

CENTRALPATTANA

# Imagining Better Futures For All

Annual Report  
2023

(56-1 One Report)

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Profiles of Board, Management, Controlling Persons and Company Secretary

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List of Committee in Subsidiaries

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Profile of Head of Internal Audit

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Assets under Central Pattana

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Code of Conduct and Corporate Governance Principles Handbook and Charters

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Report of the Audit and Corporate Governance Committee

# Message from the Board of Directors



Dear Shareholders

In 2023, Central Pattana delivered exceptional growth in financial performance across every business, mainly driven by the retail business which was in line with growing tenants' sales. Our tenants saw their sales fully recovered to pre-Covid level since late 2022, and the growth still persisted especially in the malls with higher foreign tourist footfall traffic. The continued recovery of foreign tourists also led to robust domestic consumption in Thailand during 2023.

Although there were growing concerns regarding slowdown in Thai economy and household debt, the Company's retail business delivered strong performance thanks to the **Retail-Led Mixed-Use Development strategy** which created a complete ecosystem in each project.

Furthermore, Central Pattana's holistic partnership solution for tenants also resulted in growing tenants' sales which led to our growing retail rental revenues as well as collective effort on cost control without compromising on service quality. In addition, the transfer of condominiums from our residential business was also another important driver of the Company's performance in the second half of the year. All in all, Central Pattana reported all-time-high revenues of Baht 46,790 mn and net profit of Baht 15,062 mn, increased by 26% and 40% from the previous year, respectively, in 2023.

Apart from solid revenue growth, the Company's operating profit margin also improved thanks to enhanced operational efficiency, ongoing effective cost control measures, and most importantly improved energy efficiency and green energy consumption as part of the ESG strategy. Moreover, the Company's net interest-bearing debt to equity trended lower implying stronger financial position. This will lead to greater capability to develop new projects and expand existing projects to complete the ecosystem, which will reinforce our position as the top-of-mind destinations for tenants and shoppers.

## Strengthened leadership position through Retail-Led Mixed-Use Project

Central Pattana launched 5 new hotels and 5 new residential projects during 2023, which was the highest number of non-retail projects launch to complete the mixed-use project. The Retail-Led Mixed-Use strategy has proven to be fruitful, as hotels and residential projects completed other elements to the retail and overall project. As a result,

the project can offer a completed lifestyle solution to customers (shop-eat-work-play-stay-live), leading to higher traffic and tenants' sales. Following the opening of hotels in Central Ubon and Central Ayutthaya, the Company added 2 more fully-integrated mixed-use in upcountry after the first one at Central Korat in the previous year.

## Successful opening of Central Westville, the new landmark in the West of Bangkok

In November 2023, the opening of Central Westville was well-received and the mall has become the popular destination in the West of Bangkok. This new project reflected the Company's vision to elevate the quality of neighborhood, community, people, and environment. Central Westville is the low carbon mall,

which is in line with Central Pattana's ESG strategy to reduce greenhouse gas with semi-outdoor concept and green space. The mall addressed the holistic needs of people, pets, and the planet and the Company's pathway to net zero Carbon, which led to high opening occupancy and rental rate.

## "Imagining Success Together" growing sales through partnership with tenants. Top-of-mind location for global brands

The Company is committed to grow our business with tenants' and partners' and aims to provide end-to-end solution for tenants. The **Partner Champion** teams are working their best to offer insights for our partners, from existing partners to global brands that want to enter Thailand. The teams are also working closely with **The 1**, which is the largest loyalty program in Thailand with more than 20 million members, to create best-in-class CRM Program. Through

**The 1 and The 1 Biz program**, tenants will be able to personalize marketing message to customers and better customize to consumers' needs. Customers can also earn and redeem **The 1** points with tenants in Central Pattana's malls who participating in the program. By leveraging on **The 1** and our nationwide network of more than 40 malls, tenants can scale up easier with Central Pattana.

## Ongoing asset enhancement and renovation programs leading to sustainable performance and asset value

The Company completed the redevelopment of Central Ramindra, which is Central Pattana's second shopping mall (operated since 1993), in the beginning of 2023. The redevelopment has transformed Central Ramindra into the new best landmark in the growing community as a result of the strategic ring extension from the linkage of the MRT Green Line and Pink Line, which brought additional crowd from Ladprao and Paholyothin to Ramindra. In addition, the completion

of Central Westgate renovation also added net leasable area of approximately 10,000 sq.m, parking space, and community space, offering more completed solution to customers' lifestyles. The Company have ongoing plan for asset enhancement and renovation in 2024 to adapt to changing lifestyle and becoming better lifestyle destinations, including the shopping malls under CPNREIT as well to deliver sustainable return to unitholders.

## World-class sustainable organization, ranking World's No. 1 in DJSI World among leading 299 property developers globally

Last but not least, the Company remained focus on the impact from our operation to environment as a pathway to Net Zero carbon by 2050. Our actions include reducing energy consumption, installation of solar rooftop, installation of EV charging stations, building green space, and improving waste management. This is not only good for environment, but also enhanced operating efficiency and profitability. The Company maintained its position in the DJSI Emerging Markets for the 10<sup>th</sup> consecutive year, and remained a member of the S&P Global Sustainability Yearbook for the 6<sup>th</sup> consecutive year. More importantly, we achieved the highest score and ranked 1<sup>st</sup> according to S&P Global's sustainability ranking, or Top 1% S&P Global CSA Score.

After the strong recovery from Covid-19, the successful opening of new projects and strong operating performance in 2023 reflected our commitment to create **center of life** for community and region. On behalf of the Board of Directors, we would like to thank all stakeholders - shareholders, customers, tenants, financial institutions, medias, relevant public and private sector, and employees for continuous trust and support for Central Pattana. Central Pattana will continue to conduct our business with good corporate governance along with social, communal and environmental responsibilities for the best benefit of all stakeholders. We hope for all stakeholders' continuing trust and support for future sustainable growth of stakeholders along with Central Pattana.

### Mr. Sudhitham Chirathivat

Chairman

### Ms. Wallaya Chirathivat

President and Chief Executive Officer

# Report of the Audit and Corporate Governance Committee



Dear Shareholders,

The Audit and Corporate Governance Committee comprises three professional independent directors, all qualified according to the Company's criteria. Mr. Winid Silamongkol, who is knowledgeable and duly experienced in auditing financial statements, serves as the Chairman of the Audit and Corporate Governance Committee. Mrs. Jotika Savanananda and Ms. Parnsiree Amatayakul act as members of the Audit and Corporate Governance Committee.

In 2023, there were a total of nine meetings of the Audit and Corporate Governance Committee, where the committee members attended all meetings and consulted with the management, the internal and the external auditors on related matters, as well as obtaining data from the management on related items in the agendas, completely according to the duties and

responsibilities as specified in the Charter of the Audit and Corporate Governance Committee. The committee could freely provide opinions and suggestions as appropriate. The Audit and Corporate Governance Committee reported the operating performance to the meeting of the Board of Directors in seven meetings, with important details of the operating performance and opinions on various matters as follows:

## Accuracy, Completeness, and Credibility of Financial Reports

The Committee reviewed quarter and annual financial statements, as well as important accounting policies in compliance with financial reporting standards, in line with important audit issues specified in the reports of external auditors. The Committee also considered the scopes, audit methods, and issues in consultation with the management and the auditors. Two non-executive meetings were arranged with the auditors to discuss the matter of independence in the execution of duties. In 2023, the auditors found no significant matters of concerns. Moreover, the Committee also encouraged the Company to study the preparation of sustainability reports according to the international IFRS S1 and IFRS S2 standards before the enforcement in Thailand and as a matter of concern among foreign investors.

The Audit and Corporate Governance Committee had opinions that the Company's financial reports were prepared under the financial report standards specified by the Federation of Accounting Professions, with accurate, complete, reliable, as well as sensible and reasonable use of accounting policies.



## **Adequacy of Internal Control System, Internal Audit, and Risk Management**

The Audit and Corporate Governance Committee reviewed audit reports of the Internal Audit Office and the auditors on the assessment of internal control system to ensure that the Company had a comprehensive risk management and risk evaluation which covered all dimensions, including the plans and guidelines of risk management which affected the Company's operating performance. This especially comprised cyber risk management under good information technology governance.

The Audit and Corporate Governance Committee supported the role of the Internal Audit Office in helping the Company create a good internal control system other than working assurance. In addition, the Internal Audit Office performed consulting projects in the main departments and set up public relations media for personnel to understand and recognize the importance of adherence to the internal control system by collaborating with various units in preparing media through different channels, as well as regular reporting on complaint management to the Audit and Corporate Governance Committee.

The Audit and Corporate Governance Committee had opinions that the Company's internal control system was adequate and appropriate, with risk management in compliance with the COSO Framework of internal control.

The Audit and Corporate Governance Committee reviewed and approved the annual strategic and internal audit plans according to the risk-based criteria and data from the executives. The integrated audit (IT and non-IT) was applied to cover all aspects of risks and controls. The Audit and Corporate Governance Committee always held meetings with the executives of the Internal Audit Office, without the management team. Also, the Internal Audit Office was encouraged to develop more IT audit personnel, in line with the implementation of technological tools to assist in the work of internal audit toward the Company's growth in an era driven by technology.

Moreover, the Audit and Corporate Governance Committee evaluated the quality of the annual internal audit with the result of "good." In 2023, there was an assessment on the quality of internal audit work by external evaluators, which must be done every 5 years. The Internal Audit Office has applied overall suggestions to improve its working standards in compliance with international principles and good practices. Thus, the Audit and Corporate Governance Committee viewed that the Internal Audit Office has undertaken its duties in accordance with international standards.

## **Good Corporate Governance**

The Audit and Corporate Governance Committee performed their duties and responsibilities in compliance with the Corporate Governance Code (CG Code). In 2023, there was a review on the Corporate Governance practices among the listed Thai companies by emphasizing the implementation of anti-corruption measures to cover the entire group of companies, in line with the recommendation on sustainable business operations according to DJSI and the environmental activities to achieve the Net Zero Plan as specified.

## **Compliance with Securities and Exchange Laws, the Stock Exchange of Thailand's Requirements, and Applicable Laws**

The Audit and Corporate Governance Committee reviewed the compliance with securities and exchange laws, requirements of the Stock Exchange of Thailand (SET), and applicable laws related to the Company's business, and regularly monitored the improvement and remedial approaches of the management, while overseeing the revision of the Code of Conduct and the Corporate Governance Policy, including ethics and policies, in line with the new and international standards. The management was assigned to review the Company's performance to ensure its compliance with the CG Code. The Audit and Corporate Governance Committee had opinions that the Company has complied with securities and exchange laws, requirements of the SET, and applicable laws related to the Company's business, including Personal Data Protection Act B.E. 2562 (2019).

### **List of Acquisition or Disposal of Assets with Significant Value, Related Party Transactions and Transactions with Potential Conflicts of Interest**

The Audit and Corporate Governance Committee recognizes the importance of the list of acquisition or disposal of assets with significant value, related party transactions, and transactions with potential conflicts of interest according to the laws and regulations of the SET. Also, it emphasizes that all of the involved parties must comply with the stipulated policies. Meanwhile, the auditors must monitor and verify all of those transactions annually.

In 2023, the Company had no significant list of acquisition or disposal of assets with significant value, related party transactions, and transactions with potential conflicts of interest to be disclosed in compliance with the laws and regulations of the SET.

### **Suitability of Auditors – Review, Selection, and Nomination of Auditors**

The Audit and Corporate Governance Committee reviewed the independence and operating performance of 2023. The overall performance was at the level of “good” with adequate independence according to the code of accounting professionals. The Audit and Corporate Governance Committee held two meetings with auditors without the management for comments from auditors on the audit performance and problems in working with the relevant management team.

For the appointment and nomination of auditors in 2024, the Audit and Corporate Governance Committee considered the operating performance, scope, and amount of work

compared with the proposed audit fees for the year 2024. It is approved to present to the Board of Directors for nomination of KPMG Phoomchai Audit Ltd. as the auditor to provide opinions on the Company and its subsidiaries’ consolidated financial statements for the year 2024 and approve the audit fees not exceeding Baht 3,400,000 for the year 2024, and acknowledged the audit fees for its subsidiaries established and registered inside the country and overseas, which are audited by KPMG Thailand, KPMG overseas, and other auditors, not exceeding Baht 7,784,400.

### **Overall Opinions and Notes on the Performance According to the Charter of Audit and Corporate Governance Committee**

The Audit and Corporate Governance Committee evaluated and summarized its overall performance for 2023 on January 18, 2024. The performance evaluation form was divided into three parts: Part 1 Overall performance, Part 2 Specific performance, and Part 3 Performance on good corporate governance.

The Audit and Corporate Governance Committee had the overall opinion that it has performed duties and responsibilities according to the Charter of Audit and Corporate Governance Committee approved by the Board of Directors with sufficiency, completeness, competence, caution, and independence for all stakeholders’ equitable interests, while emphasizing the Company’s sustainable development according to good corporate governance principles.

