



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

DUSIT THANI PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : DUSIT THANI PUBLIC COMPANY LIMITED

Symbol : DUSIT

Address : 319 Chamchuri Square Building, 29th Floor, Phayathai Road,
Pathumwan

Province : Bangkok

Postcode : 10330

Business : Hotel and hotel management

Registration Number : 0107536000617

Telephone : 0-2200-9999

Website : <http://www.dusit-international.com>

Email : comsec@dusit.com

Total Shares Sold (shares)

Common Stock : 850,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

| | 2022 | 2023 | 2024 |
|---------------------------------------------------------------|--------------|--------------|---------------|
| Total revenue from operations (Thousand baht) | 4,499,761.00 | 5,995,876.00 | 10,731,423.00 |
| Revenue from Hotel Business (Thousand baht) | 3,100,942.00 | 4,192,645.00 | 4,837,167.00 |
| Revenue from Education business (Thousand baht) | 443,148.00 | 439,728.00 | 486,463.00 |
| Revenue from Food business (Thousand baht) | 841,720.00 | 1,233,846.00 | 1,451,718.00 |
| Revenue from Property development business (Thousand baht) | 2,592.00 | 1,618.00 | 3,807,088.00 |
| Other income (Thousand baht) | 111,359.00 | 128,039.00 | 148,987.00 |

| | 2022 | 2023 | 2024 |
|------------------------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Revenue from Hotel Business (%) | 68.91 | 69.93 | 45.07 |
| Revenue from Education business (%) | 9.85 | 7.33 | 4.53 |
| Revenue from Food business (%) | 18.71 | 20.58 | 13.53 |
| Revenue from Property development business (%) | 0.06 | 0.03 | 35.48 |
| Other income (%) | 2.47 | 2.14 | 1.39 |

By Geographical Area or Market

| | 2022 | 2023 | 2024 |
|-----------------------------------------------|--------------|--------------|---------------|
| Total revenue from operations (Thousand baht) | 4,499,761.00 | 5,995,876.00 | 10,731,423.00 |
| Domestic (Thousand baht) | 2,537,751.00 | 3,605,601.00 | 8,009,750.00 |
| International (Thousand baht) | 1,962,010.00 | 2,390,275.00 | 2,721,673.00 |

| | | | |
|---------------------------------|------------|------------|------------|
| Philippines (Thousand baht) | 633,806.00 | 789,501.00 | 832,741.00 |
| Maldives (Thousand baht) | 714,749.00 | 669,877.00 | 762,796.00 |
| Vietnam (Thousand baht) | 252,210.00 | 317,833.00 | 357,297.00 |
| Other countries (Thousand baht) | 361,245.00 | 613,064.00 | 768,839.00 |

| | 2022 | 2023 | 2024 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%) | 56.40 | 60.13 | 74.64 |
| International (%) | 43.60 | 39.87 | 25.36 |
| Philippines (%) | 32.30 | 33.03 | 30.60 |
| Maldives (%) | 36.43 | 28.03 | 28.03 |
| Vietnam (%) | 12.85 | 13.30 | 13.13 |
| Other countries (%) | 18.41 | 25.65 | 28.25 |

Other income as specified in the financial statements

| | 2022 | 2023 | 2024 |
|-----------------------------------------------------------------|------------|------------|------------|
| Total other income (Thousand baht) | 604,318.00 | 365,964.00 | 348,852.00 |
| Other income from operations (Thousand baht) | 330,525.00 | 220,891.00 | 214,806.00 |
| Realised income from deferred rental revenue (Thousand baht) | 25,603.00 | 27,466.00 | 27,846.00 |
| Gain on sale of investments in associate (Thousand baht) | 130,810.00 | 0.00 | 0.00 |
| Arrangement fee income (Thousand baht) | 4,449.00 | 0.00 | 0.00 |
| Other income (Thousand baht) | 169,663.00 | 193,425.00 | 186,960.00 |
| Other income not from operations (Thousand baht) | 273,793.00 | 145,074.00 | 134,046.00 |
| Interest income (Thousand baht) | 11,707.00 | 27,192.00 | 35,219.00 |
| Dividend income (Thousand baht) | 0.00 | 0.00 | 0.00 |

