวอนามัย และสภาพแวดล้อมในการทำงาน</b>										
Total number of employees	2,913	100.00	3,746	100.00	4,133	100.00	4,280	100.00	4,184	100
Male	1,602		2,082		2,275		2,407		2,389	
Female	1,311		1,664		1,858		1,873		1,795	
<b>Number of serious work-related injuries resulting in lost workdays</b>										
Number of serious work-related injuries resulting in lost workdays					21		84		43	
Number of employees injured at work (person)	4		125		56		232		177	
Number of employees injured at work - lost time	4		10		20		63		43	
Number of employees injured at work - no lost time	0		115		43		151		140	
Number of workdays lost to work-related injury					189		405		172	
Number of work-related fatalities	1				0		1		0	
Rate of fatalities / per 1,000,000 operating hours					0.00		0.09		0.00	
Injury Rate (IR) / per 1,000,000 operating hours	0.60		14.30		6.53		21.59		17.56	
Lost Time Injury Frequency Rate:LTIFR / per 1,000,000 operating hours	0.60		1.10		2.45		7.82		4.27	
Rate of high-consequence work-related injuries (excluding fatalities)							0.00		4.27	
Absent Rate	0.01		0.09		0.88		0.95		0.89	
Total Sick Leave (Day)	1,219		15,436		8,975		9,987		9,150	
<b>4. Promotion of relationship and employee engagement.</b>										
Important labor disputes (yes / no).	0		0		0		0		0	
<b>Number of employees volunteering for social activities (person)</b>										
Number of employees participating in activities	75		1,325		2,520		1,802		2,762	
Number of hours employees participated in activities (hours)	2,004		3,597		5,377		3,201		3,521	
<b>The number of complaints filed by employees regarding human rights violations and unfair labor practices (issue)</b>										
Complaints regarding human rights violations.					0		0		0	
Complaints regarding unfair labor practices.					0		2		0	
The number of complaints that have been resolved and addressed.					0		0		0	
The number of complaints that are still under investigation or being addressed.					0		1		0	

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
<b>5. Employee development.</b>										
Training and development expenses for employees (baht)	7,584,022		7,026,116		8,879,876		9,485,201		11,692,776	
Total training hours (hours)							342,120		383,265	
Average training hours (hours / person / year)	84		59		59		83		60	91.60
Average training hours for male employee (hours / person / year)			32		34		46		34	
Average training hours per female employee (hours / person / year)			26		25		37		26	
Number of employees who received training (person)										
Total number of employees			3,746	100.00	4,133	100.00	4,280		4,184	100
Number of male employees			2,082	55.58	2,275	55.04	2,407	56.24	2,389	57.10
Number of female employees			1,664	44.42	1,858	44.96	1,873	43.76	1,795	42.90
The percentage of total employees			100		100		100		100	
Training										
Operation					3,384	81.88	3,469	81.05	3,367	80.47
First management					586	14.18	645	15.07	652	15.58
Middle management					104	2.52	101	2.36	99	2.37
High-level executives					59	1.43	65	1.52	66	1.58
Number of male employees who attended training by position (person)										
Operation			1,754	84.25	1,895	83.30	1,991	82.72	1,974	82.63
First management			315	15.13	290	12.75	325	13.50	328	13.73
Middle management					53	2.33	51	2.12	46	1.93
High-level executives			13	0.62	37	1.63	40	1.66	41	1.72
Number of female employees who attended training by position (person)										
Operation			1,327	79.75	1,489	80.14	1,478	78.91	1,393	77.60
First management			333	20.01	296	15.93	320	17.08	324	18.05
Middle management					51	2.74	50	2.67	53	2.95
High-level executives			4	0.24	22	1.18	25	1.33	25	1.39
Number of male employees who attended training by age										
under 30 years old.			472	22.67	543	23.87	557	23.14	613	25.66
30-50 years old.			1,433	68.83	1,516	66.64	1,539	63.94	1,491	62.41
over 50 years old.			177	8.50	216	9.49	311	12.92	285	11.93
Number of female employees who attended training by age										
under 30 years old.			509	30.59	591	31.81	564	30.11	569	31.70
30-50 years old.			1,022	61.42	1,124	60.50	1,123	59.96	1,049	58.44
over 50 years old.			133	7.99	143	7.70	186	9.93	177	9.86
Number of employees trained in the Code of Conduct:			3,746	100.00	4,133	100.00	4,280	100.00	4,184	100.00
Number of employees trained in anti-corruption:			3,746	100.00	4,133	100.00	4,280	100.00	4,184	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	1,987	47.49
Male			1,474	55.23	602	52.99	684	55.93	1,006	50.63
Female			1,195	44.77	534	47.01	539	44.07	981	49.37

## Food Business Employee Information

Employee Information	2021		2022		2023		2024		2025	
<b>1. Employee Information at 31 December 2025</b>	Person	%	Person	%	Person	%	Person	%	Person	%
Total number of employees	10,174		11,261		11,048		11,563		11,318	
<b>Male</b>	3,075	30	3,469	31	3,579	32	3,833	33.15	3,660	32.34
<b>Female</b>	7,099	70	7,792	69	7,469	68	7,730	66.85	7,658	67.66
Permanent employees	4,710		4,791		4,797	43.42	5,090	44.02	5,110	45.15
<b>Male</b>	1,404	30	1,368	29	1,360	28	1,519	29.84	1,516	29.67
<b>Female</b>	3,306	70	3,423	71	3,437	72	3,571	70.16	3,594	70.33
Temporary / Contract employees	0		24	0.2	29	0.3	32	0.28	24	0.21
<b>Male</b>	0		11	46	12	41	15	46.88	10	41.67
<b>Female</b>	0		13	54	17	59	17	53.13	14	58.33
Part-time / Casual	5,464		6,446		6,222		6,441		6,184	
<b>Male</b>	1,671	31	2,090	32	2,207	35	2,299	35.69	2,134	34.51
<b>Female</b>	3,793	69	4,356	68	4,015	65	4,142	64.31	4,050	65.49
Workers are not Employee										
<b>Male</b>										
<b>Female</b>										
Male employees by age										
<b>under 30 years old.</b>	2,167	70	2,542	73	2,626	73	2,871	75	2,692	73.55
<b>30-50 years old.</b>	841	27	870	25	887	25	898	23	896	24.48
<b>over 50 years old.</b>	67	2	57	2	66	2	64	2	72	1.97
The number of female employees by age										
<b>under 30 years old.</b>	5,078	72	5,715	73	5,377	72	5,600	72	5,444	71.09
<b>30-50 years old.</b>	1,888	27	1,969	25	1,972	26	1,999	26	2,056	26.85
<b>over 50 years old.</b>	133	2	108	1	120	2	131	2	158	2.06
The number of male employees by position										
<b>Operation</b>	2,944	95.7	2,562	73.9	2,678	74.8	3,684	96.1	3,505	95.77
<b>First management</b>	123	4.0	900	25.9	893	25.0	116	3.0	120	3.28
<b>Middle management</b>							15	0.4	18	0.49
<b>High-level executives</b>	8	0.3	7	0.2	8	0.2	18	0.5	17	0.46
The number of female employees by position										
<b>Operation</b>	6,870	96.8	5,376	69.0	5,050	67.6	7,487	96.9	7,430	97.02
<b>First management</b>	224	3.2	2,411	30.9	2,414	32.3	179	2.3	173	2.26
<b>Middle management</b>							27	0.3	27	0.35
<b>High-level executives</b>	5	0.1	5	0.1	5	0.1	37	0.5	28	0.37
The number of employees by work experience										
<b>less than 1 year</b>	4,050	40	5,608	50	4,876	44	5,428	46.9	4,959	43.82
<b>1-3 years</b>	2,370	23	1,853	16	2,597	24	2,643	22.9	2,728	24.10
<b>&gt; 3 years -5 years</b>	1,176	12	1,185	11	858	8	718	6.2	953	8.42
<b>&gt; 5 years -9 years</b>	1,106	11	1,044	9	1,086	10	1,102	9.5	974	8.61
<b>&gt; 9 years -15 years</b>	797	8	857	8	868	8	887	7.7	893	7.89
<b>more than 15 years</b>	675	7	714	6	763	7	785	6.8	811	7.17