**Mr. Winid Silamongkol**

Chairman of the Audit and  
Corporate Governance Committee

# Report of the Nomination and Remuneration Committee



Dear Shareholders

In 2023, the Nomination and Remuneration Committee (“the Committee”) held four meetings and reported its performance to the Board for acknowledgment after each meeting, summarized below:

1. Recruited suitable candidates for tabling to the Board and the 2023 Annual General Meeting of Shareholders (“AGM”) for consideration. The Company offered individual shareholders a chance to nominate directors from September 23, 2022 to January 15, 2023. Since no candidates were nominated, the Committee recommended that the directors who completed their terms in 2023 should be reappointed to another term. The 2023 AGM approved the appointment of all nominated directors.
2. Considered the 2023 remuneration for the Board and the sub-committees, comprising the Audit and Corporate Governance Committee, the Nomination and Remuneration Committee, and the Risk Policy Committee, and then submitted to the Board and the shareholders’ meetings for consideration and approval, taking into account their responsibilities and performance related to revenue earned, other relevant factors and also compared with industry peers. In 2023, the Committee proposed the remuneration for the Board of Directors for 2023 with a ceiling of Baht 25,000,000; the same rate as the previous year. Such proposal is approved by the shareholders’ meeting.
3. Provided recommendations on the Company’s 2023 Board diversity information, which comprises the number of independent directors, their gender, age, tenure, and expertise from the evaluation of 2022 Board Skill Matrix, as information for consideration on the nomination of qualified candidates who are knowledgeable and skillful in diverse fields relevant to the Company’s business operation. The Committee deemed it appropriate to prepare the recruitment plan for independent directors who hold their positions of 9 years and to increase diversity in the board structure.

4. Acknowledged the outcomes of the Committee's self-assessment for 2022 as input for the development of its performance in line with corporate governance practices.
5. Evaluated the President & CEO's performance in 2022 and worked with the President & CEO in setting goals and evaluation methods for her performance in 2023.
6. Considered the President & CEO's compensation based on her performance in 2022 which such matter is discussed only between the members of the Nomination and Remuneration Committee.
7. Reviewed the succession plan for the President & CEO and senior executives, with her involvement in the review and data presentation.
8. Acknowledged the evaluation of senior executives' performance in 2022 which such matter is discussed only between the Committee and the President & CEO.
9. Monitored and provided comments on the policy and practices of people management, including annual plan and performance outcome in 2023, recruitment, turnover rate and staff development plan.
10. Acknowledged the change in the Company's structure and the senior executives with the objectives to enhance the efficiency and flexibility to the Company's operation.
11. Acknowledged the 2022 Employee Salary and Bonus Payment Policy based on their performance and provided suggestions to the management as supporting guidelines for deciding reasonable payment.
12. Endorsed the remuneration of the Company's directors and executives who are assigned as the Company's representatives to serve as the director in CPN REIT Management Company Limited (a wholly-owned subsidiary of the Company), taking into account their performances and remunerations of other companies in industry peers. Such consideration is approved by the Board of Directors meeting.
13. Reviewed the Charter of Nomination and Remuneration Committee ("Charter"). In 2023, the Charter was revised to comply with the current circumstance and practice which are under corporate governance practices, best practice and relevant regulations.

The Nomination and Remuneration Committee cautiously completed its duties with integrity, based on the responsibilities designated in its charter. It adhered to the principle of good governance adequately and suitably for the balanced and sustainable benefits of all stakeholders.

**Mrs. Jotika Savanananda**  
Chairman of the Nomination  
and Remuneration Committee

# Report of the Risk Policy Committee



Dear Shareholders

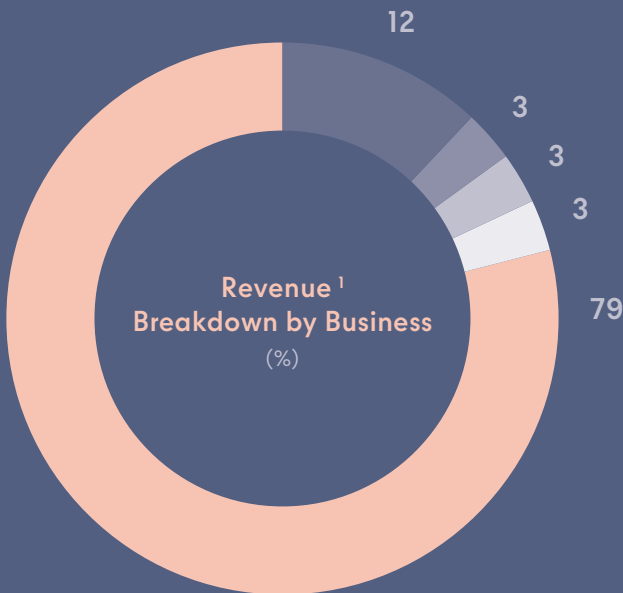
The Company realizes the importance of risk management, which is an essential component of a good corporate governance system and a mechanism for management to achieve the specified objectives and goals, including the awareness of threats that are yet to come. The Company has established the scope of risk management to cover key risks in business operations of the Group, sustainability risks and emerging risks, in line with pushing risk management as part of the organizational culture. The Company's key risks will be stipulated, monitored, and managed as appropriate, such as avoidance, control, transfer or acceptance, in a bid to manage such key risks at an acceptable level under the supervision of the Risk Policy Committee and the Risk Management Committee. In 2023, there were main operations as follows:

1. Review key organizational risks annually by considering various situations in a comprehensive manner, both domestic and international economic factors, competitions, consumer behaviors, technological changes, rules and regulations, etc., including sustainability aspects, namely environmental, social and corporate governance issues, along with the Company's internal factors, e.g., strategies and growth plans, as well as necessary resources to identify the Company's key risks, towards the analysis, monitoring, and establishment of measures to manage various risks. The details of key corporate risks for the year 2023 have been shown in Chapter 2 Risk Management.
2. Analyze and monitor emerging risks which are significant to business operations and the achievement of the Company's goals as follows:
  - Risks from climate change from the El Niño phenomenon
  - Risk from changes in the relevant laws and regulations to the environment
3. Consider and approve the risk profile, key risk indicators and risk exposure of key risks, along with the speculation of risk response plan of the risk owner.
4. Approve the review of scope and framework of risk management guidelines as appropriate to current businesses and operations towards the efficiency of risk management.

In 2023, the Risk Policy Committee has organized the meeting four times every quarter to consider the Company's key risks and continuously reported the results of risk management to the Board of Directors for acknowledgment. The Company has comprehensively reviewed key risks in various areas, in line with continuously and regularly monitoring the risks and maintaining risk management to an acceptable level towards the accomplishment of complete results according to the vision and missions set forth.

**Mr. Veravat Chutichetpong**  
Chairman of Risk Policy Committee

# Financial Highlights



**79** Shopping Centers

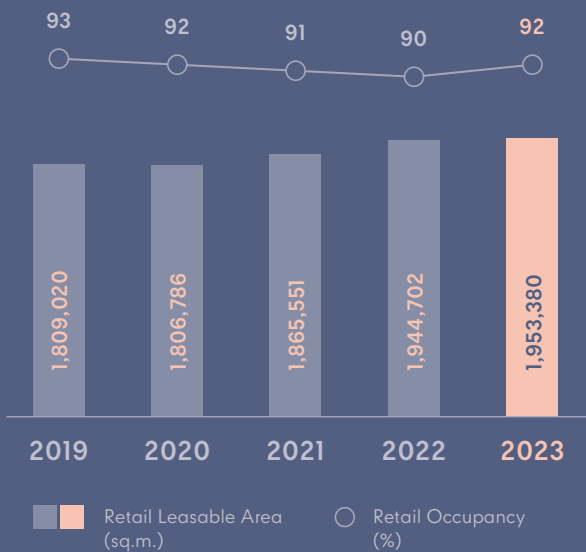
**12** Residential Projects

**3** Offices

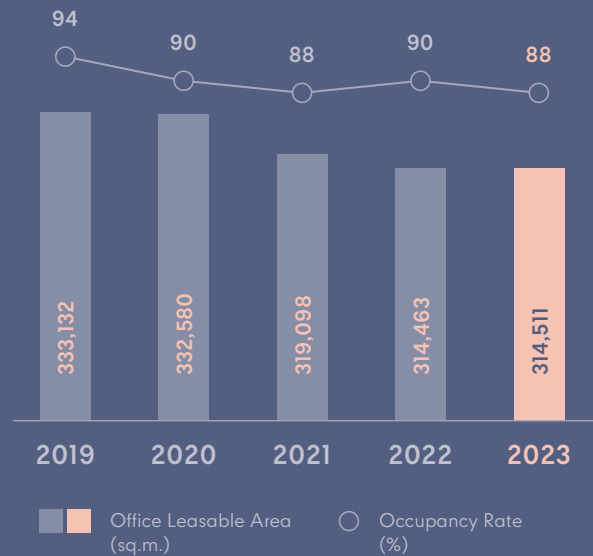
**3** Hotels

**3** Other Income

## Shopping Centers <sup>2</sup>



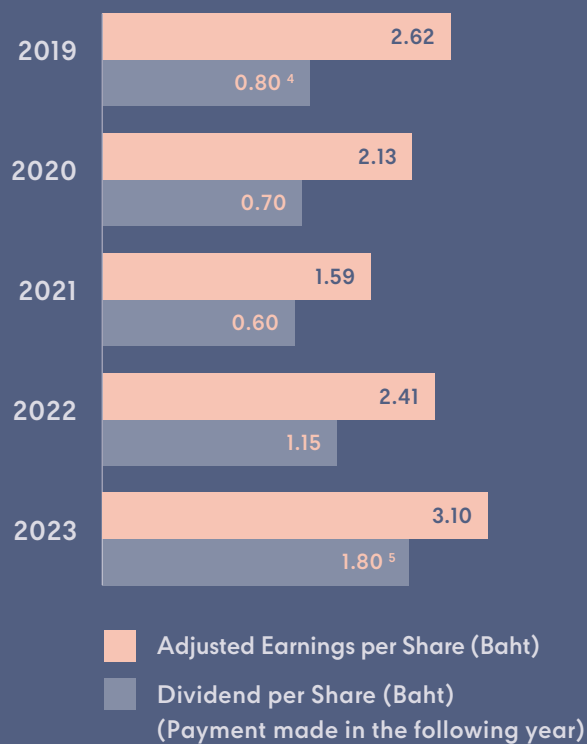
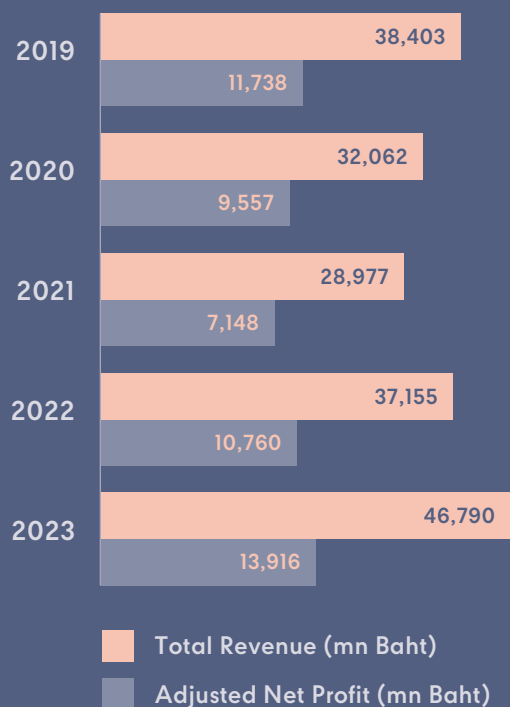
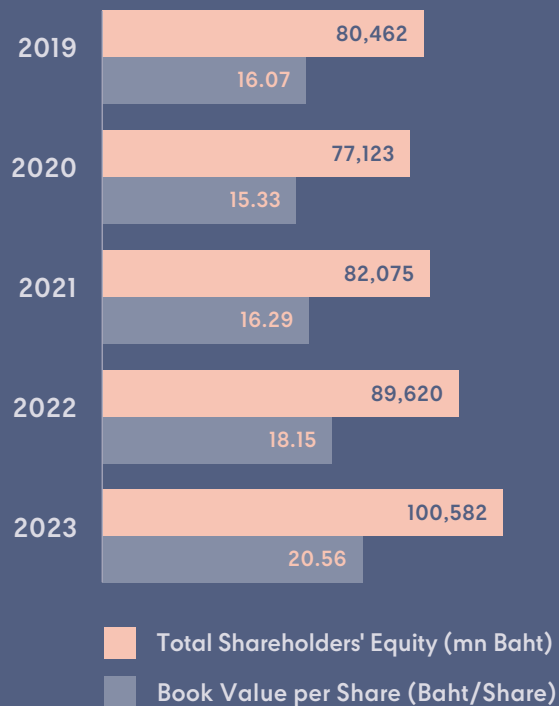
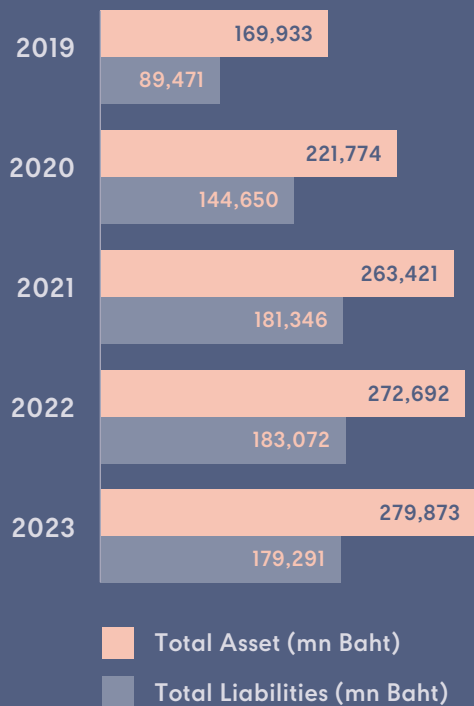
## Office <sup>3</sup>



**Remarks:** <sup>1</sup> Excludes interest income, dividend income, share of profit from associates, impact from TFRS16, and non-recurring income.