| | | | |
|---------------------------------------------------------------------------|------------|-----------|-----------|
| Gain on measurement of other financial assets (Thousand baht) | 32,253.00 | 2,756.00 | 2,791.00 |
| Gain on sales of property, plant and equipment (Thousand baht) | 92,895.00 | 948.00 | 32,534.00 |
| Gain on changes in fair value of investment properties (Thousand baht) | 100,000.00 | 46,008.00 | 34,000.00 |
| Gain on sale of other financial assets (Thousand baht) | 0.00 | 0.00 | 0.00 |
| Gain (loss) on exchange rate (Thousand baht) | 4,791.00 | 0.00 | 0.00 |
| Other income (Thousand baht) | 32,147.00 | 68,170.00 | 29,502.00 |

Share of profit of joint ventures and associates accounted for using equity method

| | 2022 | 2023 | 2024 |
|---------------------------------|-----------|-----------|------------|
| Share of profit (Thousand baht) | 25,787.00 | 48,493.00 | 123,956.00 |

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

| (Unit : Thousand baht) | 2022 | 2023 | 2024 |
|----------------------------------|------|------|------|
| R&D expenses in the past 3 years | N/A | N/A | N/A |

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

ESG Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Policies or international agreements related to business operations
- Changes in technologies
- Reliance on large customers or few customers
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Information security and cyber-attack
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Corruption

Compliance Risk

- Change in laws and regulations

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk to Securities Holder (2.2.2)

Investment Risks

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.dusit-international.com/storage/document/sustainability/sustainability-development-policy-th.pdf>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.dusit-international.com/storage/document/sustainability/environmental-management-policy-th.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

| | 2022 | 2023 | 2024 |
|-------------------|------------|------------|------------|
| Diesel (Litres) | 32,474.27 | 37,327.00 | 44,655.00 |
| Gasoline (Litres) | 8,870.11 | 10,867.80 | 13,628.00 |
| Fuel oil (Litres) | 213,708.00 | 120,724.00 | 0.00 |
| LPG (Kilograms) | 317,020.25 | 474,377.04 | 650,206.00 |

• Electricity consumption

| | 2022 | 2023 | 2024 |
|------------------------------------------------------------------------|------------|------------|------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 101,451.00 | 126,485.00 | 149,786.00 |

Water management

• Water consumption

| | 2022 | 2023 | 2024 |
|---------------------------------------|------------|------------|------------|
| Total water withdrawal (Cubic meters) | 504,120.00 | 594,090.00 | 624,310.00 |

Waste management

• Waste from operations

| | 2022 | 2023 | 2024 |
|-----------------------------------|------|------|------|
| Total waste generated (Kilograms) | 0.00 | 0.00 | 0.00 |

Greenhouse gas management

• Greenhouse gas emissions

| | 2022 | 2023 | 2024 |
|------------------------------------------------------------------|-----------|-----------|-----------|
| Scope 1 (Tons of carbon dioxide equivalents) | 4,000.00 | 4,027.00 | 4,861.00 |
| Scope 2 (Tons of carbon dioxide equivalents) | 10,636.00 | 13,213.00 | 17,826.00 |
| Scope 3 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Total GHG emissions (Metric tonnes of carbon dioxide equivalent) | 14,636.00 | 17,240.00 | 22,687.00 |

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Management System Certification Institute (Thailand), Foundation for Industrial Development

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

| | 2022 | 2023 | 2024 |
|--------------------------------------------|--------------|--------------|--------------|
| Number of male employees (Persons) | 1,166 | 1,342 | 1,639 |
| Number of female employees (Persons) | 1,267 | 1,377 | 1,436 |
| Total number of employees (Persons) | 2,433 | 2,719 | 3,075 |

• Employee remuneration

| | 2022 | 2023 | 2024 |
|------------------------------|--------------|--------------|------------------|
| Employee remuneration (baht) | 1,492,000.00 | 1,795,000.00 | 2,131,000,000.00 |