Employee Information	2021		2022		2023		2024		2025	
The total number of employees by religion	Person	%	Person	%	Person	%	Person	%	Person	%
Northern	723	7	759	7	746	7	808	7.0	799	7.06
Male							286		265	
Female							522		534	
Central	6,927	68	7,472	66	7,317	66	6,997	60.5	7,318	64.66
Male							2,405		2,501	
Female							4,592		4,817	
Northeastern	1,213		1,412		1,429		1,483	12.8	1,500	13.25
Male							459		463	
Female							1,024		1,037	
Eastern	751	7	936	8	867	8	955	8.3	886	7.83
Male							276		234	
Female							679		652	
Western	0	0	0	0	0	0	0	0.0	0	0.00
Male									0	
Female									0	
Southern	560	6	682	6	689	6	1,320	11.4	815	7.20
Male							407		197	
Female							913		618	
Foreign Countries	0	0	0	0	0	0	0	0.0	0	0.00
Male									0	
Female									0	
The total number of employees by nationality (person)										
Thailand	9,927	97.57	11,201	99.47	10,981	99.39	11,332	98.00	11,012	97.30
Cambodia					1	0.01	6	0.05		0.00
Korea										0.00
Kazakhstan										0.00
Cameroon										0.00
Kretistan										0.00
Kenya										0.00
Canada										0.00
Seria										0.00
Seychelles										0.00
South Africa										0.00
Zimbabwe										0.00
China	2	0.02	2	0.02	2	0.02	0	0.00		0.00
Jordan										0.00
Japan	3	0.03	3	0.03	2	0.02	1	0.01	2	0.02
Dutch										0.00
Taiwan										0.00
Tunisai										0.00
Tajikistan										0.00
Tanzania										0.00
Nepal										0.00
Bangladesh										0.00
Bulgaria										0.00
Belarus										0.00
Blegium										0.00

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
The total number of employees by nationality (person)										
Pakistan										0.00
Peru										0.00
Franch										0.00
Cambodia	116	1.14	49	0.44	52	0.47	88	0.80	143	1.26
Philippines										0.00
Puttan										0.00
Maldives										0.00
Malaysia										0.00
Morocco										0.00
Mongolia										0.00
Mauritius										0.00
Germany										0.00
Ukraine										0.00
Uganda										0.00
Russia										0.00
Laos	61	0.60	6	0.05	10	0.09	136	1.18	161	1.42
Lebanon										0.00
Vietnam										0.00
SriLangka										0.00
Spain										0.00
Switzerland										0.00
Sweden										0.00
Singapore										0.00
Irish										0.00
Algeria										0.00
America										0.00
Australia										0.00
Austria										0.00
England										0.00
Italy										0.00
India										0.00
Indonesia										0.00
Egypt										0.00
Iran										0.00
Uzbekistan										0.00
SouthAfrica										0.00
Hongkong										0.00
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	10,830	95.69
Bachelor's degree.	2,446	24	558	5	519	5	476	4.1	443	3.91
Master's degree.	65	1	54	0	50	0	49	0.4	44	0.39
Doctorate degree (Ph.D.).	2	0	1	0	1	0	1	0.0	1	0.01
The number of employees resignation										
Turnover Rate (%)	6.65		7.80		7.34		5.20		5.90	
The total employee resignations (excluding Part-time)	1,316		1,737		2,089		2,130		2,170	
Male	408	31	489	28	547	26	599	28.1	658	30.32
Female	908	69	1,248	72	1,542	74	1,531	71.9	1,512	69.68

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
Employees who voluntarily resigned by gender										
<b>Voluntarily resigned</b>	1,316		1,737		2,089		2,130		2,170	
Male	408	31	489	28	547	26	599	28.1	658	30.32
Female	908	69	1,248	72	1,542	74	1,531	71.9	1,512	69.68
The number of employees resignation by position										
Operation							2,097	98.5	2,129	98.11
First management							27	1.3	24	1.11
Middle management							3	0.1	7	0.32
High-level executives							3	0.1	10	0.46
The number of male resigned employees by age										
under 30 years old.	300	74	351	72	412	75	423	70.6	473	71.88
30-50 years old.	101	25	135	28	134	24	164	27.4	173	26.29
over 50 years old.	7	2	3	1	1	0	12	2.0	12	1.82
The number of female resigned employees by age										
under 30 years old.	674	74	933	75	1,138	74	1,150	75.1	1,121	74.14
30-50 years old.	209	23	305	24	383	25	361	23.6	372	24.60
over 50 years old.	25	3	10	1	21	1	20	1.3	19	1.26
The number of resigned employees by religion										
Northern	41	3	50	3	66	3	70	3.3	70	3.23
Central	1,065	81	1,382	80	1,589	76	1,583	74.3	1,645	75.81
Northeastern	81	6	120	7	172	8	159	7.5	121	5.58
Eastern	95	7	130	7	175	8	209	9.8	232	10.69
Western	0	0	0	0	0	0	0	0.0	0	0.00
Southern	34	3	55	3	87	4	109	5.1	102	4.70
Foreign Countries	0	0	0	0	0	0	0	0.0	0	0.00
The number of resigned employees by nationality (person)										
Thailand	1,286	97.7	1,723	99.2	2,071	99.1	2,068	97.1	2,012	92.72
Kazakhstan	1	0.1	0	0.00	0	0.00	0	0.0	0	0.00
Canada										0.00
Kurdistan										0.00
Kyrgyzstan										0.00
Columbia										0.00
Kenya										0.00
Seychelles										0.00
China										0.00
Jordan										0.00
Nepal										0.00
Belarus										0.00
Bangladesh										0.00
Bulgaria										0.00
Portugal										0.00
Pakistan										0.00
Panama										0.00
Franch										0.00
Cambodia	23	1.7	14	0.8	16	0.8	31	1.5	26	1.20
Philippines										0.00

Employee Information	2021		2022		2023		2024		2025	
The number of resigned employees by nationality (person)	Person	%	Person	%	Person	%	Person	%	Person	%
Puttan										0.00
Japan										0.00
Uganda										0.00
Germany										0.00
Russia										0.00
Laos	6	0.5	0	0.0	2	0.1	31	1.5	132	6.08
Vietnam										0.00
Maldives										0.00
Malaysia										0.00
Mongolia										0.00
Maxico										0.00
SriLangka										0.00
Syria										0.00
Singapore										0.00
Switzerland										0.00
Sweden										0.00
Irish										0.00
UnitedKingdom										0.00
America										0.00
Australia										0.00
India										0.00
Indonesia										0.00
Egypt										0.00
Italy										0.00
Algeria										0.00
Albania										0.00
Uzbekistan										0.00
Alamannia										0.00
N/A										0.00
The number of new recruit										
Total number of new recruits (exclude Part-time)	8,932		14,293		1,340		1,730		1,680	
Male	2,974	33	4,634	32	377	28	554	32.0	507	30.18
Female	5,958	67	9,659	68	963	72	1,176	68.0	1,173	69.82
จำนวนพนักงานเข้าใหม่ จำแนกตามระดับ										
Operation							1,712	99.0	1,667	99.23
First management							14	0.8	8	0.48
Middle management							2	0.1	5	0.30
High-level executives							2	0.1	0	0.00
The number of male new recruit (person)										
under 30 years old.	2,751	93	4,296	93	304	81	454	81.9	410	80.87
30-50 years old.	220	7	338	7	73	19	100	18.1	97	19.13
over 50 years old.	3	0	0	0	0	0	0	0.0	0	0.00
The number of female new recruit (person)										
under 30 years old.	5,523	93	8,967	93	801	83	970	175.1	934	79.62
30-50 years old.	425	7	687	7	162	17	206	17.5	239	20.38
over 50 years old.	10	0.2	5	0.1	0	0.0	0	0.0	0	0.00

Employee Information	2021		2022		2023		2024		2025	
The number of new recruit by religion (person)	Person		Person		Person		Person		Person	
Northern	508	6	849	6	17	1	47	2.7	45	2.68
Central	6,399	72	9,902	69	1,085	81	1,353	78.2	1,283	76.37
Northeastern	1,030	12	1,566	11	82	6	53	3.1	81	4.82
Eastern	729	8	1,299	9	106	8	188	10.9	177	10.54
Western	0		0		0	0	0	0.0	0	0.00
Southern	266	3	677	5	50	4	89	5.1	94	5.60
Foreign Countries	0		0		0	0	0	0.0	0	0.00
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	1,545	91.96
Cambodia										0.00
Korea										0.00
Kyrgyzstan										0.00
Kazakhstan										0.00
Kurdistan										0.00
Cameroon										0.00
Kenya										0.00
Canada										0.00
Columbia										0.00
China										0.00
Jordan										0.00
Japan										0.00
Nepal										0.00
Bangladesh										0.00
Belarus										0.00
Pakistan										0.00
Panama										0.00
Peru										0.00
Franch										0.00
Myanmar	74	0.8	56	0.4	11	0.8	41	3.1	49	2.92
Philipines										0.00
Syria										0.00
Russia										0.00
Laos	11	0.1	0	0.0	5	0.4	169	12.6	86	5.12
Vietnam										0.00
Dutch										0.00
Tunisai										0.00
Taiwan										0.00
Maldives										0.00
Malaysia										0.00
Mongolia										0.00
Morocco										0.00
Maxico										0.00
Mauritius										0.00
Germany										0.00
SriLangka										0.00
Spain										0.00
Singapore										0.00
Switzerland										0.00