<sup>2</sup> Includes retail space under CPNREIT but excludes retail space in community malls and Mega Bangna Project.

<sup>3</sup> Includes office area under CPNREIT, CPNCG, and GLAND following its business acquisition in 2018.



Remarks: <sup>4</sup> Paid as interim dividend; lowered from original proposal at Baht 1.30 per share due to COVID-19 impact mitigation.

<sup>5</sup> Subject to AGM 2024 approval.

# Board of Directors



**Dr. Supachai Panitchpakdi**  
Honorary Chairman



**Mr. Suthichai Chirathivat**  
Honorary Chairman



**Mr. Sudhitham Chirathivat**  
Chairman



**Mr. Veravat Chutichetpong**  
Lead Independent Director  
Chairman of the Risk Policy Committee



**Mr. Winid Silamongkol**  
Independent Director  
Chairman of the Audit and  
Corporate Governance Committee



**Mrs. Jotika Savanananda**  
Independent Director  
Chairman of the Nomination and Remuneration Committee  
Member of the Audit and Corporate Governance Committee



**Ms. Parnsiree Amatayakul**  
Independent Director  
Member of the Audit and Corporate Governance Committee  
Member of the Nomination and Remuneration Committee





**Mrs. Nidsinee Chirathivat**

Director



**Mr. Kobchai Chirathivat**

Director

Member of the Nomination and Remuneration Committee  
Member of the Risk Policy Committee



**Mr. Prin Chirathivat**

Director

Member of the Risk Policy Committee  
Advisory of the Nomination and  
Remuneration Committee



**Mr. Preecha Ekkunagul**

Director

Member of the Risk Policy Committee



**Mr. Suthipak Chirathivat**

Director



**Mr. Thirayuth Chirathivat**

Director



**Ms. Wallaya Chirathivat**

Director

Member of the Risk Policy Committee  
and Chief Executive Officer

# Management Team



**Ms. Wallaya Chirathivat**

Director and  
Chief Executive Officer



**Mr. Chanavat Uahwatanasakul**

Chief Development and  
Commercial Officer



**Ms. Naparat Sriwanvit**

Chief Finance, Accounting and  
Risk Management Officer



**Mr. Kree Dejchai**

President Residential Business



**Dr. Nattakit Tangpoonsinthana**

Chief Marketing Officer



**Mr. Akarin Phureesitr**

Chief People Officer



**Mr. Wuttikiat Techamongklapiwat**

Head of Property Management,  
Community Mall and  
International Business Development



# Business Structure and Operating Performance

## 1.1 Business Policy and Business Overview


### Vision and Mission

#### Purpose

## Imagining Better Futures for All

#### Beliefs by 4

Desired Behaviors



#### 1 Positivity

We focus on progress and are always optimistic about the future. We truly believe in the power of our expertise to create a better quality of life for everyone. We cherish meaningful relationships and celebrate them every day.

#### 2 Dynamism

We lead the way with innovation to improve the world around us and prepare the future. We are pioneering and engaging, empathetic to the needs of others. Providing better opportunities to work, meet, learn and enjoy life with loved ones.

#### 3 Customer Champions

Our customers are our sources of inspiration for everything we do, we are captivated by them and their world. We champion our customers and always go beyond their expectations. We push ourselves to deliver excellence for them today and in the future.

#### 4 Community at Heart

We thrive by learning, exploring and collaborating together. We bring people together from all around the world to co-create solutions to challenging questions, joining forces to innovate and evolve the way we live.

## Vision

To be a leading regional developer pioneering a better and more sustainable future for all

## Mission

In order to achieve our vision, we are guided by and committed to five key strategic areas

## Corporate Objectives

### 1 Center of Life

Our mission is to create spaces that are at the center of people's lives, for better quality of life and living.

### 2 Regional Expansion

We continue to instill the pioneering spirit that is at the heart of our DNA, bringing the best of Thailand to the region and the world, and vice versa.

### 3 Co-Creation

We deliver greatest value to our customers when we co-create in partnership with our tenants and business partners.

### 4 Sustainable

We are committed to creating long term value for all stakeholders. We believe in growing sustainably and doing good for the Environment, People, the Community and for Business.

### 5 Empowered People

Our people are our greatest strength and we believe in empowering people to realize their full potential.

For the Company to become a “leader in Retail-led Mixed-use development and a top player in our businesses including residential, hotel, and office businesses”, we have therefore established our objectives or goals of the organization as follows:

1. To be an industry leader with sustainable growth under the Retail-led Mixed-use development strategy: By accelerating the development of new shopping malls in potential cities to expand the market and seek new revenue streams, including the expansion in residential, hotel, and office businesses to generate stable turnover and maintain leadership in all industries.
2. To be the top-of-mind brand for our partners and customers: Through the development of products and services for customers to always enjoy new experiences, Central Pattana can be a “Center of Life” which can open a comprehensive customer experience with an omnichannel platform.
3. To create a business ecosystem that can maximize synergistic ecosystem through all businesses: By joining forces with all business units of Central Pattana and Central Group, including various partners to strengthen collaboration for success, expand the business partner network, and continuously seek new business opportunities.
4. To be a sustainable organization with an innovative, productive, and efficient DNA culture: By reforming the organization to increase efficiency, develop effectiveness, promote innovation (BEST & FIT Project), and to sustainably develop the organization in terms of society, environment, and governance.

## Key Development

### 01 Full recovery from the COVID-19 Outbreak

In 2023, Central Pattana fully recovered to pre-Covid level since the first quarter, and continued to improve throughout the year. As rental discount returned to normal level, revenues across every business already surpassed 2019 level in 2023.

### 02 “Central Pattana” moves towards to “The Ecosystem for All”



Central Pattana aims to be “The Ecosystem for All”, where the Company strengthen every business with retail business as the key through three strategies: 1) Meeting the needs of 360-degree life, Online & Offline 24/7, 365 days a year; 2) Total B2B2C Solutions, with Investment in Technology & Data-Driven Omnichannel of Baht 300-500 mn per year; and 3) Place Making to create a space for people and environment in line with the roadmap to Net Zero in 2050. Moreover, the Company has established a 5-year plan (2023-2027) with the target of more than 200 projects across every businesses, including 25 mixed-use projects, covering 30 cities in Thailand and ASEAN.

### 03 Opened Central Ramindra after major renovation following 30 years of operation

Central Pattana re-opened Central Ramindra in January 2023 after 1-year renovation to support the growth of location, with crowds from Ladprao, Phahonyothin, to Ramindra areas with the linkage of Green and Pink Lines sky train. Also, the Company aims to upgrade the quality of living under the concept of “Everyday Good Vibes” towards the best Shopping and Food Destination in the Ramindra and Eco-living Landmark.



2023

## 04 Opened Marché Thonglor

Central Pattana re-opened Marché Thonglor in March 2023 after being closed for renovation and changing its name from the Market Place Thonglor project. This renovation not only increased the rental space by another 10,000 sq.m., but also changed its image into the Flagship of Community Mall and New Landmark in providing comprehensive services to nearby communities and employees from the office building within the same project (developed by Univentures Public Company Limited) and nearby offices. Moreover, there is more than 2,300 sq.m. of green space. It is also a Pet-Friendly and Food Destination project with 24-hour parking available.

## 05 Launching 3 New Mixed-use Projects: Central Nakhon Sawan, Central Nakhon Pathom, and Central Krabi

Central Pattana has announced three new mixed-use projects in Nakhon Sawan, Nakhon Pathom, and Krabi provinces, respectively. Inside these projects, there will be a shopping mall, residences, hotels, and recreation parks, which led by the shopping mall projects, with the target opening of Central Nakhon Sawan on January 31, 2024. Also, the Company expects to open Central Nakhon Pathom on March 30, 2024 and Central Krabi in the beginning of 2025. These three provinces are big cities with great potential considering population size, tourists, purchasing power, and future expansion of the cities and nearby provinces.



Central Nakhon Sawan



Central Krabi



Central Nakhon Pathom

2023

## 06 Opened Central Westville

Central Westville was opened on November 29, 2023, it is located on Ratchaphruek Road which is the neighbourhood with great the purchasing power of western Bangkok. Central Westville is a semi-outdoor project which combines nature and the convenient living of city people. It is also a Pet-Friendly with services to meet every family lifestyle.



## 07 Launched Five New Residential Projects

Central Pattana has launched a total of five residential projects in 2023, worth more than Baht 7.4 bn, including two condominium projects: ESCENT PHETCHABURI and ESCENT BURIRAM, as well as three low-rise housing projects: BAAN NIRATI NAKHON SI, BAAN NIRADA RAMA 2, and BAAN NIRADA UTTHAYAN-AKSA.

## 08 Opened Five Hotels next to Shopping Malls

Central Pattana has opened five hotel projects in 2023, including two hotels under Centara brand in the same area as Central Pattana's shopping malls and other three hotels under Go! Hotel brand (Premium Budget) in the same area as Central Pattana's shopping malls and Robinson Lifestyle's shopping malls. The hotel openings started from Centara Ubon Hotel in March (160 keys), Go! Hotel Ban Chang in May (79 keys), Go! Hotel Si Racha and Go! Hotel Chonburi in August (79 keys) each, and Centara Ayutthaya Hotel in December (224 keys).





2023

## 09 Completed “Central Ubon” Mixed-use Project

The mixed-use project “Central Ubon” consists of a shopping mall, hotel, condominium, and convention hall. The total project is worth more than Baht 4 bn, and already opened for service in October. This project can enhance the economy and the tourism of the lower north eastern region with the model of Fully Integrated Retail-led Mixed-use that will lead to 1) Develop New District, 2) Strong Synergy & Ecosystem, and 3) Community at Heart. Moreover, the launching of “Ubon Hall”, a large convention center, aims to reinforce the province’s positioning as Ubon MICE City and create a new New CBD in accordance with the provincial strategic plan and the future transportation networks.



## 10 Opened new retail space on the G floor at Central Westgate

In December, Central Westgate opened the renovated area on the G floor to better meet the needs of local people. Central Westgate is located in greater Bangkok with access to public transportation. The renovation added NLA of approximately 10,000 sq.m. in total.



2022

## 01 Impact from COVID-19 Pandemic and Mitigation Plan

Thailand's domestic economy including the retail and tourism industries continued to recover throughout the year especially in 2H22, in line with recovery of international tourist arrival after Thailand fully re-opened as well as easing COVID-19 measures. There were no Covid-19 restrictions imposed on the Company's operations during 2022, resulting in meaningful recovery of the Company's retail and hotel businesses.

## 02 Opened Central Village Phase 2



It is ready to offer an experience of more than just a brand name shopping to become Thailand's Most Complete Luxury Outlet & Lifestyle Destination for all lifestyles with over 300 leading brands. Central Village Phase 2 offers a completely in-depth shopping selection for all lifestyles with 5 highlights, including: 1) Instagrammable Landmarks throughout the project, 2) The spectacular one and only unique of Thai modern design in the world, 3) Pet-Friendly for animal lovers, 4) Festive vibes all year round, and 5) Easy access, only 30 minutes from Bangkok CBD.

## 03 Announcing the vision of Imagining Better Futures for All to create a strong and sustainable ecosystem

With the role of "Place Maker", a future space developer pioneering for the construction of cities and prosperities throughout the country, in line with the mission of taking care of "People" to enhance their quality of life and communities as well as "Planet" to save the environment and our planet, Central Pattana has established a five-year business plan (2022-2026) for an investment of Baht 120,000 mn with three strategies for sustainability by synergic forces of mixed-use businesses, partners, communities, all parties for pioneering towards a new standard of future living space and an organization for opportunities and development of "people", cities, and the country, while upgrading the real estate industry and Thai retails.

2022

#### 04 Moving forward to the Retail-Led Mixed-Use Development with Central Chanthaburi and Central Westville



It is to promote the center of quality living as the “Center of Life” everywhere which integrates three key strengths 1) Sustainable Ecosystem: Development of neighborhoods and cities as a strong ecosystem in all areas, 2) Customer-Centric: Customers as the heart to build a successful community, and 3) Partner Champions: Becoming a business partner to drive for the growth of overall business partners both domestically and internationally. Central Pattana has prepared to open “Central Chanthaburi”, the largest mixed-use project in the eastern region, to drive the economy of non-mainstream cities to support a continual prosperity from the EEC on May 26, 2022. At the same time, it aims to transform the “Central Westville” in Ratchaphruek area to build on the success of being a semi-outdoor retail leader, creating Ratchapruek into an Upper-Class Lifestyle area in the west of Bangkok, targeting the Affluent & Quality Lifestyle group, and will be opened in 4Q23.

It is the only most complete mixed-use project in the province to meet an urban lifestyle with a semi-outdoor shopping center, a large green area of four rai, for all activities, including a family area and pets as well as a Sport Destination. Also, it is to build a new “Urbanized Landmark” and co-create with the locals for enhancing the charm of Chanthaburi, boosting tourism economy, and raise the level of Chanthaburi in all dimensions.