• Employee development and training

| | 2022 | 2023 | 2024 |
|---------------------------------------------------------|--------------|--------------|--------------|
| Average employee training hours (Hours / Person / Year) | 4.80 | 28.00 | 36.00 |
| Employee development and training expenses (baht) | 3,150,000.00 | 5,120,000.00 | 7,800,000.00 |

• Health, safety and work environment

| | 2022 | 2023 | 2024 |
|-----------------------------------------------------------------|------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 16 | 11 | 7 |

• **Employee retention**

| | 2022 | 2023 | 2024 |
|------------------------------------------------------|------|-------|-------|
| Percentage of employees who voluntarily resigned (%) | 8.22 | 16.11 | 18.70 |

• **Significant labor dispute**

| | 2022 | 2023 | 2024 |
|---------------------------|------|------|------|
| Significant labor dispute | No | No | No |

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy conduct : <https://www.dusit-international.com/th/corporate-governance/policies-and-code-of-conduct>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

| | Number of persons | Percentage (%) |
|-----------------------------------|-------------------|----------------|
| Total number of directors | 12 | 100.00 |
| Number of male directors | 6 | 50.00 |
| Number of female directors | 6 | 50.00 |
| Number of executive directors | 3 | 25.00 |
| Number of non-executive directors | 9 | 75.00 |
| Number of independent directors | 8 | 66.67 |

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

| General information | Position | Date position was assumed | Experience and expertise |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------|
| 1. Mr. ARSA SARASIN Gender: Male Age: 88 years old Highest level of education: Honorary degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes | Chairman of the board (Non-executive, Independent director) Director type: Original director | 24 Mar 2015 | Corporate Management, Sustainability, Finance |

| | | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------|
| 2. | Mr. CHANIN DONAVANIK Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Vice Chairman (Executive) Director type: Re-elected as director | 1 Jan 2016 | Corporate Management |
| 3. | Mrs. SINEE THIENPRASIDDHI Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Executive) Director type: Original director | 1 Jan 1993 | Corporate Management |
| 4. | Mrs. PRANEE PHASIPOL Gender: Female Age: 75 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Original director | 29 Apr 2013 | Accounting, Audit, Finance |
| 5. | Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Executive) Director type: Original director | 1 Oct 2015 | Marketing, Finance, Sustainability, Corporate Management, Audit |

| | | | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------|
| 6. | Mr. KITTIPONG KITTAYARAK Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Original director | 1 Apr 2016 | Law, Sustainability, Corporate Management, Audit |
| 7. | Mr. PAKHAWAT KOVITHVATHANAPHONG Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Original director | 1 Mar 2017 | Finance, Information & Communication Technology, Corporate Management |
| 8. | Khunying SUCHADA KIRANANDANA Gender: Female Age: 78 years old Highest level of education: Doctoral degree Major: Statistics Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | 1 Mar 2017 | Information & Communication Technology, Accounting, Corporate Management, Audit |
| 9. | Mr. SOMPRASONG BOONYACHAI Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Original director | 1 Jul 2017 | Marketing, Sustainability, Corporate Management |

| | | | | |
|-----|--------------------------------|------------------------------------------------------|-------------|---------------------------------------------------------------------------|
| 10. | Mr. TEERAPOL CHOTICHANAPIBAL | Director (Non-executive, Independent director) | 23 Apr 2018 | Marketing, Corporate Management, Food & Beverage |
| | Gender: Male | | | |
| | Age: 67 years old | | | |
| | Highest level of education: | | | |
| | Master's degree | Director type: Re-elected as director | | |
| | Major: Science | | | |
| | Thai nationality: Yes | | | |
| | Residing in Thailand: Yes | | | |
| 11. | Mrs. NUALPHAN LAMSAM | Director (Non-executive) | 9 Aug 2021 | Marketing, Finance, Sustainability, Corporate Management, Insurance |
| | Gender: Female | | | |
| | Age: 58 years old | | | |
| | Highest level of education: | Director type: Original director | | |
| | Master's degree | | | |
| | Major: Management | | | |
| | Thai nationality: Yes | | | |
| | Residing in Thailand: Yes | | | |
| 12. | Ms. PIYAPORN PHANACHET | Director (Non-executive, Independent director) | 25 Apr 2022 | Accounting, Finance, Sustainability, Corporate Management, Audit |
| | Gender: Female | | | |
| | Age: 57 years old | | | |
| | Highest level of education: | | | |
| | Master's degree | Director type: Original director | | |
| | Major: Business Administration | | | |
| | Thai nationality: Yes | | | |
| | Residing in Thailand: Yes | | | |