Employee Information	2021		2022		2023		2024		2025	
The number of new recruit by nationality (person)	Person	%	Person	%	Person	%	Person	%	Person	%
Enland										0.00
America										0.00
Italy										0.00
Iran										0.00
India										0.00
Indonesia										0.00
Uzbekistan										0.00
Uganda										0.00
Egypt										0.00
Algeria										0.00
Austria										0.00
Hongkong										0.00
N/A										0.00
The number of job openings for internal employees (person)										
<b>Total number of job openings for internal employees</b>			15,824		13,069		14,108		13,011	
<b>Number of male employees hired in the internal job openings</b>			4,634	29.28	4,659	35.65	5,245	37.2	4,647	35.72
<b>Number of female employees hired in the internal job openings</b>			9,659	61.04	8,161	62.45	8,863	62.8	8,364	64.28
<b>Cost per Recruit</b>							1,111		1,218	
The Disability Employment										
<b>Total Disable employee</b>	60	1	89	1	73	1	79	0.7	127	1.12
<b>Male</b>	0		45		32	44	38	48.1	61	48.03
<b>Female</b>	76		44		41	56	41	51.9	66	51.97
<b>Opeation level</b>	79		89		73		79		127	
<b>Management level</b>					0		0		0	
<b>Total salary for employees with disabilities (Baht)</b>	10,389,350		981,048		902,986		975,446		1,024,180	
<b>Fund for Empowerment of Persons with Disabilities (Bath)</b>							40,276		5,995	
Hiring of elderly employees										
<b>Total elderly employees</b>	10	0.10	6	0.05	5	0.05	8	0.07	24	0.21
<b>Male</b>	1		0		3	60	6	75	10	41.67
<b>Female</b>	9		5		2	40	2	25	14	58.33
<b>Operation</b>	6		5		4	80	5	63	15	62.50
<b>Management</b>	4		1		2	40	3	38	9	37.50
<b>Total salary of elderly employees</b>	773,620		267,976		173,631		787,407		622,077	
Promotion by gender										
<b>Total number of employees promoted</b>	1,186	12	4,344	39	3,453	31	4,215	36.5	3,179	28.09
<b>Male</b>	355	30	1,406	32	1,113	32	1,534	36.4	2,025	63.70
<b>Female</b>	831	70	2,938	68	2,340	68	2,681	63.6	1,154	36.30
Employee promotions by nationality										
<b>Thai</b>	1,186	100	4,338	99.9	3,453	100	4,210	99.9	3,142	98.84
<b>Foreigners</b>	0		6	0.1	0	0	5	0.1	37	1.16
Employee promotions by position (person)										
<b>Director Up</b>	4	0.34	3	0.07	1	0.03	1	0.0	4	0.13
<b>Manager and Director</b>	0		1	0.02	4	0.12	2	0.0	42	1.32
Number of employees hired through Outsource / Agency *not company employees*										
<b>Total number of employees</b>			31		34		40		17	
<b>Male</b>			20	64.5	23	67.6	26	65.0	9	52.94
<b>Female</b>			11	35.5	11	32.4	14	35.0	8	47.06

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
Number of Sales Employees										
Total number of employees			8	0.1	7	0.1	10	0.1	7	0.06
Male			3	37.5	3	42.9	7	70.0	2	28.57
Female			5	62.5	4	57.1	3	30.0	5	71.43
Number of Female Sales Employees										
Operation			0		0	0.0	0	0.0	4	57.14
Management			5	62.5	4	57.1	2	20.0	1	14.29
High-level executives			0		0	0.0	5	50.0		0.00
Number of employees related to STEM : Science / IT / Engineering / Mathematics										
Total employees			69	0.6	69	0.6	61	0.5	77	0.68
Male			20	29.0	23	33.3	20	32.8	25	32.47
Female			49	71.0	46	66.7	41	67.2	52	67.53
Number of female employees related to STEM : Science / IT / Engineering / Mathematics										
Operation			0		0		20	48.8	26	33.77
Management			48	98.0	45	97.8	14	34.1	19	24.68
High-level executives			1	2.0	1	2.2	7	17.1	7	9.09
Number of employees who are welfare committee members										
Total number of employees			9	0.1	9	0.1	9	0.1	9	0.08
Male			3	33.3	3	33.3	5	55.6	5	55.56
Female			6	66.7	6	66.7	4	44.4	4	44.44
The number of employees on maternity leave										
Number of employees entitled to maternity leave	7,099	69.8	7,792	69.2	7,469	67.6	7,730	66.9	7,658	67.66
Number of employees who used maternity leave entitlement.	277	2.7	195	1.7	247	2.2	213	1.8	180	1.59
Number of employees who took maternity leave and returned to work afterward.	166	59.9	151	77.4	183	74.1	139	65.3	136	75.56
<b>2. Compensation</b>										
Employee compensation (Baht)										
Total compensation							2,470,049,430		2,528,000,165	
Total Male compensation							760,909,464		764,065,314	
Total Female compensation							1,709,139,966		1,763,934,851	
Average Male Salary										
Operation							132,130		136,700	
Management							662,205		733,181	
High-level executives							3,685,180		2,989,560	
Average Female Salary										
Operation							139,311		142,991	
Management							694,955		752,729	
High-level executives							2,214,845		2,831,925	
Average Male Salary and other compensation										
Operation							142,611		177,982	
Management							722,372		718,174	
High-level executives							4,088,847		3,281,806	
Average Female Salary and other compensation										
Operation							148,447		180,618	
Management							752,518		754,831	
High-level executives							2,523,277		3,146,653	

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
Provident Fund										
Number of employees who are members of Employee Provident Fund (person)	518	5	534	5	795	7	594	5.1	615	5.43
Amount of money contributed by the company to the Employee Provident Fund (Baht)							12,023,180		43,539,874	
Ratio of basic salary and compensation for male and female employees										
Operational level management positions.	1:0.98		1:0.98		1:0.99		1:0.93		1:1.01	
Executive level management positions	1:0.86		1:0.87		1:0.87		1:1.04		1:1.05	
High-level management positions, including Director and above	1:0.88		1:1.00		1:1.00		1:0.62		1:0.96	
Ratio of basic salary of male and female employees										
Operational level management positions.							1:1.05		1:1.05	
Executive level management positions							1:1.05		1:1.05	
High-level management positions, including Director and above							1:0.60		1:0.95	
<b>3. Occupational Health and Safety</b>										
Total working hours of all employees (hours)					26,302,458		27,663,182		27,327,346	
Total working hours of workers who are not employee (hours)										
จำนวนพนักงานทั้งหมดที่อยู่ภายใต้ระบบความปลอดภัย อาชีวอนามัย และสภาพแวดล้อมในการทำงาน										
Total number of employees	10,174	100	11,261	100	11,048	100	11,563	100	11,318	100
Male	3,075		3,469		3,579		3,833		3,660	
Female	7,099		7,792		7,469		7,730		7,658	
Number of serious work-related injuries resulting in lost workdays										
Number of serious work-related injuries resulting in lost workdays					45		48		46	
Number of employees injured at work (person)	25		33		56		67		61	
Number of employees injured at work - lost time	25		0		44		29		46	
Number of employees injured at work - no lost time	0		0		12		19		15	
Number of workdays lost to work-related injury					161		213		190	
Number of work-related fatalities	1		0		0		0		0	
Rate of fatalities / per 1,000,000 operating hours					0.00		0.00		0.00	
Injury Rate (IR) / per 1,000,000 operating hours	4		1		2.13		2.42		2.23	
Lost Time Injury Frequency Rate:LTIFR / per 1,000,000 operating hours	2		0.0		1.71		1.74		1.68	
Rate of high-consequence work-related injuries (excluding fatalities)							0.00		1.68	
Absent Rate	0		0		0.87		0.44		0.62	
Total Sick Leave (Day)	1,566		9,873		23,511		12,596		17,204	
<b>4. Promotion of relationship and employee engagement.</b>										
Important labor disputes (yes / no).	0		0		0		0		0.00	
Number of employees volunteering for social activities (person)										
Number of employees participating in activities	0		0				512		4,562	
Number of hours employees participated in activities (hours)	0		0				6,548		9,597	
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.	2		0		0					
The number of complaints that have been resolved and addressed.	2		0		0					
The number of complaints that are still under investigation or being addressed.			0		0					