## 05 Launching the Centara Korat Hotel and hotel business plans

Central Pattana has moved forward with its hotel business according to a five-year investment plan. It is to create the standard of living in all hotels as the number one destination for domestic travel and the “Travel Ecosystem” pioneering with three key strategies 1) Build a Complete Travel Ecosystem: Focus more on hotel business rather than tourism to meet the needs of both Thai and foreign travelers of all purposes for leisure, business contact, or working and living or combined purposes, 2) Create new standard of travel lifestyle:

Enhance a standard for hotel stay across the country with hotel brands covering all segments and synergy with businesses in the Central Pattana Group and in Central Group, 3) Co-Creating with Communities: Join forces with communities to promote identity and continue distributing income to local businesses. The Centara Korat Hotel was opened in September 2022 to promote the “Central Korat” project towards the greatest and most complete mixed-use project in the Northeast.



## 06 JWD Store It! (Changed to “New Space”)

Central Pattana has joined hands with JWD InfoLogistics Public Co., Ltd. (JWD), ASEAN’s leading logistics and supply chain service provider, and Store It! Management Co., Ltd. a leading private storage business in Singapore, to expand the self-storage business as a rental space to attract B2B and B2C customers. Central Pattana has invested in JWD Store It Co., Ltd. (JWD Store It!) with a stake of 30% under an investment of over Baht 100 mn. Currently, JWD Store It! has a total of six branches in Thailand with a total service area of more than 13,000 sq.m.

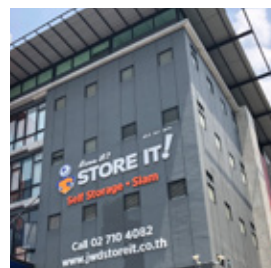
Invested in  
JWD Store It!  
with a stake of

**30%**

under an  
investment of over

**100**

Million Baht



2022

## 07 Five-year residential business plan for expansion of over 50 projects

Central Pattana emphasizes the success of Retail-Led Mixed-Use Development by expanding its residential business of more than fifty projects according to a five-year plan, covering 27 provinces with over seventy projects of 20,000 families towards the quality of “Central Home” in the future. There are three strategies, including 1) Best in Town: Strong brand with focusing on the best location in the heart of the city, 2) Beyond Quality: Quality-lifestyle-safety that exceeds expectations, and 3) Strong Synergy: Join forces with the Central Group to complete the Lifestyle Journey.



New projects in 2022 include four projects of ESCENT condominiums at Surat Thani next to Central Surat and the other three projects close to Robinson Lifestyle, Suphan Buri, Chachoengsao and Trang. Low-rise projects are NINYA RATCHAPHRUEK and NIRATI CHIANGMAI.

## 08 Announcement of Central Nakhon Sawan and Central Nakhon Pathom Projects

Central Pattana has announced its investment in Central Nakhon Sawan and Central Nakhon Pathom projects, totaling Baht 14,000 mn, which will open in the first half of 2024 to create potential cities.



## 09 Announcement of the GO! Hotel Bowin Project

Central Pattana has launched GO! Hotel Bowin, the first premium budget hotel in Thailand under the development and management by Central Pattana at Bowin district, Chonburi province. It is to provide a standardized hotel service next to Robinson Lifestyle Bowin, only twenty steps walking and convenient transportation, near Central Sriracha, only 20 minutes, with 79 rooms with Pet-Friendly rooms for pets weighing not more than 10 kg. Also, it is a comfortable staycation, with Co-Working Space, meeting rooms, and garden areas, available 24 hours a day.



## 01 Impact from COVID-19 Pandemic and Mitigation Plan

### Shopping Centers

In 2021, retail business still got impact from COVID-19 Pandemic situation and government mitigation plan, by limited the open hour of shopping centers and retail business in some restricted areas during July to August 2021. However, after the easing in September, Central Pattana still initiated “Central’s Safety Plus+” to enhance cleanliness and highest safety measures practical. The Company implemented chat and shop system, call center, pick-up counters, and drive through pick-up stations to facilitate safety and convenience for customers including preventive measures in shopping centers, and incorporated with the government to be Vaccine Center in 23 locations throughout Thailand.

### Offices

Most of office tenants had adapted to the new normal way and still maintain Work from Home Policy in some period of time to reduce the density in their office area. Thus, our office business has less impact

or provided fewer discounts from last year. Office business had initiated the similar safety and hygiene program as our shopping centers, which could boost the confidence from tenants and office worker.

### Hotels

Hotel business still got impact from the limited travelling across country, together with the new travelling style of Thai people. However, from “Phuket Sandbox Program” since July 1, 2021, and “Test & Go Program” since November 1, 2021 in some areas, could improve tourism and hotel business in the end of year.

### Residential Projects

Central Pattana launched new projects throughout the year base on the real demand and potential locations. Central Pattana still concerned to the safety and hygiene of client and employee, thus we offered both project physical visiting and via virtual showroom on mobile application.

## 02 The Lease of Assets to CPNREIT: Central Lampung and Central Marina

Registration of leasehold right of Central Marina and Central Lampung to CPNREIT on February 25, 2021, CPNREIT has leasehold right on Central Marina for 14 years until April 30, 2035 and Central Lampung for 21 years until December 16, 2041.

### 03 Investment in Mixed-use Project Located on Wireless Road and Soi Somkid, Bangkok

Central and Hongkong Land Company Limited (“CHKL”) is a joint venture company between Central Pattana, Harnng Central Department Store Company Limited (“HCDS”) and HKL (Thai Developments) Company Limited with the shareholding ratio of 25:26:49, respectively. This joint venture company has purpose on developing mixed-use project which is located on Wireless Road and Soi Somkid, Bangkok, and expected to operate in next five years (2026).

### 04 Leader in Sustainable Development in Thailand and International

- 1) Member of Dow Jones Sustainability Indices - Central Pattana was selected to DJSI World list in fourth consecutive years (2018-2021), and DJSI Emerging Market list for eighth consecutive years (2014-2021).
- 2) SET Sustainability Award & THSI - with good CG to all stakeholders, Central Pattana was selected to Highly Commended in Sustainability from SET Awards 2021, and THSI for seventh consecutive years (2015-2021).
- 3) GRESB - Central Pattana got Green Star in category of Management and Development, and ‘Score A’ in category of information disclosure from GRESB Real Estate Assessment for the first year. GRESB is an international survey that sets a global standard for environmental, social and governance (ESG) benchmarking.

### 05 Launching Two New Shopping Centers

- 1) Central Si Racha  
Opened in October with Living Green in Smart City of EEC Center concept. This project is the first mixed-use project which can contribute to economy and urbanization lifestyle in Si Racha.
- 2) Central Ayutthaya  
Opened in November with The Prosperity of the Capital concept. This project will represent the beautiful cultural and long history of Ayutthaya to the visitors.



## 06 Launching Four New Residential Projects

Including two low rise projects: 1) NIRATI DONMUEANG - mixed type of residences on Chert Wuttakas road, Sikan, Donmueang and 2) ESCENT AVENUE RAYONG - home office near Central Rayong, and two high rise projects: 1) ESCENT VILLE AYUTTHAYA - next to Central Ayutthaya, and 2) PHYLL PHUKET - next to Central Phuket.



## 07 Acquisition on Siam Future Development Plc. (SF)

Central Pattana acquired share of SF for 96% as at end 2021, and has plan to delist SF from Stock Exchange of Thailand (SET) according to the announcement to SET on December 28, 2021. This investment is objectively to expand business potential into a small new retail format and Super Regional Mall such as Mega Bangna.



## Awards and Recognitions

### Award Executive



#### Ms. Wallaya Chirathivat has been honored with the Thailand Top CEO of the Year 2023

##### Real Estate Industry

The award was granted to the top executives of an outstanding company in each industry. The award organized by BUSINESS + magazine in collaboration with ARIP Public Company Limited and the Faculty of Commerce and Accountancy at Thammasat University.

### Award and Achievement for Project Design and Development



#### BCI ASIA AWARDS 2023

##### Top 10 Developers Awards

The award was granted to Central Westville. The award is given to the top-10 developers and architecture firms of the greatest aggregate value of projects during the preceding full calendar year, organized by BCI Central and FuturArc magazine.



#### Thailand's Most Admired Company 2023

##### Best of the Best

The award was granted to Central Pattana for an outstanding innovation, public image, CSR management and services. The award is organized by BrandAge magazine.

## Award and Achievement for Project Design and Development



04

### DFA Design for Asia Awards 2023 Silver Rank

The award was organized by DFA Design Hong Kong and the award has been granted to CentralWorld. The award is given to individuals and projects throughout the region for the design of Asian art and culture.



05

### Dot Property Thailand Awards 2023 Best Housing Development Chiang Mai 2023

The award was granted to Nirati Chiangmai. Nirati is one of the housing projects of Central Pattana with the concept of "The Embrace of Nature".



06

### The PropertyGuru Thailand Property Awards 2023 Best Condominium Development (Phuket)

The award was granted to Phyll Phuket won "First Prize". This is one of the condominium projects of Central Pattana.

## Award and Achievement for Business, Marketing and Financial Management



The Company has won 2 awards from SET Awards 2023, which is organized by the Stock Exchange of Thailand (SET) and Money & Banking Magazine as follows.

### Deal of the Year Awards (M&A)

07

This award was granted in relation to the acquisition of Siam Future Development Public Company Limited (SF) in 2021.

### Outstanding IR Awards

08

The award was granted to the listed company with market capitalization of more than one hundred billion baht with outstanding investor relations activities.

## Award and Achievement for Business, Marketing and Financial Management



09

### IAA Awards for Listed Companies 2022-2023 in the property sector

#### The Company has Won 3 Excellence Awards

- BEST CEO - the executives with excellent business performance.
- BEST CFO - the executives with excellent financial management performance.
- BEST IR - high quality and consistent presentation to analysis and financial institutions.

The award was organized by Investment Analyst Association (IAA).

10



### Thailand Social Awards 2023 “Best Brand Performance on social media in Shopping Center and Department Store” in Gold Rank

Granted to CentralwOrld. This award is Thailand’s biggest annual award given to influential company on social media, organized by Wisesight (Thailand).

### Top 100 Most influential HR Leader from Southeast Asia

11

was granted to Mr. Akarin Phureesitr, Chief People Officer of Central Pattana to be one of HR Icon List 2023 by ET HR World Southeast Asia.

### Excellence in HR Change Management 2023 Gold Rank

12

Granted to Central Pattana, organized by Human Resources Online of Singapore. The award is given to an outstanding company in human resource management, including recruitment, personnel and leadership development and organizational culture creation etc.

### Kincentric Best Employers Thailand 2023

13

#### Most Esteemed Employer of the Year

Granted to Central Pattana, organized by Kincentric Thailand, in collaboration with Sasin School of Management, Chulalongkorn University. The award is given to a company which demonstrates the connections between organizational strategy, human resource efficiency, executive policy and organizational management.

Award and Achievement for  
**Governance**



14

**ASEAN Corporate Governance Scorecard In ASEAN Asset Class Publicly Listed Companies 2021**

With ASEAN CG Scorecard at 97.50 points. The assessment is held biennially.



15

**Certificate of Membership of Collective Action Coalition Against Corruption Certified by CAC Since 2015**

The latest membership certification was on December 31, 2023 and the period of membership is 2024-2026.



16

**Corporate Governance Report of Thai Listed Companies 2023**

**Ranked “Excellent” for the 15th Consecutive Year (2009-2023)**

In 2023, the company was in the top quartile among the list companies in real estate, construction, and the company with market capitalization of more than ten billion baht. From Thai Institute of Directors (IOD), with the support Stock Exchange of Thailand.

Award and Achievement for  
**Sustainability and Environment**

Member of  
**Dow Jones Sustainability Indices**  
Powered by the S&P Global CSA



17

**Rank in Dow Jones Sustainability World Index 2023**

The Company has been a member of Dow Jones Sustainability Indices (DJSI World) in real estate for six consecutive years (2018-2023), emerging market (DJSI Emerging Markets) for ten consecutive years (2014-2023) and a member of S&P Global Sustainability Yearbook for six consecutive years (2018-2023). The company achieves the highest score ranked 1<sup>st</sup> according to S&P Global’s sustainability ranking, or Top 1% S&P Global CSA Score in Real Estate Management & Development.

**MSCI ESG RATINGS**  
BBB

CCC	B	BB	BBB	A	AA	AAA
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18

**MSCI ESG Ratings**

An expertise in global ESG index, designed to measure a company’s resilience in financial and risk assessment, covering 3 key dimensions: economy, society, corporate governance and including competitive opportunity.



19

**GRESB (Global Real Estate Sustainability Benchmark)**

CPNREIT has been assessed by GRESB, which is the validation standard of sustainability in global real estate industry.

## Award and Achievement for Sustainability and Environment



20

### CALO Awards “Gold” level

Granted to Central Pattana as one of 15 leader organizations in greenhouse gas reduction management in Thailand, from TCAC 2023 - Thailand Climate Action Conference.

### SET ESG Ratings of 2023

In AA Rank from Stock Exchange of Thailand.

21

### Thailand Energy Awards

from 2010 – 2023, a Total of 45 Awards

In 2023, the Company has won 3 awards as follows:

1. Excellence award in the category of Energy Conservation in Green Building for “Central Phitsanulok”.
2. Excellence award in the category of Energy Conservation in Controlled Building for “Central Suratthani”.
3. Excellence award in the category of personnel in Controlled Energy Management Team for “Central Khonkaen”.

From Ministry of Energy, awarded by Department of Alternative Energy Development and Efficiency.