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

| General information | | Position | Date position was assumed | Experience and expertise |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------|
| 1. | <p>Mrs. PRANEE PHASIPOL [1]</p> <p>Gender: Female</p> <p>Age: 75 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 15 Aug 2022 | Accounting, Audit, Finance |
| 2. | <p>Mr. TEERAPOL CHOTICHANAPIBAL [1]</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 1 Oct 2018 | Marketing, Corporate Management, Food & Beverage |
| 3. | <p>Ms. PIYAPORN PHANACHET [1]</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 15 Aug 2022 | Accounting, Finance, Sustainability, Corporate Management, Audit |

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

| General information | Position | Date position was assumed |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|
| 1. Mr. CHANIN DONAVANIK Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Chairman of the executive committee | 1 Jan 2016 |
| 2. Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Jan 2016 |
| 3. Ms. Pattaneeporn Thienprasiddhi Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Jun 2020 |

Other sub-committees

Sub-committees information

| Name of sub-committees | List of directors | Position |
|-------------------------------------------------------------|------------------------------|----------|
| Nomination, Remuneration and Corporate Governance Committee | Khunying SUCHADA KIRANANDANA | Chairman |
| | Mr. KITTIPONG KITTAYARAK | Member |
| | Mr. SOMPRASONG BOONYACHAI | Member |

| | | |
|---------------------------|-------------------------------------------|---------------|
| Investment Committee | Mr. PAKHAWAT KOVITHVATHANAPHONG | Chairman |
| | Mr. SOMPRASONG BOONYACHAI | Member |
| | Mr. CHANIN DONAVANIK | Member |
| | Mrs. SUPHAJEE SUTHUMPUN | Member |
| Risk Management Committee | Mrs. SUPHAJEE SUTHUMPUN | Chairman |
| | Mr. Sukit Ngamsangapong | Member |
| | Mr. Gilles, Jean Jacques Cretallaz-Speich | Member |
| | Ms. La-ed Kovavisaruch | Member |
| | Mrs. Niramol Jindanuwat | Member |
| | Mrs. Chitanong Poomipark | Member |
| | Ms. Pattaneeporn Thienprasiddhi | Member |
| | Mrs. Vorrnat Charoenpichitnun | Member |
| | Mrs. Piyanuch Fuengparnitjaroen | Member |
| | Mr. Suwat Itsarothaikul | |
| Sustainability Committee | Mrs. SUPHAJEE SUTHUMPUN | Chairman |
| | Mr. Siradej Donavanik | Vice chairman |
| | Ms. Sirirat Pinrod | Member |
| | Ms. Mantanee Surakarnkul | Member |
| | Ms. Sudkanueng Wongsakul | Member |
| | Mrs. Niramol Jindanuwat | Member |
| | Mr. Gilles, Jean Jacques Cretallaz-Speich | Member |
| | Mr. Krisada Techamontreekul | Member |
| | Mr. Atthawet Prougestaporn | Member |
| | Mr. Aloysius Michael | |

Roles of Sub-committees

| | |
|---------------------------------------------------------------------|---------------------------------------------------------------|
| Sub-committees responsible for risk management | : Risk Management Committee |
| Sub-committees responsible for nomination | : Nomination, Remuneration and Corporate Governance Committee |
| Sub-committees responsible for remuneration | : Nomination, Remuneration and Corporate Governance Committee |
| Sub-committees responsible for corporate governance | : Nomination, Remuneration and Corporate Governance Committee |
| Sub-committees responsible for corporate sustainability development | : Sustainability Committee |