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
<b>5. Employee development.</b>										
Training and development expenses for employees (baht)	7,104,300		7,894,200		9,037,800		9,431,450		10,710,369	
Total training hours (hours)							77,875		77,486	
Average training hours (hours / person / year)	4		5		7		6.7		7.0	
Average training hours for male employee (hours / person / year)			16		7		6.7		8.0	
Average training hours per female employee (hours / person / year)			7		7		6.7		7.0	
Number of employees who received training (person)										
Total number of employees			11,261		8,455		11,563		11,318	
Number of male employees			3,716	33	2,266	27	3,833	33.1	3,660	32.34
Number of female employees			7,545	67	6,189	73	7,730	66.9	7,658	67.66
The percentage of total employees			100		77		100		100	
Training										
Operation					1,800	16	11,171	96.6	10,221	90.31
First management					5,076	46	295	2.6	834	7.37
Middle management					1,481	13	42	0.4	137	1.21
High-level executives					98	1	55	0.5	126	1.11
Number of male employees who attended training by position (person)										
Operation			2,848	77	576	25	3,684	162.6	3,277	89.54
First management			867	23	1,228	54	116	5.1	285	7.79
Middle management					434	19	15	0.7	51	1.39
High-level executives			1	0	28	1	18	0.8	47	1.28
Number of female employees who attended training by position (person)										
Operation			5,196	69	1,224	20	7,487	96.9	6,944	90.68
First management			2,342	31	3,848	62	179	2.3	548	7.16
Middle management					1,047	17	27	0.3	87	1.14
High-level executives			7	0	70	1	37	0.5	79	1.03
Number of male employees who attended training by age										
under 30 years old.			2,903	78	2,067	91	2,871	74.9	2,356	64.37
30-50 years old.			725	20	1,405	62	898	23.4	1,192	32.57
over 50 years old.			88	2	158	7	64	1.7	112	3.06
Number of female employees who attended training by age										
under 30 years old.			5,660	75	4,934	80	5,600	72.4	4,555	59.48
30-50 years old.			1,751	23	3,676	59	1,999	25.9	2,843	37.12
over 50 years old.			134	2	385	6	131	1.7	260	3.40
Number of employees trained in the Code of Conduct:			4,714	42	5,143	47	4,954	42.8	4,852	42.87
Number of employees trained in anti-corruption:			4,714	42	5,143	47	4,954	42.8	4,852	42.87
Number of employees trained in Cyber Security (person)										
Number of employees					1,905	17	1,803	15.6	1,955	17.27
Male							487	27.0	515	26.34
Female							1,316	73.0	1,440	73.66

## CENTEL Employee Information

Employee Information	2021		2022		2023		2024		2025	
<b>1. Employee Information at 31 December 2025</b>	Person	%	Person	%	Person	%	Person	%	Person	%
Total number of employees	13,087		15,007		15,181		15,843		15,502	
<b>Male</b>	4,677	36	5,551	37	5,854	38.56	6,240	39.39	6,049	39.02
<b>Female</b>	8,410	64	9,456	63	9,327	61.44	9,603	60.61	9,453	60.98
<b>Permanent employees</b>	7,602		8,428		8,771	57.78	9,233	58.28	9,193	59.30
<b>Male</b>	2,993	39	3,393	40	3,538	40.34	3,842	41.61	3,849	41.87
<b>Female</b>	4,609	61	5,035	60	5,233	59.66	5,391	58.39	5,344	58.13
<b>Temporary / Contract employees</b>	21		133		188	1.24	169	1.07	125	0.81
<b>Male</b>	13	62	68	51	109	57.98	99	58.58	66	52.80
<b>Female</b>	8	38	65	49	79	42.02	70	41.42	59	47.20
<b>Part-time / Casual</b>	5,464		6,446		7,161		6,967		6,771	
<b>Male</b>	1,671	31	2,090	32	2,814	39.30	2,647	37.99	2,530	37.37
<b>Female</b>	3,793	69	4,356	68	4,347	60.70	4,320	62.01	4,241	62.63
<b>Workers are not Employee</b>					2,425		2,242		2,313	
<b>Male</b>					1,299		1,133		1,171	50.63
<b>Female</b>					1,126		1,109		1,142	49.37
<b>Male employees by age</b>										
<b>under 30 years old.</b>	2,501	53	3,014	54	3,169	54.13	3,428	54.94	3,305	54.64
<b>30-50 years old.</b>	1,939	41	2,303	41	2,403	41.05	2,437	39.05	2,387	39.46
<b>over 50 years old.</b>	237	5	234	4	282	4.82	375	6.01	357	5.90
<b>The number of female employees by age</b>										
<b>under 30 years old.</b>	5,407	64	6,224	66	5,968	63.99	6,164	64.19	6,013	63.61
<b>30-50 years old.</b>	2,768	33	2,991	32	3,096	33.19	3,122	32.51	3,105	32.85
<b>over 50 years old.</b>	235	3	241	3	263	2.82	317	3.30	335	3.54
<b>The number of male employees by position</b>										
<b>Operation</b>	4,263	91.1	4,316	77.8	4,573	78.12	5,675	90.95	5,479	90.58
<b>First management</b>	391	8.4	1,215	21.9	1,183	20.21	441	7.07	448	7.41
<b>Middle management</b>					53	0.91	66	1.06	64	1.06
<b>High-level executives</b>	23	0.5	20	0.4	45	0.77	58	0.93	58	0.96
<b>The number of female employees by position</b>										
<b>Operation</b>	7,888	93.8	6,703	70.9	6,539	70.11	8,965	93.36	8,823	93.34
<b>First management</b>	514	6.1	2,744	29.0	2,710	29.06	499	5.20	497	5.26
<b>Middle management</b>					51	0.55	77	0.80	80	0.85
<b>High-level executives</b>	8	0.1	9	0.1	27	0.29	62	0.65	53	0.56
<b>The number of employees by work experience</b>										
<b>less than 1 year</b>	4,512	34	6,913	46	5,900	38.86	6,274	39.60	5,791	37.36
<b>1-3 years</b>	2,747	21	2,370	16	4,008	26.40	4,244	26.79	3,931	25.36
<b>&gt; 3 years -5 years</b>	1,590	12	1,490	10	1,008	6.64	1,028	6.49	1,800	11.61
<b>&gt; 5 years -9 years</b>	1,813	14	1,587	11	1,563	10.30	1,515	9.56	1,278	8.24
<b>&gt; 9 years -15 years</b>	1,462	11	1,615	11	1,610	10.61	1,578	9.96	1,452	9.37
<b>more than 15 years</b>	963	7	1,032	7	1,092	7.19	1,204	7.60	1,250	8.06

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
The total number of employees by religion										
Northern	723	6	788	5	776	5.11	845	5.33	835	5.39
Male							306	36.21	284	34.01
Female							539	63.79	551	65.99
Central	8,003	61	8,971	60	8,934	58.85	8,525	53.81	8,759	56.50
Male							3,162	37.09	3,207	36.61
Female							5,363	62.91	5,552	63.39
Northeastern	1,213	26	1,412	25	1,429	24.41	1,483	9.36	1,500	9.68
Male							459	30.95	463	30.87
Female							1,024	69.05	1,037	69.13
Eastern	1,155	9	1,350	14	1,293	13.86	1,340	8.46	1,262	8.14
Male							495	36.94	447	35.42
Female							845	63.06	815	64.58
Western	239	2	0	0	0	0.00	0	0.00	0	0.00
Male							0	0.00	0	0.00
Female							0	0.00	0	0.00
Southern	1,417	11	1,827	12	1,894	12.48	2,607	16.46	1,875	12.10
Male							1,091	41.85	728	38.83
Female							1,516	58.15	1,147	61.17
Foreign Countries	337	3	659	4	855	5.63	1,043	6.58	1,271	8.20
Male							727	#DIV/0!	920	72.38
Female							316	#DIV/0!	351	27.62
The total number of employees by nationality (person)										
Thailand	12,488	95.42	14,343	96	14,339	94.45	14,647	92.45	14,008	90.36
Cambodia	1	0.01	1	0.01	1	0.01	7	0.04	0	0.00
Korea					2	0.01	2	0.01	5	0.03
Kazakhstan	1	0.01	1	0.01	2	0.01	7	0.04	5	0.03
Cameroon					1	0.01	2	0.01	3	0.02
Kretistan					5	0.03	8	0.05	7	0.05
Kenya	1	0.01	1	0.01	6	0.04	6	0.04	6	0.04
Canada	1	0.01	1	0.01	0	0.00	0	0.00	0	0.00
Seria					3	0.02	3	0.02	4	0.03
Seychelles					1	0.01	1	0.01	0	0.00
South Africa					1	0.01	1	0.01	0	0.00
Zimbabwe									1	0.01
China	3	0.02	6	0.04	8	0.05	8	0.05	9	0.06
Jordan					1	0.01	1	0.01	2	0.01
Japan	4	0.03	8	0.05	155	1.02	149	0.94	128	0.83
Dutch	2	0.02	2	0.01	1	0.01	1	0.01	2	0.01
Taiwan									2	0.01
Tunisai					1	0.01	1	0.01	1	0.01
Tajikistan							1	0.01	2	0.01
Tanzania									2	0.01
Nepal	8	0.06	35	0.23	36	0.24	45	0.28	64	0.41
Bangladesh	45	0.34	84	0.56	67	0.44	83	0.52	97	0.63
Bulgaria					1	0.01	1	0.01	0	0.00
Belarus	1	0.01	0	0.00	1	0.01	1	0.01	1	0.01
Blegium					1	0.01	0	0.00	0	0.00