22

### Leadership in Energy & Environmental Design (LEED)

Certified for 3 Buildings by U.S. Green Building Council (USGBC)

In 2023, the Company was awarded LEED in Gold Rank for CentralwOrld Offices, with LEED O+M: Existing Building principles (v 4.1) or the existing building for management. From U.S. Green Building Council (USGBC) and Green Business Certification Inc. (GBCI).

23

### MEA Energy Award for Energy-Saving Building

from 2013-2023, a total of 17 awards

Consisting of 13 awards for Central and 4 awards for office. by the Metropolitan Electricity Authority.

24

### ASEAN Energy Awards

from 2010-2023, a Total of 13 Awards

In 2023, the Company won the excellence award in energy conservation, and 1<sup>st</sup> runner-up in Green Building was awarded to “Central Phitsanulok”.

25

### Sustainable Tourism Acceleration Rating (STAR)

5-Star Rank

Centara Ubon Hotel was awarded the Sustainable Tourism Acceleration Rating (STAR) in 5-Star Rank by Tourism Authority of Thailand. The award is given to tourism entrepreneurs qualifying for the Sustainable Tourism Goals (STGs), which is the criteria developed and adapted from the Sustainable Development Goals (SDGs) of United Nations.

26

### CMMU-ESG AWARD 2023

Retail Industry

The award is given by CMMU to the company with sustainability (ESG - environmental, social and corporate governance) in 8 industries. Organized by the College of Management Mahidol University (CMMU).

27

## 1.2 Nature of Business

### Economic and Industry Overview

#### 2023 Thai Economy

Overall Thai economy in 2023 saw a slowdown of GDP growth compared to the previous year. GDP in 2023 expanded by 1.9%, a decrease from the 2.5% growth in 2022. Data from the National Economic and Social Development Council (NESDC) indicates that the economic expansion was driven primarily by private consumption, which grew by 7.1% from the previous year. In terms of production, sectors such as accommodation and services, wholesale and retail trade, and transportation showed positive momentum in line with the recovery of the tourism sector, driven by both domestic and international tourists, which hit a total of 28.04 million arrivals. Chinese tourists played a significant role in propelling this growth, thanks to the government support measures, particularly visa exemptions, and extension of stay periods. However, the recovery of Chinese tourists would depend on the economic situation in China. Government revenue and expenditure were lower than the previous year, resulting in lower public debt to GDP ratio. The unemployment rate trended lower at 0.98%, the current account surplus was 1.3% of GDP. The inflation rate was at 1.2%, mainly from government subsidies for energy and electricity prices. The policy interest rate remained stable at 2.5%, with upward adjustments by the Monetary Policy Committee (MPC) five times throughout 2023.

#### 2024 Economic Outlook

NESDC predicts that Thai economy will expand by approximately 2.2–3.2% in 2024. This projection is supported by the recovery of export sectors as well as the rebound in international tourist numbers, and expansion of consumption and private investment. Foreign tourist arrival expected to return to the pre-COVID level by mid-2025. Additionally, various government stimulus measures such as subsidies on the cost of living and Easy e-Receipt should support robust

domestic consumption. Furthermore, efforts will be made to control household debt levels, with targeted measures to support vulnerable groups in terms of debt reduction.

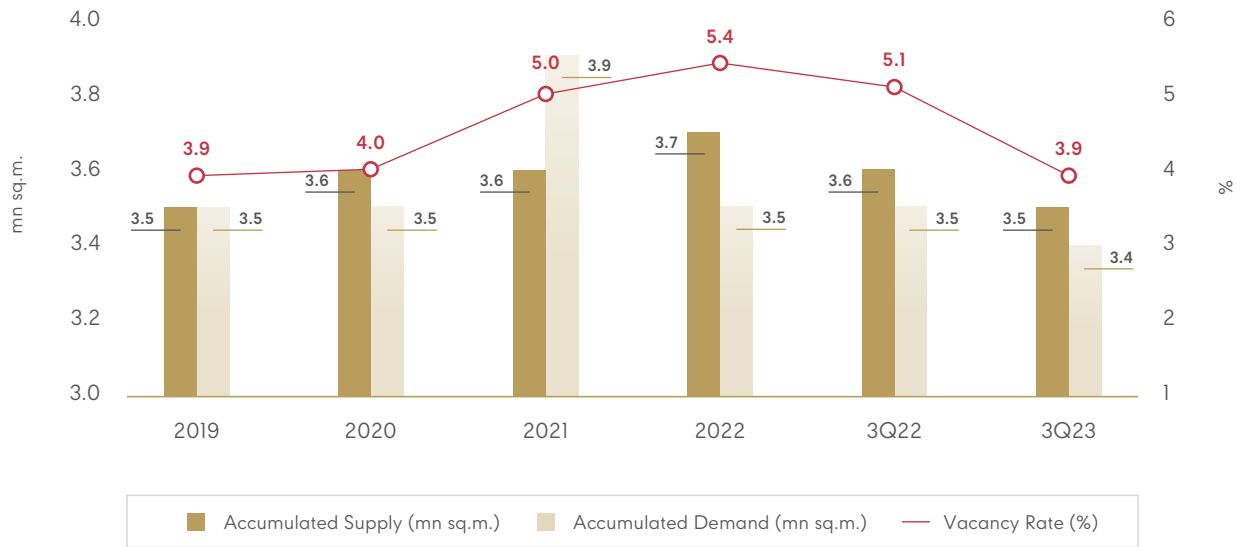
#### Retail Industry in 2023 and Outlook in 2024

The Retailer Sentiment Index (RSI) recorded an increase in December stood at 57.9 from 48.4 in previous month, driven by the festive season in 4Q23. Expected RSI in Jan-Mar 2024 is expected to continue to improve as regional confidence levels show consistent improvement, remaining above 50 in all regions. This positive trend was from the implementation of the Easy e-Receipt program during January 1 - February 15, 2024, and recovery in the tourism sector in 1Q24. However, the survey results of the Retailer Sentiment Index (RSI) for 2024 highlight that businesses in the retail sector prioritize monitoring three key points: 1) The impact of rising interest rates 2) Obstacles in obtaining credit from financial institutions, and 3) Liquidity, with 74% of businesses maintaining a liquidity of more than 6 months.

On retail space, the persistently high rate of supply growth continues to lead to a decrease in the occupancy rate compared to the previous year. Rental rates are gradually recovering due to the slow improvement in purchasing power. The recovery of the country's purchasing power and the return of foreign tourists continue to drive high traffic in many projects.

JLL Thailand has provided information on the retail business sector in Bangkok for 3Q23, indicating that the overall supply of Prime Grade remains stable at 3,493,742 sq.m., while accumulated demand stands at 3,358,115 sq.m., accounting for 96.1% of the total supply. The decrease in the vacancy rate from 5.1% in 3Q22 to 3.9% in the 3Q23 is attributed to the slightly higher demand.

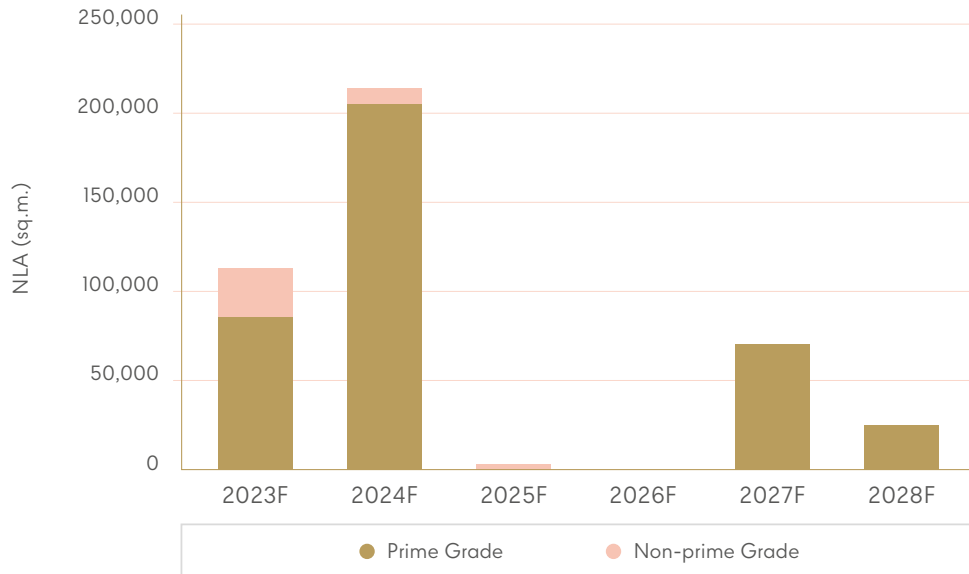
Prime Supply, Demand, and Vacancy Rate - Prime Grade



Source: JLL Thailand Research

New supply is expected to increase by over 1 mn sq.m. from the 45 projects that have been announced and projected to launch from 4Q23 to 2028. 33 projects are currently under construction, and another 12 projects are in the design and development stages. However, 2 major projects, One Bangkok and Happitat at The Forestias, have been postponed from 2023 to 2024. In the retail business sector in Bangkok, there are 12 new projects with a total estimated area of approximately 687,187 sq.m. from 4Q23 to 2028. This includes large-scale projects such as Central Westville (68,000 sq.m.) and The EmSphere (60,000 sq.m.). Towards the end of 2023, One Bangkok is expected to launch, followed by Happitat at The Forestias in late 2024, and Bangkok Mall in 2025.

Figure R-CBA-7: Future Retail Supply in the CBA bu Grade, 2023F - 2028F



Source: JLL Thailand Research

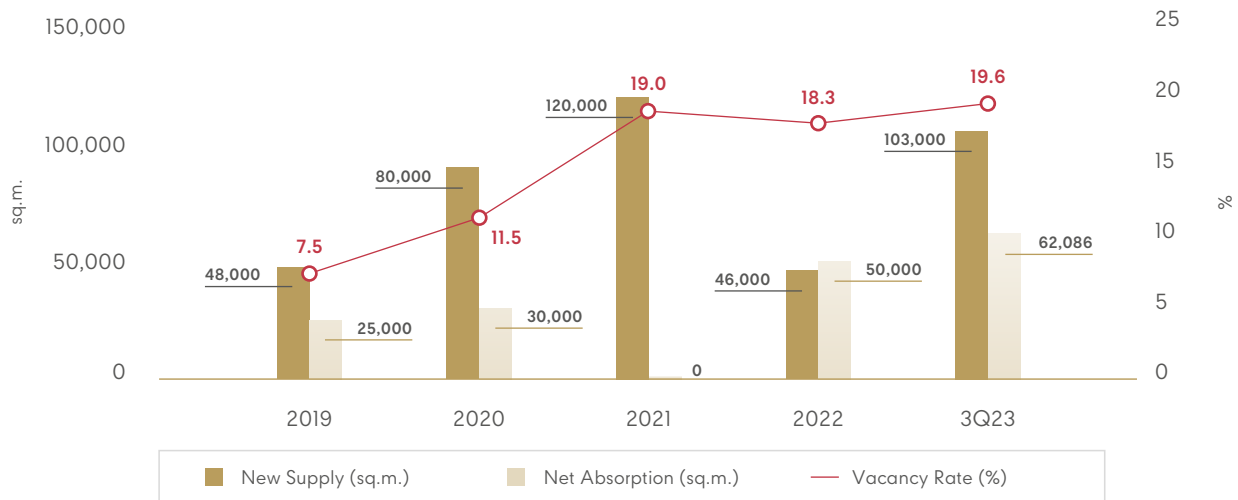
### Office Building Industry in 2023 and Outlook in 2024

The office building market of every grade in Bangkok, especially in terms of supply, covers approximately 10.48 mn sq.m., signifying an expansion of more than 388,000 sq.m. compared to 3Q22. Both the prime grade (Grade A) and Non-prime grade sectors contribute to this growth. In 3Q23, 2023, the prime grade (Grade A) category maintains a positive net absorption rate of 44,602 sq.m. Conversely, the non-prime grade group registers a negative net absorption rate of -9,980 sq.m., continuing the trend from the previous quarter and the same period in the preceding year. This downturn is linked to the escalating demand for higher-quality office buildings and considerations for relocating to new projects. Event office in prime grade (Grade A) had better absorption rate but with higher supply which increased the Vacancy Rates for

the prime grade (Grade A) and non-prime grade segments compared to the previous year.

The overall business situation for office buildings in Bangkok's Central Business Areas (CBA), particularly concerning the supply side, currently boasts a total stock of approximately 4.95 mn sq.m. This represents an increase of around 138,000 sq.m. from the 3Q22, with the majority of this expansion occurring in non-prime grade office buildings. On the demand side, the prime grade (Grade A) section exhibits positive trends in the net absorption rate, standing at 19.6%, decrease QoQ. Conversely, the non-prime grade continues to experience a consistently negative trend, largely due to tenants opting for office spaces of higher quality than before.

### Net New Supply, Net Absorption, and Vacancy Rate - Prime Grade (Grade A) in Bangkok



Source: JLL Thailand Research

In the 2024 projection for Bangkok's office building industry, there is an expected increase in the vacancy rate due to the growing market supply. Between 2023 and 2028, more than 42 office buildings are in various stages of construction and development, bringing in approximately 1.9 mn sq.m. - a significant surge from historical averages. This increased supply has a notable impact on market competition, projecting a vacancy rate exceeding 28% by 2024 and placing pressure on the recovery of rental rates in subsequent periods. Despite these challenges, a slight expansion is anticipated in the office

rental market, particularly in the CBA Prime grade category. This expansion is driven by the entry of new companies, especially foreign and multinational entities, expected to increase their investments. The CBA Prime grade segment remains attractive for office rentals, influenced by both the country's economic recovery and companies returning for increased investment compared to the previous year. This includes businesses transitioning from other segments to the CBA Prime grade category, coupled with the development of high-quality A+ projects, leading to higher rental rates.