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

| General information | Position | Date position was assumed | Experience and expertise |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------|-----------------------------------------------------------------|
| 1. Mr. CHANIN DONAVANIK Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration | CHAIRMAN OF THE EXECUTIVE COMMITTEE | 1 Jan 2016 | Corporate Management |
| 2. Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration | GROUP CHIEF EXECUTIVE OFFICER | 1 Jan 2016 | Marketing, Finance, Sustainability, Corporate Management, Audit |
| 3. Ms. La-ed Kovavisaruch Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration | Chief Investment Officer | 15 Aug 2016 | Finance |
| 4. Mrs. Niramol Jindanuwat Gender: Female Age: 61 years old Highest level of education: Doctoral degree Major: Management | Chief People Officer | 4 Oct 2016 | Human Resource Management |
| 5. Mrs. Chitanong Poomipark Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Law | Chief Legal Officer | 1 Jun 2017 | Law |

| | | | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------|--------------------------------------------------|
| 6. | Mr. Siradej Donavanik Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Business Administration | Vice President, Hotel Business Development | 19 Mar 2018 | Sustainability, Brand Management |
| 7. | Mr. Sukit Ngamsangapong [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration | Chief Financial Officer | 16 Sep 2019 | Accounting, Finance, Corporate Management, Audit |
| 8. | Mr. Gilles, Jean Jacques Cretallaz-Speich Gender: Male Age: 59 years old Highest level of education: Below a bachelor's degree Major: Hotel Management | Chief Operating Officer | 10 Jun 2022 | Brand Management |

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

| | 2022 | 2023 | 2024 |
|-------------------------------------|---------------|---------------|---------------|
| Total executive remuneration (baht) | 64,830,000.00 | 73,100,000.00 | 78,200,000.00 |

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

| | |
|--------------------------------------------|----------------|
| Number of male employees (persons) | : 1,639 |
| Number of female employees (persons) | : 1,436 |
| Total number of employees (persons) | : 3,075 |

Employee Remuneration

| | |
|-----------------------------|--------------------|
| Total employee remuneration | : 2,131,000,000.00 |
|-----------------------------|--------------------|

Provident fund

| | |
|-------------------------------------------------------|---------|
| Total number of employees (persons) | : 3,075 |
| Number of employees contributing to the PVD (persons) | : 2,389 |
| Percentage of employees who are members (%) | : 77.69 |

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

| General information | Position | Date position was assumed | Experience and expertise |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------|
| 1. Mr. CHANIN DONAVANIK Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Vice Chairman (Executive) Director type: Re-elected as director | Date position was assumed: 1 Jan 2016 | Corporate Management |
| 2. Khunying SUCHADA KIRANANDANA Gender: Female Age: 78 years old Highest level of education: Doctoral degree Major: Statistics Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | Date position was assumed: 1 Mar 2017 | Information & Communication Technology, Accounting, Corporate Management, Audit |
| 3. Mr. TEERAPOL CHOTICHANAPIBAL Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | Date position was assumed: 23 Apr 2018 | Marketing, Corporate Management, Food & Beverage |

Development of directors over the past year

| List of directors | Position | Participated in director development program |
|---------------------------------|-----------------------|----------------------------------------------|
| Mr. ARSA SARASIN | Chairman of the board | Non-participating |
| Mr. CHANIN DONAVANIK | Vice Chairman | Non-participating |
| Mrs. SINEE THIENPRASIDDHI | Director | Participating |
| Mrs. PRANEE PHASIPOL | Director | Participating |
| Mrs. SUPHAJEE SUTHUMPUN | Director | Non-participating |
| Mr. KITTIPONG KITTAYARAK | Director | Non-participating |
| Mr. PAKHAWAT KOVITHVATHANAPHONG | Director | Participating |
| Khunying SUCHADA KIRANANDANA | Director | Non-participating |
| Mr. SOMPRASONG BOONYACHAI | Director | Non-participating |
| Mr. TEERAPOL CHOTICHANAPIBAL | Director | Non-participating |
| Mrs. NUALPHAN LAMSAM | Director | Non-participating |
| Ms. PIYAPORN PHANACHET | Director | Non-participating |