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
The total number of employees by nationality (person)										
Pakistan	4	0.03	13	0.09	7	0.05	9	0.06	7	0.05
Peru									1	0.01
Franch	7	0.05	9	0.06	4	0.03	2	0.01	2	0.01
Cambodia	117	0.89			61	0.40	102	0.64	167	1.08
Philippines	11	0.08	45	0.30	30	0.20	48	0.30	50	0.32
Puttan									1	0.01
Maldives	126	0.96	192	1.28	112	0.74	191	1.21	261	1.68
Malaysia	1	0.01	7	0.05	4	0.03	5	0.03	4	0.03
Morocco					2	0.01	3	0.02	4	0.03
Mongolia					1	0.01	1	0.01	0	0.00
Mauritius									1	0.01
Germany	6	0.05	7	0.05	5	0.03	4	0.03	4	0.03
Ukraine			3	0.02	0	0.00	0	0.00	0	0.00
Uganda					1	0.01	2	0.01	4	0.03
Russia	2	0.02	2	0.01	6	0.04	5	0.03	7	0.05
Laos	61	0.47	0	0.00	11	0.07	136	0.86	162	1.05
Lebanon	1	0.01	0	0.00	0	0.00	0	0.00	0	0.00
Vietnam	2	0.02	5	0.03	12	0.08	13	0.08	9	0.06
SriLanka	48	0.37	70	0.47	97	0.64	123	0.78	147	0.95
Spain	1	0.01	0	0.00	1	0.01	1	0.01	2	0.01
Switzerland	1	0.01	3	0.02	2	0.01	2	0.01	2	0.01
Sweden	1	0.01	1	0.01	0	0.00	1	0.01	0	0.00
Singapore							1	0.01	1	0.01
Irish					1	0.01	0	0.00	0	0.00
Algeria					4	0.03	4	0.03	4	0.03
America	2	0.02	2	0.01	2	0.01	1	0.01	0	0.00
Australia	4	0.03	5	0.03	4	0.03	1	0.01	1	0.01
Austria	1	0.01	8	0.05	0	0.00	1	0.01	2	0.01
England	4	0.03	1	0.01	1	0.01	3	0.02	3	0.02
Italy	3	0.02	2	0.01	6	0.04	8	0.05	9	0.06
India	54	0.41	69	0.46	142	0.94	158	1.00	230	1.48
Indonesia	5	0.04	16	0.11	13	0.09	24	0.15	45	0.29
Egypt	4	0.03	8	0.05	15	0.10	13	0.08	18	0.12
Iran	1	0.01	2	0.01	0	0.00	0	0.00	0	0.00
Uzbekistan					3	0.02	3	0.02	4	0.03
SouthAfrica									1	0.01
Hongkong					1	0.01	1	0.01	0	0.00
The number of employees by education										
Lower than a bachelor's degree.	9,392	72	13,052	87	13,116	86.40	13,643	86.11	13,113	84.59
Bachelor's degree.	3,528	27	1,808	12	1,916	12.62	2,057	12.98	2,240	14.45
Master's degree.	164	1	146	1	146	0.96	141	0.89	145	0.94
Doctorate degree (Ph.D.).	3	0	1	0	3	0.02	2	0.01	4	0.03
The number of employees resignation										
Turnover Rate (%)	15.3		16.7		17.4		17.14		18.07	
The total employee resignations (excluding Part-time)	2,003		2,506		2,641		2,716		2,801	
Male	748	37	857	34	828	31.35	877	32.29	1,020	36.42
Female	1,255	63	1,649	66	1,813	68.65	1,833	67.49	1,781	63.58

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
Employees who voluntarily resigned by gender										
Voluntarily resigned	2,003		2,506		2,641		2,716		2,801	
Male	748	37	857	34	828	31.35	877	32.29	1,020	36.42
Female	1,255	63	1,649	66	1,813	68.65	1,836	67.60	1,781	63.58
The number of employees resignation by position										
Operation							2,565	94.44	2,630	93.90
First management							126	4.64	135	4.82
Middle management							16	0.59	20	0.71
High-level executives							9	0.33	16	0.57
The number of male resigned employees by age										
under 30 years old.	427	57	457	53	498	60.14	527	60.09	611	59.90
30-50 years old.	308	41	381	44	316	38.16	327	37.29	377	36.96
over 50 years old.	13	2	19	2	15	1.81	25	2.85	32	3.14
The number of female resigned employees by age										
under 30 years old.	828	66	1,062	64	1,239	68.34	1,271	69.34	1,261	70.80
30-50 years old.	395	31	567	34	550	30.34	540	29.46	492	27.62
over 50 years old.	32	3	20	1	23	1.27	26	1.42	28	1.57
The number of resigned employees by religion										
Northern	41	2	53	2	66	2.50	70	2.58	72	2.57
Central	1,318	66	1,705	68	1,742	65.96	1,762	64.87	1,764	62.98
Northeastern	81	4	120	5	172	6.51	159	5.85	121	4.32
Eastern	171	9	221	9	209	7.91	243	8.95	258	9.21
Western	25	1	0	0	0	0.00	0	0.00	0	0.00
Southern	286	14	321	13	246	9.31	267	9.83	249	8.89
Foreign Countries	81	4	86	3	206	7.80	215	7.92	337	12.03
The number of resigned employees by nationality (person)										
Thailand	1,890	94.4	2,418	96.5	2,448	92.69	2,460	90.57	2,336	83.40
Kazakhstan	2	0.1	0	0.0	1	0.04	4	0.15	9	0.32
Canada	1	0.0	0	0.0	0	0.00	0	0.00	0	0.00
Kurdistan					2	0.08	0	0.00	1	0.04
Kyrgyzstan							4	0.15	8	0.29
Columbia									2	0.07
Kenya									2	0.07
Seychelles									1	0.04
China	2	0.1	0	0.0	2	0.08	1	0.04	4	0.14
Jordan					1	0.04	0	0.00	0	0.00
Nepal	3	0.1	2	0.1	10	0.38	9	0.33	6	0.21
Belarus	1	0.0	0	0.0	0	0.00	0	0.00	1	0.04
Bangladesh					5	0.19	2	0.07	2	0.07
Bulgaria							0	0.00	1	0.04
Portugal					1	0.04	0	0.00	0	0.00
Pakistan					4	0.15	0	0.00	1	0.04
Panama							1	0.04	0	0.00
Franch	2	0.1	0	0.0	1	0.04	1	0.04	0	0.00
Cambodia	23	1.1	14	0.6	20	0.76	34	1.25	33	1.18
Philipines	6	0.3	1	0.0	8	0.30	7	0.26	12	0.43

Employee Information	2021		2022		2023		2024		2025	
The number of resigned employees by nationality (person)	Person	%	Person	%	Person	%	Person	%	Person	%
Puttan	2	0.1	0	0.0	0	0.00	0	0.00	0	0.00
Japan					15	0.57	52	1.91	52	1.86
Uganda					3	0.11	0	0.00	0	0.00
Germany					1	0.04	1	0.04	0	0.00
Russia							2	0.07	1	0.04
Laos	6	0.3	0	0.0	2	0.08	34	1.25	132	4.71
Vietnam					1	0.04	1	0.04	4	0.14
Maldives	34	1.7	49	2.0	25	1.00	33	1.22	95	3.39
Malaysia							1	0.04	3	0.11
Mongolia									1	0.04
Maxico									1	0.04
SriLangka	18	0.9	12	0.5	14	0.56	21	0.77	29	1.04
Syria					1	0.04	0	0.00	0	0.00
Singapore					1	0.04	0	0.00	0	0.00
Switzerland					1	0.04	2	0.07	1	0.04
Sweden									1	0.04
Irish					1	0.04	0	0.00	0	0.00
UnitedKingdom							1	0.04	2	0.07
America	1	0.0	1	0.0	1	0.04	1	0.04	0	0.00
Australia	1	0.0	0	0.0	1	0.04	0	0.00	0	0.00
India	7	0.3	6	0.2	27	1.08	38	1.40	38	1.36
Indonesia	3	0.1	3	0.1	6	0.24	3	0.11	15	0.54
Egypt	1	0.0	0	0.0	2	0.08	2	0.07	2	0.07
Italy							1	0.04	1	0.04
Algeria					1	0.04	0	0.00	2	0.07
Albania					1	0.04	0	0.00	0	0.00
Uzbekistan					2	0.08	0	0.00	1	0.04
Alamannia							0	0.00	1	0.04
N/A	0	0.0	0	0.0	32	1.28	0	0.00	0	0.00
The number of new recruit										
Total number of new recruits (exclude Part-time)	9,488		15,814		2,463		2,536		2,451	
Male	3,276	35	5,412	34	956	38.81	981	38.68	989	40.35
Female	6,212	65	10,402	66	1,507	61.19	1,555	61.32	1,462	59.65
จำนวนพนักงานเข้าใหม่ จำแนกตามระดับ										
Operation					934	37.92	2,363	93.18	2,298	93.76
First management					163	6.62	140	5.52	121	4.94
Middle management					9	0.37	22	0.87	23	0.94
High-level executives					17	0.69	11	0.43	9	0.37
The number of male new recruit (person)										
under 30 years old.	2,877	88	4,595	85	561	58.68	670	68.30	625	63.20
30-50 years old.	391	12	772	14	370	38.70	293	29.87	340	34.38
over 50 years old.	8	0	45	1	25	2.62	18	1.83	24	2.43
The number of female new recruit (person)										
under 30 years old.	5,639	91	9,331	90	1,097	72.79	1,181	75.95	1,098	75.10
30-50 years old.	559	9	1,037	10	399	26.48	364	23.41	354	24.21
over 50 years old.	14	0.2	34	0.3	11	0.73	10	0.64	10	0.68