### Real Estate Industry in 2023 and Outlook in 2024

In 2023, residential market was affected by negative factors from uncertainties and crises, which are Israel-Hamas war, low confidence in Thai stock market, rising interest rates, continuously high household debt, high rejection rate of home loan (50-70%) and lower customers' confidence. This leads to preliminary conclusion of the market situation at the end of 2023 that the number of selling units is negative -5% to -8% compared to the previous year. Nevertheless, value was positive by 10%, due to the increase in price per unit, especially in the high segment.

REIC forecasts that in 2024, the market will recover, though it may not be as good as 2022, since there are still same negative factors from 2023, which mainly include 1) Interest rates that still tend to remain stable at high level 2) Strictness in approving home loan of financial institutions that directly affects purchasing power, especially housing with pricing lower than Baht 3 mn per unit. Although in 2024, there will be stimulus measures from the government, which are reducing transfer fees and reducing mortgage fees, continuing for another year. But as this measure has been continuously used since 2021, it may no longer significantly help stimulate demand for home purchase.

However, there are still some positive factors that will drive the residential market to recover. These include 1) developers adjusting the balance between unsold products and new products. It is expected that in 2024, there will be a supply from the launch of new projects totaling approximately 108,886 units, increase 13.7% from houses 59% and condos 41%. Additionally, it is anticipated that there will be new sales of 109,184 units, increase 36.1%, from houses 58% and condos 42%. The market absorption rate is expected to increase to 3% (from 2.8%), and there will be a total of 197,984 units remaining for inventory, 0.2% decrease, from houses 65% and condos 35%; 2) Good sign from foreigners' demand, especially Russia, India, and Myanmar, which reflects from the number of units and transfer value of foreigners in the first three quarters of 2023, which was higher than peak time in COVID period. Moreover, the proportion of condo ownership transfers increased to 11.6% (from less than 10%) and transfer value was 21.1% of total value (from less than 15%); and

3) The slightly improved economic situation, according to government's development plans and measures to stimulate the demand side of the market, includes actions such as reducing expenses for households, which aims to lower living costs, leaving some for spending in other areas.

### Hotel Industry in 2023 and Outlook in 2024

Based on Ministry of Tourism and Sports data, Thailand welcomed a total of 28,042,131 foreign tourists in 2023, in line with the target range of 25-28 mn and reflecting a remarkable year-over-year growth of +151%. This growth is attributed to government initiatives, notably the visa-free stamp duty exemption, particularly benefiting visitors from China and India. Additionally, there were extended stays for Russian tourists and improved border crossing facilities for tourists from Malaysia. These measures significantly contributed to foreign tourist expenditures, reaching Baht 1.2 tn, slightly below the target revenue of Baht 1.6 tn. The top five countries contributing the most tourists were Malaysia (4,563,020), China (3,519,735), South Korea (1,658,688), India (1,626,720), and Russia (1,481,878).

The Tourism Authority of Thailand (TAT) has set an overall foreign tourist numbers target for 30-35 million arrivals and overall revenue target for 2024 in the best-case scenario at Baht 3 tn, comprising Baht 1.92 tn from international tourism and Baht 1.08 tn from domestic tourism. This is considered a recovery to the level comparable to the period before COVID-19. However, Thai government has set a higher policy target for tourism revenue at Baht 3.5 tn, aiming to further increase income from international tourists. The government has implemented stimulus tourism policies, which include 1) Providing exemption (visa-free) for tourists from China, Kazakhstan, India, and Taiwan; 2) Extending the stay period for tourists from 30 to 60 days in special cases; 3) Granting exemption from submitting customs declaration at Sadao Immigration Checkpoint, Songkhla Province; and 4) Extending operating hours for businesses in the tourism sector. In summary, the Tourism Authority of Thailand's (TAT) 2024 plan places a central emphasis on quality, value, and sustainability, as part of a comprehensive development strategy across all sectors. TAT also prioritizes the Value of Experience and Soft Power in their approach.

The Hotel Business Operator Sentiment Index (HSI) for 2023, conducted by the Thai Hotel Association (THA) and the Bank of Thailand (BOT), reveals that the nationwide average hotel occupancy rate stands at 60%. This figure is still below the pre-COVID-19 average of 75% in 2019. Concerning room rates, over 50% of hotels, particularly those rated 4 stars and above, have the flexibility to increase prices compared to the pre-COVID-19 period. Conversely, most hotels with a rating of less than 3 stars have limited room rate adjustments. In the southern region, a higher proportion of hotels can adjust prices compared to other regions. The overall revenue of hotels is approximately 80%, indicating that revenue has not fully recovered to pre-COVID-19 levels. A notable portion of hotel operators expects a return to pre-COVID-19 levels in 1Q23, while another group anticipates recovery starting in the year 2025 and beyond. However, over 60% of hotels are grappling with a labor shortage, representing an increase from the previous month. This shortage primarily impacts service quality but does not significantly affect the ability to accommodate customers.

The tourism sector's current situation suggests that hotels in major tourist destinations such as Bangkok, Pattaya, and Phuket are poised for substantial revenue growth. The average occupancy rate is likely to reach up to 80% per year, driven by a continuous increase in the number of foreign tourists. Concurrently, hotels in crucial tourist provinces and central regional hubs are anticipated to see a gradual revenue improvement, benefiting from the rebound in domestic tourism and government stimulus measures. Conversely, hotels in other provinces exhibit a stable income trend, with average occupancy rates remaining below those in major tourist areas, largely due to their focus on serving travelers passing through to central regional hubs or important tourist destinations.

## Business Overview

Central Pattana Public Company Limited (“the Company” or “Central Pattana”) was established under the name of “Central Plaza Co., Ltd.” on June 17, 1980, with an initial registered capital of Baht 300 mn. In 1982, Central Pattana launched Central Ladprao, the first fully integrated shopping mall in Thailand, followed by Central Ramindra, Central Pinklao

and Central Center Pattaya (currently Central Marina). Central Pattana was listed on the Stock Exchange of Thailand (SET) on March 1, 1995, with a registered capital of Baht 1,000 mn and a par value of Baht 10 per share. Currently, its paid-up capital is Baht 2,244 mn, with a par value of Baht 0.5 per share, of which the majority is held by Central Holdings Co., Ltd.

Central Pattana has been expanding its fully integrated mixed-use across Thailand by adding residential projects for sale and hotels to its existing and new shopping malls, malls under Central Group and other potential locations, also through merger and acquisition transactions. Central Pattana expanded its first oversea project in Malaysia in 2019 named Central i-City and launched first outlet format in Thailand in the same year named Central Village.

Committed to sustainable growth, Central Pattana has pursued sources of fund to optimize its currently operated assets. First, it established mutual funds for real-estate leaseholds called CPN Retail Growth Leasehold Property Fund (CPNRF) in 2005 and CPN Commercial Growth Leasehold Property Fund (CPNCG) in 2012 to mobilize funds from domestic and foreign investors eyeing real-estate investment and reap benefits from such investment. At the end of 2017, it converted CPNRF into CPN Retail Growth Leasehold REIT or CPNREIT. Central Pattana serves as the trust manager and property manager for the trust and the fund.

In 2018, Central Pattana acquired 67.5% shares in Grand Canal Land Plc. (GLAND), whose assets consist of 1) The Ninth Tower office building; 2) Unilever House office building, both of which have been transferred to the CPNREIT; 3) G Tower office building; 4) BELLE condominium for sale; and 5) four plots of undeveloped land: two for mixed-use project development and two for residential development.

In 2021, Central Pattana acquired share of Siam Future Development Public Company Limited (SF) and held 96% of SF's share. SF's assets including 1) one shopping mall and 17 community malls in Bangkok, 2) one Joint-Venture super regional mall project (Mega Bangna) and 3) landbanks in Bangkok under its Joint-Venture company. This investment is objectively to expand business potential into a small new

retail format as well as a high potential regional mall in the long run which enhance company's competitiveness and contribute long-term shareholders' return.

Central Pattana had added hotels under Cenrata and GO! Hotel brands to complete projects in some locations. These made its shopping malls became fully integrated mixed-use projects such as Central Korat, Central Ubon and Central Ayutthaya, which including shopping mall, condominium, and hotel in the same location.

More than 40 years that Central Pattana has evolved its services to fit with the demands of customers and related parties by transforming shopping centers into the "Center of Life". Central Pattana had developed new business model "The Ecosystem for All" which is the synergy between retail business (core business) with residential, office, and hotel businesses, to fit with Online & Offline lifestyle, new business expansion, and the environment. This will be done by implementing three strategies:

1. The 360-Degree Centre of Life: offers the all-around centre of life both online & offline accessible across the country, where people can shop-eat-work-play-stay-live. Five-year target plan is consisting of over 200 projects covering 30 cities in Thailand and other ASEAN countries.
2. Total B2B2C Solutions: creates a complete network of business partners and customers in digital transformation and technology. It has developed a data-driven omnichannel which will be a useful platform for customers, partners and the overall society.
3. The Place Making for Sustainable Future: focus on "people" and "environment" by providing free space for farmers, SMEs, communities, support activities of public sector and CSR, and also follows the "Net Zero 2050" roadmap for company sustainable growth.

## Business Units

Central Pattana's core businesses comprise the development of shopping center and other complementary mixed-use development projects, which include office building, hotel, and residence, to add value to the shopping malls. By

the end of 2023, Central Pattana manages 40 shopping malls (17 in Bangkok Metropolitan Area, 21 in provincial areas, 1 in Malaysia, and 1 super regional mall under JV), 17 community malls, 10 offices in Bangkok, 9 hotels in provinces, 1 residential project for rent, and 33 residential projects for sale. Furthermore, Central Pattana invested in CPNREIT and CPNCG, and the properties under both of which are also managed by Central Pattana.

Central Pattana's project development starts from securing strategic locations at reasonable prices and onto conducting feasibility studies, controlling design and construction processes, overseeing lease progress, and finally managing shopping malls and office buildings after commercial openings, which extends to the provision of utilities, security and cleaning services at each site. Furthermore, Central Pattana operates certain complementary businesses, such as food centers, multi-purpose convention halls, entertainment, and leisure attractions at some shopping centers to accommodate customers. Regarding the hotel business, Central Pattana has employed expert hotel management companies to manage its hotels and maximize benefits from the properties, but for premium budget hotel, GO! Hotel brand, the Company has its own hotel management team.

Categorized based on sources of revenue in 5 business groups described as follows:

### 1. Shopping Center and Community Mall

Central Pattana's main source of revenue, the shopping center business accounts for more than 79% of the total revenue. Revenue is derived from rental of retail space and food court area, utility and security services, cleaning services, rental & services of convention halls, onsite media services, and marketing activities in common area of 39 shopping malls and 17 community malls. There are 7 shopping malls were leased out to CPNREIT in which Central Pattana is the property manager.

Central Pattana continues to develop and expand the shopping malls business through opening new shopping malls domestically and internationally, renovation of existing shopping malls to contemporary standards, and enhancing

the space utilization in shopping malls to sustain revenue generation. These initiatives resonate Central Pattana's vision to become the "Center of Life", as well as through the implementation of various destination concepts that match the lifestyle desires of customers at all ages and interests. Moreover, Central Pattana shopping malls integrate iconic local heritage and identity as part of their designs. These distinguished features continue to elevate Central Pattana's shopping malls as the leader in the shopping complex business.

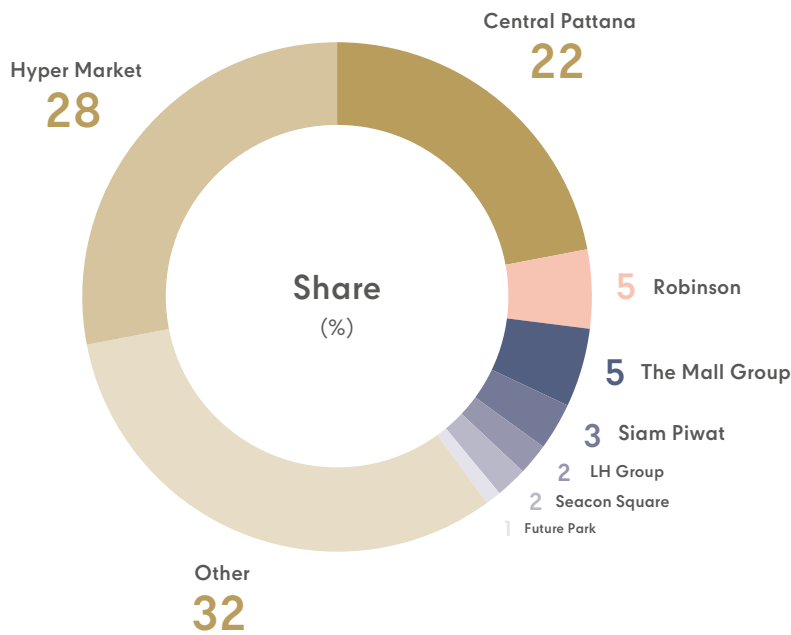
Central Westville was opened on November 29, 2023, under the Reinventing the Neighborhood concept to support the demand in Western part of Bangkok. With the Inside-out and Green Mall concepts to bring the natural light and wind to the building, more outdoor rest area for all family members' activities including their pets. In 2023, Central Pattana re-launched Central Ramindra and Marche Thonglor after their closure of renovation and opened new convention hall in Central Ubon to support Mice City for the Ubon

Ratchathani Province which made Central Ubon became the fully integrated mixed-use project outside Bangkok. In December, Central Westgate expanded new area for 10,000 sq.m. on G floor to support the more demand in suburban of Bangkok.