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 29 Apr 2024

EGM meeting : No

| | List of directors | Termination date | Number of Board Meeting | AGM meetings | EGM meetings |
|-----|-----------------------------------------------|------------------|-------------------------|---------------|--------------------------|
| 1. | Mr. ARSA SARASIN (Chairman of the board) | - | 12/12 | Participating | Did not hold the meeting |
| 2. | Mr. CHANIN DONAVANIK (Vice Chairman) | - | 12/12 | Participating | Did not hold the meeting |
| 3. | Mrs. SINEE THIENPRASIDDHI (Director) | - | 12/12 | Participating | Did not hold the meeting |
| 4. | Mrs. PRANEE PHASIPOL (Director) | - | 11/12 | Participating | Did not hold the meeting |
| 5. | Mrs. SUPHAJEE SUTHUMPUN (Director) | - | 12/12 | Participating | Did not hold the meeting |
| 6. | Mr. KITTIPONG KITTAYARAK (Director) | - | 11/12 | Participating | Did not hold the meeting |
| 7. | Mr. PAKHAWAT KOVITHVATHANAPHONG (Director) | - | 11/12 | Participating | Did not hold the meeting |
| 8. | Khunying SUCHADA KIRANANDANA (Director) | - | 12/12 | Participating | Did not hold the meeting |
| 9. | Mr. SOMPRASONG BOONYACHAI (Director) | - | 12/12 | Participating | Did not hold the meeting |
| 10. | Mr. TEERAPOL CHOTICHANAPIBAL (Director) | - | 12/12 | Participating | Did not hold the meeting |
| 11. | Mrs. NUALPHAN LAMSAM (Director) | - | 10/12 | Participating | Did not hold the meeting |
| 12. | Ms. PIYAPORN PHANACHET (Director) | - | 12/12 | Participating | Did not hold the meeting |

Remuneration for company directors

| | List of directors | Termination date | Meeting allowance (baht) | Other monetary remuneration (baht) | Other non-monetary |
|----|---------------------------------------------|------------------|--------------------------|------------------------------------|--------------------|
| 1. | Mr. ARSA SARASIN (Chairman of the board) | - | 805,000.00 | 0.00 | No |

| | | | | | |
|-----|-----------------------------------------------|---|------------|------|----|
| 2. | Mr. CHANIN DONAVANIK (Vice Chairman) | - | 420,000.00 | 0.00 | No |
| 3. | Mrs. SINEE THIENPRASIDDHI (Director) | - | 420,000.00 | 0.00 | No |
| 4. | Mrs. PRANEE PHASIPOL (Director) | - | 420,000.00 | 0.00 | No |
| 5. | Mrs. SUPHAJEE SUTHUMPUN (Director) | - | 420,000.00 | 0.00 | No |
| 6. | Mr. KITTIPONG KITTAYARAK (Director) | - | 420,000.00 | 0.00 | No |
| 7. | Mr. PAKHAWAT KOVITHVATHANAPHONG (Director) | - | 420,000.00 | 0.00 | No |
| 8. | Khunying SUCHADA KIRANANDANA (Director) | - | 435,000.00 | 0.00 | No |
| 9. | Mr. SOMPRASONG BOONYACHAI (Director) | - | 435,000.00 | 0.00 | No |
| 10. | Mr. TEERAPOL CHOTICHANAPIBAL (Director) | - | 435,000.00 | 0.00 | No |
| 11. | Mrs. NUALPHAN LAMSAM (Director) | - | 405,000.00 | 0.00 | No |
| 12. | Ms. PIYAPORN PHANACHET (Director) | - | 435,000.00 | 0.00 | No |

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 9

| | List of directors | Termination date | Number of the audit committee meeting |
|----|-----------------------------------------------------------|------------------|---------------------------------------|
| 1. | Mrs. PRANEE PHASIPOL (Chairman of the audit committee) | - | 9/9 |
| 2. | Mr. TEERAPOL CHOTICHANAPIBAL (Audit committee) | - | 9/9 |
| 3. | Ms. PIYAPORN PHANACHET (Audit committee) | - | 9/9 |