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
The number of new recruit by religion (person)										
Northern	508	5	861	5	19	0.77	49	1.93	48	1.96
Central	6,543	69	10,523	67	1,454	59.03	1,510	59.54	1,390	56.71
Northeastern	1,030	11	1,566	10	82	3.33	53	2.09	81	3.30
Eastern	746	8	1,409	9	169	6.86	200	7.89	217	8.85
Western	1	0	0	0	0	0.00	0	0.00	0	0.00
Southern	552	6	1,259	8	297	12.06	416	16.40	239	9.75
Foreign Countries	108	1	196	1	442	17.95	308	12.15	476	19.42
The number of new recruit by nationality (person)										
Thailand	9,293	97.94	15,458	97.75	2,062	83.72	2,035	80.24	1,870	76.30
Cambodia	1	0.01	0	0.00	0	0.00	0	0.00	0	0.00
Korea					2	0.08	6	0.24	3	0.12
Kyrgyzstan							7	0.28	6	0.24
Kazakhstan	1	0.01	5	0.03	3	0.12	4	0.16	7	0.29
Kurdistan					1	0.04	0	0.00	0	0.00
Cameroon					1	0.04	1	0.04	1	0.04
Kenya					1	0.04	0	0.00	2	0.08
Canada	1	0.01		0.00	0	0.00	0	0.00	0	0.00
Columbia							1	0.04	1	0.04
China					4	0.16	4	0.16	6	0.24
Jordan									1	0.04
Japan	1	0.01	4	0.03	142	5.77	59	2.33	38	1.55
Nepal	3	0.03	6	0.04	11	0.45	17	0.67	27	1.10
Bangladesh	2	0.02	23	0.15	6	0.24	11	0.43	10	0.41
Belarus									1	0.04
Pakistan	3	0.03	12	0.08	3	0.12	2	0.08	1	0.04
Panama							1	0.04	0	0.00
Peru									1	0.04
Franch					2	0.08	0	0.00	0	0.00
Myanmar	74	0.78	56	0.35	21	0.85	49	1.93	67	2.73
Philipines	3	0.03	7	0.04	13	0.53	11	0.43	12	0.49
Syria									1	0.04
Russia					3	0.12	1	0.04	4	0.16
Laos	11	0.12		0.00	6	0.24	169	6.66	88	3.59
Vietnam					9	0.37	12	0.47	1	0.04
Dutch									1	0.04
Tunisai					1	0.04	0	0.00	0	0.00
Taiwan									2	0.08
Maldives	49	0.52	110	0.70	20	0.81	48	1.89	120	4.90
Malaysia					2	0.08	1	0.04	2	0.08
Mongolia					1	0.04	0	0.00	0	0.00
Morocco					1	0.04	1	0.04	3	0.12
Maxico							1	0.04	0	0.00
Mauritius									1	0.04
Germany	1	0.01	3	0.02	2	0.08	0	0.00	1	0.04
SriLangka	11	0.12	45	0.28	24	0.97	33	1.30	44	1.80
Spain					1	0.04	0	0.00	2	0.08
Singapore	1	0.01	4	0.03	0	0.00	1	0.04	0	0.00
Switzerland					1	0.04	1	0.04	1	0.04

Employee Information	2021		2022		2023		2024		2025	
The number of new recruit by nationality (person)	Person	%	Person	%	Person	%	Person	%	Person	%
Enland							2	0.08	2	0.08
America	1	0.01	0	0.00	0	0.00	0	0.00	0	0.00
Italy	1	0.01	1	0.01	1	0.04	3	0.12	2	0.08
Iran	1	0.01	9	0.06	0	0.00	0	0.00	0	0.00
India	21	0.22	68	0.43	55	2.23	43	1.70	82	3.35
Indonesia					5	0.20	8	0.32	27	1.10
Uzbekistan					3	0.12	1	0.04	2	0.08
Uganda							1	0.04	1	0.04
Egypt	1	0.01	3	0.02	6	0.24	2	0.08	7	0.29
Algeria									2	0.08
Austria									1	0.04
Hongkong					1	0.04	0	0.00	0	0.00
N/A					49	1.99	0	0.00	0	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		13,095	
Number of male employees hired in the internal job openings			4,644	27	4,712	35.69	5,280	37.17	4,679	35.73
Number of female employees hired in the internal job openings			9,670	56	8,210	62.18	8,898	62.64	8,394	64.10
Cost per Recruit							120,028		161,218	
The Disability Employment										
Total Disable employee	89	1	132	1	117	0.77	129	0.81	172	1.11
Male	15	17	74	56	63	53.85	71	55.04	92	53.49
Female	90	101	58	44	54	46.15	58	44.96	80	46.51
Opeation level	108		132		117		129		172	
Management level	0		0		0		0		0	
Total salary for employees with disabilities (Baht)	14,389,350		7,081,048		7,142,986		8,066,246		8,052,580	
Fund for Empowerment of Persons with Disabilities (Bath)							40,276		5,995	
Hiring of elderly employees										
Total elderly employees	75	0.6	102	0.7	49	0.32	71	0.45	80	0.52
Male	38	51	62	61	28	57.14	44	61.97	45	56.25
Female	37	49	39	38	21	42.86	27	38.03	35	43.75
Operation	30	40	40	39	13	26.53	27	38.03	33	41.25
Management	45	60	62	61	37	75.51	44	61.97	47	58.75
Total salary of elderly employees	46,773,620		66,267,976		74,934,388		87,556,182		79,703,721	
Promotion by gender										
Total number of employees promoted	1,251	10	4,620	31	3,675	24.21	4,432	27.97	3,373	21.76
Male	395	32	1,570	34	1,231	33.50	1,654	37.32	2,132	63.21
Female	856	68	3,050	66	2,444	66.50	2,778	62.68	1,241	36.79
Employee promotions by nationality										
Thai	1,248	99.8	4,574	99.0	3,632	98.83	4,361	98.40	3,260	96.65
Foreigners	3	0.2	46	1.0	43	1.17	50	1.13	109	3.23
Employee promotions by position (person)										
Director Up	4	0.3	5	0.11	9	0.24	11	0.25	5	0.15
Manager and Director	0	0.0	31	0.67	49	1.33	23	0.52	66	1.96
Number of employees hired through Outsource / Agency *not company employees*										
Total number of employees			499		973		1,057		1,015	
Male			301	60.3	630	64.75	784	74.17	822	80.99
Female			198	39.7	343	35.25	273	25.83	193	19.01

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
Number of Sales Employees										
Total number of employees			80	0.5	117	0.77	119	0.75	181	1.17
Male			18	22.5	31	26.50	43	36.13	56	30.94
Female			62	77.5	86	73.50	76	63.87	125	69.06
Number of Female Sales Employees										
Operation			18	23	25	21.37	19	15.97	57	31.49
Management			43	54	60	51.28	55	46.22	67	37.02
High-level executives			1	1	1	0.85	6	5.04	1	0.55
Number of employees related to STEM : Science / IT / Engineering / Mathematics										
Total employees			601	4	667	4.39	668	4.22	696	4.49
Male			317	53	451	67.62	474	70.96	489	70.26
Female			284	47	216	32.38	194	29.04	207	29.74
Number of female employees related to STEM : Science / IT / Engineering / Mathematics										
Operation			182	30	109	16.34	112	16.77	113	16.24
Management			98	16	103	15.44	72	10.78	84	12.07
High-level executives			4	1	4	0.60	10	1.50	10	1.44
Number of employees who are welfare committee members										
Total number of employees			134	0.9	160	1.05	308	1.94	152	0.98
Male			70	52	67	41.88	138	44.81	67	44.08
Female			64	48	93	58.13	172	55.84	85	55.92
The number of employees on maternity leave										
Number of employees entitled to maternity leave	8,410	64.3	9,456	63.0	9,184	60.50	9,450	59.65	8,806	56.81
Number of employees who used maternity leave entitlement.	311	2.4	210	1.4	247	1.63	238	1.50	203	1.31
Number of employees who took maternity leave and returned to work afterward.	196	63.0	164	78.1	183	74.09	159	66.81	158	77.83
<b>2. Compensation</b>										
Employee compensation (Baht)										
Total compensation	3,199,747,416		4,373,814,270		5,001,465,868		5,398,911,252		5,918,821,057	
Total Male compensation	1,349,361,576		1,920,740,130		2,221,198,290		2,408,052,082		2,700,172,176	
Total Female compensation	1,850,385,840		2,453,074,140		2,780,267,578		2,990,859,170		3,218,648,881	
Average Male Salary										
Operation							157,202		160,736	
Management							829,556		798,293	
High-level executives							3,983,143		3,747,260	
Average Female Salary										
Operation							151,648		153,985	
Management							736,335		756,141	
High-level executives							2,420,746		2,794,620	
Average Male Salary and other compensation										
Operation							181,862		205,466	
Management							1,009,716		944,418	
High-level executives							4,818,285		4,550,671	
Average Female Salary and other compensation										
Operation							168,103		194,064	
Management							878,871		880,677	
High-level executives							2,879,557		3,285,518	