In 2024, Central Pattana plan to renovate Central Pinklao, Central Rattathibet, Central Chaengwattana, Central Bangna, Central Marina and Central Pattaya to enhance customers' convenience and experience in shopping malls and rolled out the renovations across country around 2-3 projects a year. For the upcoming shopping malls in pipeline including Central Nakhon Sawan - opened on January 31, 2024, Central Nakhon Pathom - opened on March 30, 2024, Central Krabi and Retail area in Dusit Central Park will be opened in 2025.

According to its estimated data as of December 31, 2023, Central Pattana has 22% market share of the retail industry in Thailand based on retail gross floor area.





**Total Retail Gross Leasable Area**

**15.3** mn sq.m.

**Remarks:** GLA exclude parking lot.  
 GLA - include Large Shopping Mall, Community Mall, Department, Outlet, Duty Free Central Pattana - include Project GLA and Department Store  
 Hyper Market - only stand-alone shops exclude hyper market in malls

**Source:** Central Pattana

Central Pattana also has other supplementary businesses to the shopping centers that create value-added offers and enhance satisfaction of customer, tenants, society and other related parties. These businesses including:

- Pororo AquaPark Bangkok, the water park located on the 6<sup>th</sup> floor at Central Bangna decorated with the theme of a famous Korean cartoon series “Pororo: The Little Penguin” and offers new, exciting and memorable experiences to all family members.
- Central Park, a large recreational park located in the same area as Central Rama 2 open to the general public and comprises a health park, children’s playground, activity zone and famous food vendors.
- Other investment in related business including:
  - Grab Thailand: to improve the service to shoppers and tenants through New Economy concept.
  - Me Space (former JWD Store It Co., Ltd (JWD Store It!)): the self-storage business for B2B and B2C to complement the service in shopping mall especially the demand from shopping mall and office’s tenants, residents in Central Pattana’s housing projects and others.
  - Evolution DC Thailand Company Limited: a data center platform provider, to drive digital technology, meet

the demands of Cloud Computing and Data Storage businesses, and prepare the infrastructure for the digital economy.

**2. Office**

The office building business involves the development of office buildings for rent not only for Central Pattana’s complementarity with the shopping centers, but also for its value accretion from the optimization of land use and efficiency of car park management.

The decision to develop an office building in any shopping center area is based on the strategic location together with the demand and supply of office space in that area. The revenues from office building include rental of office space, rental of retail space within the office building, and revenue from utilities services.

At present, Central Pattana manages 10 office buildings on the premises of 1) Ladprao, 2) Pinklao Tower A, 3) Pinklao Tower B, 4) Bangna 5) centralwOrld (Central World Offices), 6) Chaengwattana, 7) Rama 9, 8) The Ninth Towers, 9) Unilever House, and 10) G Tower. Amongst these projects, Central Pattana owns five buildings, four of



which are under CPNREIT (Pinklao Tower A, B, The Ninth Towers and Unilever House) and the other under CPNCG (Central World Offices). Tenants of office buildings in Central Ladprao, Central Pinklao, Central Bangna, Central Chaengwattana, and Central Rama 9 projects are mostly operators of businesses that benefit the shopping center business, such as tutorial schools, language and music schools, beauty parlors, and securities brokerage firms. In contrast, centralwOrld Offices, The Ninth Towers, Unilever House and G Tower are grade A office buildings located in the heart of the business district. Their tenants are, therefore, leading Thai and multinational companies.

Central Pattana also expanded to short-term office rental space to meeting the new working styles under the name of “at work” which opened at centralwOrld Office, G-Tower Office and Central Chonburi where have high demand of flex-space format. Moreover, Central Pattana invested in co-working space under “Common Ground” brand, which opened at G Tower Office and centralwOrld Offices. According to the changing of working style, Central Pattana is finding more potential locations among its assets to open more “at work” and “Common Ground” in the future.

### 3. Hotel

The hotel business on the same premises as shopping centers complements the shopping center business in terms value accretion to the overall project by making the most use of properties for the maximum return on investment. Key consideration factors of hotel investment include project location, demand and supply, surrounding environment, and the project’s growth potential. The hotel business comprises guest rooms, food outlets, seminar rooms and convention centers to serve the growth of the MICE (Meeting Incentive Convention and Exhibition) industry. Revenue from the hotel business comprises room revenue, sale of food & beverage and rental of units in buildings and service income. Central Pattana had set up specialized team of executives, experienced personnel and experts to conduct feasibility studies and execute other relevant tasks.

According to mixed-use development strategy in 2023, Central Pattana had added hotels to its existing projects through 3 brands to serve variety of customers including

- 1) Hilton brand: the hotel is located on the shopping mall which the only one hotel brand of Central Pattaya that focuses on foreign tourist, the hotel is managed by Hilton Hotel Corporation;
- 2) Centara brand: the hotels are located next to Central Pattana’s shopping malls in big cities, focus on local Thai tourist with full service of F&B and Convention Hall, the hotels are managed by Central Plaza Hotel; and
- 3) GO! Hotel brand: a premium budget hotel in second tier or industrial cities for local business travelers, with the collaborate with shopping malls for F&B services, the hotels are managed by Central Pattana.

Most of hotels are Pet Friendly except Centara Hotel & Convention Centre Udonthani and Hilton Pattaya Hotel. In 2023, Central Pattana has 9 hotels including 1) Hilton Pattaya, which was leased to CPNREIT for 20 years since 2017; 2) Centara Hotel & Convention Centre Udonthani; 3) Centara Korat; 4) Centara Ubon; 5) Centara Ayutthaya; 6) GO! Hotel Bowin; 7) GO! Hotel Banchang; 8) GO! Hotel Si Racha; and 9) GO! Hotel Chonburi.

#### 4. Residential Projects

Recognizing the potential of mixed-use development of shopping center projects, Central Pattana has developed residential projects to maximize the benefit of its core business. Hence, a specialized team of executives, experienced personnel and experts was set up to conduct feasibility studies on the development of residential projects and execute other relevant tasks.

Under mixed-use development concept, Central Pattana develops condominiums on its existing vacant land next to shopping malls especially in upcountry, to support the real demand in each location. For landed house, Central Pattana use its human capacity to develop in potential areas which are in the radiance of its shopping malls.

In 2022, Central Pattana launched 5 projects including 3 condominiums namely: ESCENT PETCHABURI and ESCENT BURIRAM, and 2 low rise projects namely: BANN NIRATI NAKHON SI, BANN NIRADA RAMA2, BANN NIRADA UTTHAYAN-AKSA. Currently, Central Pattana has 33 residential projects including:

- 9 completing transferred condominiums: 1) ESCENT CHIANGMAI; 2) ESCENT KHONKAEN; 3) ESCENT RAYONG; 4) ESCENT VILLE CHIANGMAI; 5) ESCENT VILLE CHIANGRAI; 6) ESCENT NAKHONRATCHASIMA; 7) ESCENT UBONRATCHATHANI; 8) Belle Grand Rama 9; and 9) ESCENT PARK VILLE CHIANGMAI
- 6 condominiums under transferring process: 1) PHYLL PHAHOL 34; 2) ESCENT RAYONG II; 3) ESCENT KORAT; 4) ESCENT HATYAI; 5) ESCENT VILLE AYUTTHAYA; and 6) PHYLL PHUKET

- 6 condominiums under construction: 1) ESCENT TRANG; 2) ESCENT VILLE SURATHANI; 3) ESCENT VILLE SUPANBURI; 4) ESCENT VILLE CHACHOENGSAO; 5) ESCENT PETCHABURI; and 6) ESCENT BURIRAM
- 12 low rise projects which in vicinity area of Central Pattana shopping malls: 1) NIYHAM BOROMRATCHACHONNANI - luxury detached house format; 2) NINYA KALLAPAPRUEK - twin tome format; 3) ESCENT TOWN PHITSANULOK - townhome format; 4) NIRATI CHIANGRAI - single detached house; 5) NIRATI BANGNA; 6) NIRATI DON MUEANG - mixed products; 7) ESCENT AVENUE RAYONG - home office format; 8) BANN NIRATI CHIANGMAI; 9) BANN NINYA RATCHAPRUEK; 10) BANN NIRATI NAKHON SI; 11) BANN NIRADA RAMA2; and 12) BANN NIRADA UTTHAYAN-AKSA.

#### 5. Investment in Property Fund and REIT (Real Estate Investment Trust)

Central Pattana is the major unit holder of CPNREIT and CPNCG, representing 30.3% and 25.0% of total ownership respectively. It also serves as the property manager and receives monthly fees under management contracts and profit-sharing agreement based on investment proportions. The details are as follows:

- 1) CPNREIT was established pursuant to the Trust Act on November 29, 2017 from the conversion of CPNRF. The trust units of CPNREIT have been started trading on the SET on December 14, 2017. CPNREIT is indefinite and non-redeemable, and will focus on its investments in immovable properties, leasehold rights in immovable properties, and sub-leasehold rights in high-end immovable properties, particularly shopping malls. CPNREIT will also invest in other types of immovable properties that are related to or complement immovable properties in the category of shopping malls, such as assets for commercial purposes, office buildings, hotels, and serviced apartments, etc.

CPNREIT's operations include CPN REIT Management Co., Ltd., a subsidiary of the Company, acting as the

REIT Manager and three property managers i.e. the Company manages shopping malls and office buildings, Grand Canal Land Plc. and Sterling Equity Co., Ltd. manages The Ninth Towers Grand Rama 9 office building and Unilever House office building. Also, CPN Pattaya Hotel Co., Ltd., a subsidiary of the Company, is a sub-lessee of Hilton Pattaya Hotel, which has Hilton Hotel Corporation Co., Ltd., as the hotel operator. In addition, SCB Asset Management Co., Ltd. is a trustee and The Securities Depository (Thailand) Co., Ltd. is a registrar.

At the end of 2021, CPNREIT had been investing in leasehold rights of seven shopping malls, which are Central Rama 2, Central Rama 3, Central Pinklao, Central Chiangmai Airport, Central Pattaya, Central Marina and Central Lampang, and four office buildings namely Pinklao Tower A and Tower B, The Ninth Towers and Unilever House, and one hotel which is Hilton Pattaya. (For more information, please visit [www.cpnreit.com](http://www.cpnreit.com))

- 2) CPNCG was registered on September 13, 2012, with an indefinite expiration date. The purpose of the fund is to raise funds from unitholders to invest in properties or leasehold properties and seek benefit from properties. CPNCG has invested in parts of Central World Offices by SCB Asset Management Company Limited (SCBAM) acts as the management company, Kasikorn Public Company Limited acts as the mutual fund supervisor, the Siam Commercial Bank Public Company Limited acts as the registrar, and Central Pattana acts as the property manager. As the property manager, Central Pattana is entitled to monthly management fee from the fund according to the contractual agreement between the fund and the property manager. (For more information, please visit [www.cpnccg.com](http://www.cpnccg.com))

## Product Acquisition

In acquiring products, the process for project development is as follows:

### Acquiring Land for Mixed-used Property Development

Central Pattana has a policy to develop new projects or take over existing shopping centers or related businesses operating in densely populated areas that can be acquired by purchase or rent in locations where it is projected to sustain potential rapid growth with low risk.

Major considerations in the acquisition of land or projects are:

- Positioning of the site, including location, transportation, and adjacent land use
- Size, shape and type of land ownership
- Public utilities that will facilitate land development
- Existing use of the land, such as industrial or residential zone
- Growth trends with consideration given to population growth, consumer spending, amount and income of the population, especially the target clientele and the matching of demand and supply estimation
- Land use constraints and related laws such as city planning or retail business laws
- Land pricing and possibility of acquisition. Central Pattana has divided means of acquisition of high business potential land as follows:
  - 1) Outright Purchase where the price is reasonable and the site is appropriate for development into a shopping center or related businesses.
  - 2) Rental where the land is located on a high-potential site, but the landowner is unwilling to sell the land outright or the land price is so high that it is not worth buying outright or the landowner is not interested in a joint venture.
  - 3) Joint Venture with Landowner where it is a condition of the landowner and the site has high business potential.

However, every site Central Pattana has acquired for development is usually the best in the area and the price of acquisition is not above the market price.



## Feasibility Study

### Market Feasibility Study

To minimize risk and expedite returns, Central Pattana carefully considers the market share, competition landscape, characteristics of customer groups, and market trends such as customers' needs, merchandise supplies, product and shop specification, as well as the process of determining the right price in line with marketing plans.

### Technical Analysis and Structural Studies

In determining unique and distinctive characteristics of the shopping center that will draw customers and in assigning appropriate structural components in respond to target group needs and the local market status.

### Financial Feasibility Analysis

To study returns on investment (ROIs) and funding sources to ensure that a given ROI is attractive and no less than Central Pattana's threshold rate.