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
Provident Fund										
Number of employees who are members of Employee Provident Fund (person)	1,628		1,330		2,859		2,456		2,675	17.26
Amount of money contributed by the company to the Employee Provident Fund (Baht)	29,000,000		34,000,000		45,000,000		44,805,699		77,517,268	
Ratio of basic salary and compensation for male and female employees										
Operational level management positions.	1:1.01		1:0.89		1:0.89		1:0.92		1:0.96	
Executive level management positions	1:0.83		1:1.04		1:1.04		1:0.87		1:0.95	
High-level management positions, including Director and above	1:0.84		1:1.00		1:1.00		1:0.60		1:0.75	
Ratio of basic salary of male and female employees										
Operational level management positions.							1:0.96		1:0.94	
Executive level management positions							1:0.89		1:0.93	
High-level management positions, including Director and above							1:0.61		1:0.72	
<b>3. Occupational Health and Safety</b>										
Total working hours of all employees (hours)	17,837,820		19,976,580		34,879,650		38,409,918		37,405,018	
Total working hours of workers who are not employee (hours)										
จำนวนพนักงานทั้งหมดที่อยู่ภายใต้ระบบความปลอดภัย อาชีวอนามัย และสภาพแวดล้อมในการทำงาน										
Total number of employees	13,087	100	15,007	100	15,181	100.00	15,843	100	15,502	100
Male	4,677		5,551		5,854		6,240		6,049	
Female	8,410		9,456		9,327		9,603		9,453	
Number of serious work-related injuries resulting in lost workdays										
Number of serious work-related injuries resulting in lost workdays	0		0		66		132		89	
Number of employees injured at work (person)	29		158		112		299		238	
Number of employees injured at work - lost time	29		10		64		92		89	
Number of employees injured at work - no lost time	0		115		55		170		155	
Number of workdays lost to work-related injury	0		0		350		618		362	
Number of work-related fatalities	2		0		0		1.00		0.00	
Rate of fatalities / per 1,000,000 operating hours	0		0		0		0.03		0.00	
Injury Rate (IR) / per 1,000,000 operating hours	3		5		3		7.78		6.36	
Lost Time Injury Frequency Rate:LTIFR / per 1,000,000 operating hours	2		0		2		3.44		2.38	
Rate of high-consequence work-related injuries (excluding fatalities)	0		0		0		2.40		2.38	
Absent Rate	0		0		1		0.58		0.69	
Total Sick Leave (Day)	2,785		25,309		32,486		22,583		26,354	
<b>4. Promotion of relationship and employee engagement.</b>										
Important labor disputes (yes / no).	0		0		0		0		0	
Number of employees volunteering for social activities (person)										
Number of employees participating in activities	75		1,325		2,520		2,314		7,324	
Number of hours employees participated in activities (hours)	2,004		3,597		5,377		9,749		13,118	
The number of complaints filed by employees regarding human rights violations and unfair labor practices (issue)										
Complaints regarding human rights violations.	0		0		0		0		0	
Complaints regarding unfair labor practices.	2		0		0		0		0	
The number of complaints that have been resolved and addressed.	2		0		0		0		0	
The number of complaints that are still under investigation or being addressed.	0		0		0		0		0	

Employee Information	2021		2022		2023		2024		2025	
	Person	%	Person	%	Person	%	Person	%	Person	%
<b>5. Employee development.</b>										
Training and development expenses for employees (baht)	14,688,322		14,920,316		17,917,676		18,916,651		22,403,145	
Total training hours (hours)							419,995		460,751	
Average training hours (hours / person / year)	21.6		18.4		21		27.3		21.3	
Average training hours for male employee (hours / person / year)			8.3		18		21.9		18.4	
Average training hours per female employee (hours / person / year)			10.6		11		12.6		10.6	
Number of employees who received training (person)			15,007		12,588		15,843	100.00	15,502	100
Total number of employees			5,798	39	4,541	36.07	6,240	39.39	6,049	39.02
Number of male employees			9,209	61	8,047	63.93	9,603	60.61	9,453	60.98
Number of female employees			100		100				100	
The percentage of total employees										
Training					5,184	41.18	14,640	92.41	13,588	87.65
Operation					5,662	44.98	940	5.93	1,486	9.59
First management					1,585	12.59	143	0.90	236	1.52
Middle management					157	1.25	120	0.76	192	1.24
High-level executives										
Number of male employees who attended training by position (person)			4,602	79	2,471	54.42	5,675	90.95	5,251	86.81
Operation			1,182	20	1,518	33.43	441	7.07	613	10.13
First management					487	10.72	66	1.06	97	1.60
Middle management			14	0.24	65	1.43	58	0.93	88	1.45
High-level executives										
Number of female employees who attended training by position (person)			6,523	70.8	2,713	33.71	8,965	93.36	8,337	88.19
Operation			2,675	29.0	4,144	51.50	499	5.20	872	9.22
First management					1,098	13.64	77	0.80	140	1.48
Middle management			11	0.1	92	1.14	62	0.65	104	1.10
High-level executives										
Number of male employees who attended training by age			3,375	58	2,610	57.48	3,428	54.94	2,969	49.08
under 30 years old.			2,158	37	2,921	64.33	2,437	39.05	2,683	44.35
30-50 years old.			265	5	374	8.24	375	6.01	397	6.56
over 50 years old.										
Number of female employees who attended training by age			6,169	67	5,525	68.66	6,164	64.19	5,124	54.21
under 30 years old.			2,773	30	4,800	59.65	3,122	32.51	3,892	41.17
30-50 years old.			267	3	528	6.56	317	3.30	437	4.62
over 50 years old.			8,460	56	9,276	61.10	9,234	58.28	9,036	58.29
Number of employees trained in the Code of Conduct:			8,460	56	9,276	61.10	9,234	58.28	9,036	58.29
Number of employees trained in anti-corruption:										
Number of employees trained in Cyber Security (person)										
Number of employees			2,669	18	3,041	20.03	3,026	19.10	3,942	25.43
Male			1,474	55	602	19.80	1,171	38.70	1,521	38.58
Female			1,195	45	534	17.56	1,855	61.30	2,421	61.42



# LRQA Independent Assurance Statement

## Relating to Central Plaza Hotel Public Company Limited's Sustainability Report for the calendar year 2025

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 Group Limited (LRQA) was commissioned by Central Plaza Hotel Public Company Limited (CENTEL) to provide independent assurance on its Sustainability Report 2025 ("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<sup>1</sup>, and operations under Central Restaurant Group, specifically the following requirements:

- Confirming that the report is in line with the GRI<sup>2</sup> Standards
- Evaluating the accuracy and reliability of CENTEL's performance data and information for the CENTEL's process to determine double materiality topics, and 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 based on 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:

<sup>1</sup> Locations overseas covered by LRQA's assurance:

- Republic of Maldives: Centara Grand Lagoon Maldives, Machchafushi Island Resort & Spa Maldives, Centara Ras Fushi Resort & Spa Maldives, Centara Mirage Lagoon 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

<sup>2</sup> <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 double material topics to confirm that the right issues were included in their report. We did this by benchmarking CENTEL's report 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 misstatements 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 Life Cha Am Beach Resort Hua Hin, Centara Ayutthaya, Centara Grand Mirage Beach Resort Pattaya, CRG Manufacturing, Central Restaurant Group Head Office, and remotely auditing Centara West Bay & Residences Doha, and COSI Samui Chaweng Beach 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:  
CENTEL's stakeholder engagement processes are inclusive and effective. All stakeholder groups were actively involved in CENTEL's engagement processes, with no evidence of exclusion or omitted perspectives in the summary report coming to our attention.
- Materiality:  
Clear and unbiased criteria determined CENTEL's material sustainability issues. A systematic double materiality assessment considered business context, stakeholder input, impacts, financial risks, and opportunities. The 2025's Sustainability Report's material issues are relevant and accurately reflect the company's operations.
- Responsiveness:  
CENTEL addressed material issues and their impacts, ensuring alignment with its strategies and operations.
- Reliability:  
Criteria used to assess and prioritise double materiality issues were appropriate and ensured content of was impartial and clear. Data management systems were well established, though CENTEL should carry out periodic internal quality control checks on their data to prevent any errors being identified at the corporate level.
- Impact:  
Impacts associated with CENTEL's operations are managed and performance is monitored through internal processes. While CENTEL tracks its greenhouse gas emissions and has addressed this as a material issue, it has not yet established science-based targets for reducing GHG emissions.

### LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LRQA for CENTEL and as such does not compromise our independence or impartiality.

Wiriya Rattanasuwan  
LRQA Lead Verifier

Dated: 18 March 2026

On behalf of LRQA (Thailand) Limited,  
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LRQA reference: BGK00001260

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# LRQA Independent Assurance Statement

## Relating to Central Plaza Hotel Public Company Limited's GHG Report for the calendar year 2025

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 Group Limited was commissioned by Central Plaza Hotel Public Company Limited (CENTEL) to provide independent assurance on its GHG Report ("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<sup>1</sup>, and operations under Central Restaurant Group, specifically the following requirements:

- Confirming that the report is in accordance with: GRI Standards (2021) and its specific standard disclosures
- Evaluating the accuracy and reliability of GHG data<sup>2</sup> and information on the period of 1st January 2025 – 31st December 2025, for the selected indicators listed below:<sup>3</sup>
  - GRI 305-1 Direct (Scope 1) GHG emissions
  - GRI 305-2 Energy indirect (Scope 2) GHG emissions
  - GRI 305-3 Other indirect (Scope 3) GHG emissions
  - GRI 305-4 GHG emissions intensity

Our assurance engagement excluded the data and information of suppliers, contractors and any third parties mentioned in the report.

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.

The opinion expressed is formed on the basis of 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 AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this type II assurance engagement:

- Auditing CENTEL's data management systems to confirm that there were no significant errors, omissions or misstatements 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 Life Cha Am Beach Resort Hua Hin, Centara Ayutthaya, Centara Grand Mirage Beach Resort Pattaya, CRG Manufacturing, Central Restaurant Group Head Office, and remotely auditing Centara West Bay & Residences Doha, and COSI Samui Chaweng Beach via ICT platforms, to validate site data and information for the selected GRI indicators.

<sup>1</sup> Locations overseas covered by LRQA's assurance:

- Republic of Maldives: Centara Grand Lagoon Maldives, Machchafushi Island Resort & Spa Maldives, Centara Ras Fushi Resort & Spa Maldives, Centara Mirage Lagoon 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

<sup>2</sup> <https://ghgprotocol.org/>

<sup>3</sup> GHG quantification is subject to inherent uncertainty.



**Observations**

Further observations and findings, made during the assurance engagement, is:

- **Reliability**  
Data management systems were well established, though CENTEL should carry out periodic internal quality control checks on their data to prevent any errors being identified at the corporate level.

**LRQA’s standards, competence and independence**

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

Wiriya Rattanasuwan  
LRQA Lead Verifier

Dated: 18 March 2026

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

LRQA reference: BGK00001260

**Table 1. Summary of Central Plaza Hotel Public Company Limited, GHG Assertion 2025.**

Scope of CO2 emissions	Calendar Year 2025 01 Jan 2025- 31 Dec 2025		
	CENTEL	Hotels	Restaurants
- GRI 305-1 Direct (Scope 1) GHG emissions (TonCO2eq)	43,572	42,489	1,084
- GRI305-2 Energy indirect (Scope 2) GHG emissions (TonCO2eq)	112,972	61,903	51,069
- GRI 305-3 Other indirect (Scope 3) GHG emissions (TonCO2eq) <u>Upstream categories</u> o Purchased Goods and Services o Fuel-and Energy-Related Activities (Not included in Scope 1 or 2) o Upstream Transportation and Distribution o Waste Generated in Operations o Business Travel o Employee Commuting <u>Downstream categories</u> o Downstream Transportation and Distribution o End-of-life Treatment of Sold Products o Downstream Leased Assets	580,920	115,888	465,032
- GRI 305-4 GHG intensity (Scope 1+2+3) (TonCO2eq/Million THB)	29.49	18.32	39.84

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**NORTHERN**

**Hotel Business**  
In Chiang Mai / Mae Sot

**Restaurant Business**  
In All 8 Provinces

**CENTRAL**

**Hotel Business**  
In Bangkok / Ayutthaya /  
Ratchaburi

**Restaurant Business**  
In All 21 Provinces

**WESTERN**

**Hotel Business**  
In Hua Hin / Cha-am

**Restaurant Business**  
In All 5 Provinces

**NORTHEASTERN**

**Hotel Business**  
In Udon Thani /  
Ubon Ratchathani /  
Korat / Khao Yai

**Restaurant Business**  
In All 19 Provinces

**EASTERN**

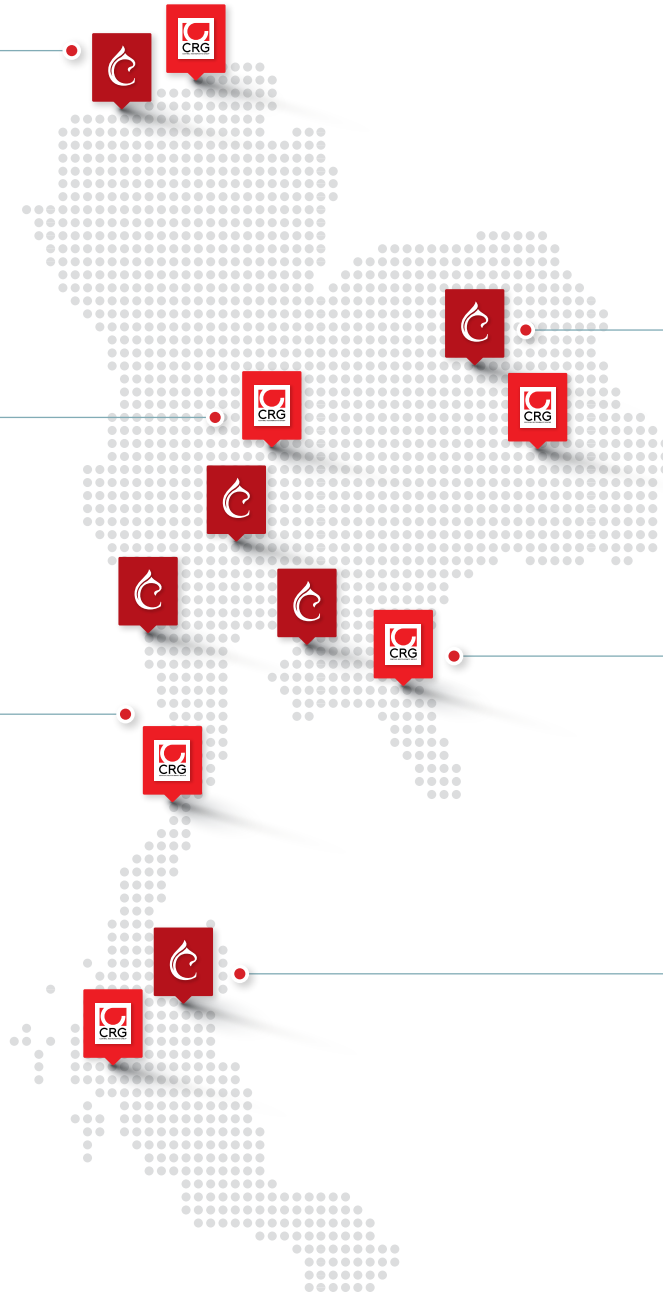
**Hotel Business**  
In Pattaya / Si Racha /  
Trat / Koh Chang

**Restaurant Business**  
In All 7 Provinces

**SOUTHERN**

**Hotel Business**  
In Koh Samui / Krabi /  
Phuket / Koh Phi Phi /  
Koh Phangan / Hat Yai /  
Surat Thani

**Restaurant Business**  
In All 14 Provinces





**Europe**  
Türkiye  
Cyprus



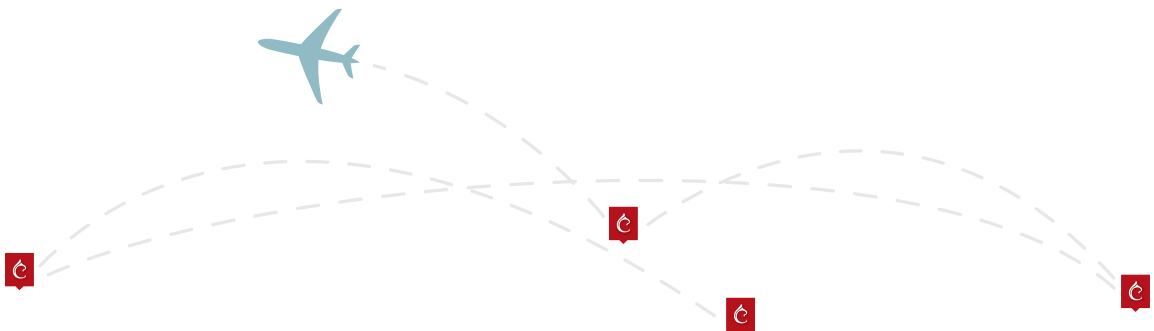
**Middle East**  
Oman  
Qatar  
United Arab Emirates



**Indian Ocean**  
Republic of Maldives



**Asia**  
Thailand  
Japan  
Laos  
Myanmar  
Nepal  
Vietnam



# CENTARA

HOTELS & RESORTS

CENTARA RESERVE

THE  
CENTARA  
COLLECTION

CENTARA  
GRAND

CENTARA

CENTARA  
Life

COSI

RESERVE  
SPA CENVAREE



Cense  
by SPA Cenvaree

CENTARA The 1



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