## Selection of Contractors

For new projects, Central Pattana emphasizes the quality and standard of construction and examines contractors' track records and performances in quality and standard of construction, financial potential, responsibility of work, and process and new production technology that can lower costs and shorten construction time. As for the selection process, Central Pattana puts each project up for bidding with no less than three bidders in a closed-bid process. Comparison is made with the predetermined budget and the medium or market price assessed by an independent workload surveyor. The timeframe for construction must follow Company plans and adhere to clear and transparent procurement rules and regulations.

## Procedure and Technique for Construction Management

Though the procedures and construction technology are the responsibility of the contractor, Central Pattana also hires project and system engineers as consultants to monitor and control work. At the same time, it also studies the technology along with the contractor so as to develop new construction techniques to lower costs and shorten construction time. Central Pattana also applies value engineering to assist in the design and building phase of the project, which has allowed the Company to cut down on construction costs yet still maintain the quality and standard. Furthermore, Central Pattana has become a member of the International Council of Shopping Centers (ICSC) so as to receive data and information that are always updated and useful for the construction of Central Pattana's shopping centers.



## Asset for Business Operation

### Shopping Mall Project

Date as of December 31, 2023

Shopping Mall	Year of Operation	Land Ownership (Year Expire)	Total Project GFA <sup>3</sup> (sq.m.)	Leasable Area (sq.m.)	Food Centers <sup>4</sup>
1. Central Ladprao	1982	Leasehold (2028)	310,000	43,410	
2. Central Ramindra	1993	Leasehold (2044)	86,000	15,177	
3. Central Pinklao <sup>1</sup>	1995	Leasehold (2047)	370,000	60,606	○
4. Central Marina <sup>1</sup>	1995	Leasehold (2035)	70,000	17,270	○
5. Central Chiangmai Airport <sup>1</sup>	1996 <sup>2</sup>	Freehold	250,000	72,860	○
6. Central Rama 3 <sup>1</sup>	1997	Freehold	188,000	52,861	○
7. Central Bangna	2001 <sup>2</sup>	Freehold	500,000	64,163	○
8. Central Rama 2 <sup>1</sup>	2002	Leasehold (2055)	273,000	102,881	○
9. centralwOrld	2002 <sup>2</sup>	Leasehold (2040)	830,000	176,523	○
10. Central Rattana Thibet	2003 <sup>2</sup>	Freehold & Leasehold (2034)	140,000	75,247	○
11. Central Chaengwattana	2008	Freehold	310,000	65,375	○
12. Central Pattaya <sup>1</sup>	2009	Freehold & Leasehold (2038)	210,000	54,795	○
13. Central Udon	2009 <sup>2</sup>	Freehold	250,000	70,847	○
14. Central Chonburi	2009	Freehold & Leasehold (2027)	156,000	43,466	○
15. Central Khonkaen	2009	Freehold	200,000	46,204	○
16. Central Chiangrai	2011	Freehold	110,000	27,068	○
17. Central Phitsanulok	2011	Freehold	100,000	26,769	○
18. Central Rama 9	2011	Leasehold (2040)	214,000	58,826	
19. Central Suratthani	2012	Freehold	130,000	31,033	○
20. Central Lampang <sup>1</sup>	2012	Leasehold (2041)	110,000	19,968	○
21. Central Ubon	2013	Freehold	151,000	29,851	○
22. Central Chiangmai	2013	Freehold	260,000	67,930	○
23. Central Hatyai	2013	Freehold	295,000	63,682	○
24. Central Samui	2014	Leasehold (2043)	76,000	31,756	○
25. Central Salaya	2014	Freehold & Leasehold (2044)	185,500	33,067	○
26. Central Rayong	2015	Freehold	155,000	30,716	○

Date as of December 31, 2023

Shopping Mall	Year of Operation	Land Ownership (Year Expire)	Total Project GFA <sup>3</sup> (sq.m.)	Leasable Area (sq.m.)	Food Centers <sup>4</sup>
27. Central Phuket					○
- Central Phuket Festival	2015 <sup>2</sup>	Leasehold (2056)	137,000	49,939	
- Central Phuket Floresta	2018	Leasehold (2056)	242,800	33,222	
28. Central Westgate	2015	Leasehold (2043)	352,000	90,913	○
29. Central Eastville	2015	Freehold & Leasehold (2045)	150,000	35,999	○
30. Central Nakhon Si	2016	Freehold	90,000	21,761	○
31. Central Korat	2017	Freehold	233,000	49,757	○
32. Central Mahachai	2017	Freehold	131,250	24,600	○
33. Central i-City	2019	Freehold	259,000	84,202	
34. Central Village	2019	Freehold	80,000	33,572	○
35. Central Si Racha	2021	Leasehold (2050)	130,000	32,446	○
36. Central Ayutthaya	2021	Freehold	130,000	22,713	○
37. Esplanade Ratchada	2021 <sup>2</sup>	Leasehold (2031)	98,371	42,216	
38. Central Chanthaburi	2022	Freehold	85,000	19,807	○
39. Central Westville	2023	Freehold	69,000	29,882	
<b>Total</b>			<b>8,049,550</b>	<b>1,953,380</b>	<b>33</b>

**Remarks:** <sup>1</sup> Assets leased from Central Pattana to CPNREIT include the following leasable areas:

- 46% in Central Pinklao, ending May 2027
- 68% in Central Rama 3, ending August 2095 (extendable twice for 30 years each)
- 86% in Central Rama 2, ending August 2055
- 54% in Central Chiangmai Airport, ending April 2044
- 53% in Central Pattaya, ending August 2037
- 89% in Central Marina, ending April 2035
- 82% in Central Lampang, ending December 2041

<sup>2</sup> Year of acquisition

<sup>3</sup> GFA including NLA, parking, hall, common area, office and hotel

<sup>4</sup> Only food centers managed by the Company

## Community Mall Project

Date as of December 31, 2023

Community Mall	Year of Operation	Land Ownership (Year Expire)	Total Project GFA <sup>1</sup> (sq.m.)	Leasable Area (sq.m.)
1. Market Place Bangbon	1995	Leasehold (2024)	8,795	7,169
2. Market Place Sukaphiban 3	1996	Leasehold (2037)	13,204	7,135
3. Market Place Pracha Utit	1996	Leasehold (2056)	11,662	6,124
4. Marche Thonglor	2002	Leasehold (2049)	41,463	13,301
5. J Avenue (Thonglo 15)	2004	Leasehold (2054)	14,471	7,766
6. Market Place Nawamin	2004	Leasehold (2037)	11,258	3,975
7. Petchkasem Power Center	2005	Leasehold (2035)	79,045	41,186
8. Ekkamai Power Center	2005	Leasehold (2035)	31,151	14,914
9. LaVilla (Ari)	2006	Leasehold (2036)	10,445	5,641
10. The Avenue Ratchayothin <sup>2</sup>	2007	Leasehold (2040)	60,581	3,178
11. Pattaya Avenue	2007	Leasehold (2035)	41,067	24,032
12. Nawamin City Avenue 1	2008	Leasehold (2038)	15,255	8,384
13. Nawamin City Avenue 2	2009	Leasehold (2038)		7,786
14. Meng Jai (B-Quik)	2014	Leasehold (2024)	7,074	466
15. Market Place Nanglinchee	2017	Leasehold (2047)	22,585	11,365
16. Market Place Dusit	2019	Leasehold (2049)	14,314	6,034
17. Market Place Krungthep Kreeta	2021	Leasehold (2041)	41,067	5,038
Total			423,437	173,494

(Acquisition in 2021)

## Joint Venture Project

Date as of December 31, 2023

Joint Venture Project	Year of Operation	Land Ownership (Year Expire)	Total Project GFA <sup>1</sup> (sq.m.)	Leasable Area <sup>3</sup> (sq.m.)
1. Mega Bangna	2012	Freehold	665,639	169,012

(Acquisition in 2021)

**Remark:** <sup>1</sup> GFA including NLA, common area.<sup>2</sup> Assets leased to Major Cineplex Lifestyle Leasehold Property Fund (MJLF) 100% until June 25, 2037.<sup>3</sup> Excluding IKEA's area

## Office Building Project

Date as of December 31, 2023

Office Building	Year of Operation	Land Ownership	Leasable Area (sq.m.)
1. Ladprao	December 1982	Leasehold (2028)	16,097
2. Pinklao Tower A <sup>1</sup>	March 1995	Leasehold (2047)	22,762
3. Bangna	December 2001 <sup>3</sup>	Freehold	10,007
4. centralwOrld Offices <sup>2</sup>	November 2004 <sup>3</sup>	Leasehold (2040)	82,030
5. Pinklao Tower B <sup>1</sup>	March 2006	Leasehold (2047)	11,334
6. Chaengwattana	March 2009	Freehold	19,942
7. Rama 9	December 2011	Leasehold (2040)	7,378
8. The Ninth Towers Grand Rama 9 <sup>1</sup>	September 2018 <sup>3</sup>	Freehold	58,914
9. Unilever House Grand Rama 9 <sup>1</sup>	September 2018 <sup>3</sup>	Freehold	18,527
10. G Tower Grand Rama 9	September 2018 <sup>3</sup>	Leasehold (2050)	67,520
<b>Total</b>			<b>314,511</b>

**Remarks:** <sup>1</sup> Assets leased from Central Pattana to CPNREIT include:

- Pinklao Tower A and B, ending December 2024
- The Ninth Towers Grand Rama 9, ending April 2047
- Unilever House Grand Rama 9, ending November 2034

<sup>2</sup> Asset leased from Central Pattana to CPNCG, part 1 in September 2012 and ending in September 2032, and part 2 in December 2012 and ending in December 2032.

<sup>3</sup> Year of acquisition

## Hotel Project

Date as of December 31, 2023

Hotel	Year of Operation	No. of Guest Rooms
1. Centara Hotel & Convention Centre Udon Thani <sup>1</sup>	April 2009 <sup>3</sup>	259
2. Hilton Pattaya <sup>2</sup>	November 2010	304
3. Centara Korat Hotel	September 2022	218
4. GO! Hotel Bowin	December 2022	79
5. Centara Ubon Hotel	March 2023	160
6. GO! Hotel Banchang	May 2023	79
7. GO! Hotel Si Racha	August 2023	79
8. GO! Hotel Chonburi	August 2023	79
9. Centara Ayutthaya Hotel	December 2023	224

**Remarks:** <sup>1</sup> Central Pattana is the project owner and Central Plaza Hotel Plc is the hotel manager.

<sup>2</sup> CPNREIT has the leasehold rights from December 2017 to August 2037 and Hilton Hotel Corporation is the hotel manager.

<sup>3</sup> Year of acquisition

GO! Hotel brand is owned and operated by Central Pattana.

## Residential Properties for Rent Project

Date as of December 31, 2023

Residential for Rent	Year of Operation	Leasable Area (sq.m.)
1. Central City Residence <sup>1</sup>	December 2001 <sup>2</sup>	1,567

Remarks: <sup>1</sup> Central Pattana owns strata-title of 11 units of the condominium.

<sup>2</sup> Year of acquisition

## Residential Properties for Sale Project

Date as of December 31, 2023

Residential Properties for Sale (High-rise)	Year of Launch	Year of Transfer	Project Value (bn Baht)	Total No. of Units
1. ESCENT CHIANGMAI	2016	2018	0.93	400
2. ESCENT KHONKAEN	2016	2018	0.93	408
3. ESCENT RAYONG	2016	2018	0.93	419
4. ESCENT VILLE CHIANGMAI	2017	2019	0.73	451
5. ESCENT VILLE CHIANGRAI	2017	2019	0.73	313
6. ESCENT NAKHONRATCHASIMA	2017	2019	0.73	380
7. PHYLL PHAHOL 34	2018	2019	1.31	358
8. ESCENT UBONRATCHATHANI	2018	2020	0.75	395
9. BELLE GRAND RAMA 9	2018 <sup>1</sup>	2018	15.04	1991
10. ESCENT PARK VILLE CHIANGMAI	2019	2020	0.94	450
11. ESCENT RAYONG II	2020	2022	0.93	420
12. ESCENT KORAT	2020	2023	1.00	395
13. ESCENT HATYAI	2020	2023	1.51	665
14. ESCENT VILLE AYUTTHAYA	2021	2023	0.89	396
15. PHYLL PHUKET	2021	2023	1.48	439
16. ESCENT VILLE SURATHANI	2022	2024	1.01	459
17. ESCENT VILLE SUPANBURI	2022	2024	0.68	328
18. ESCENT VILLE CHACHOENGSAO	2022	2024	0.65	362
19. ESCENT TRANG	2022	2024	0.90	378
20. ESCENT PETCHBURI	2023	2025	0.42	196
21. ESCENT BURIRAM	2023	2025	0.90	372

Remarks: <sup>1</sup> Year of acquisition

## Residential Properties for Sale Project

Date as of December 31, 2023

Residential Properties for Sale (Low-rise)	Year of Launch	Year of Transfer	Project Value (bn Baht)	Total No. of Units
1. NIYHAM BOROMRATCHACHONNANI	2018	2019	2.17	71
2. NINYA KALLAPAPRUEK	2020	2020	1.51	144
3. ESCENT TOWN PHITSANULOK	2020	2020	0.96	358
4. NIRATI CHIANGRAI	2020	2020	1.08	183
5. NIRATI BANGNA	2020	2020	1.20	156
6. NIRATI DON MUEANG	2021	2021	1.94	262
7. ESCENT AVENUE RAYONG	2021	2022	0.48	63
8. BAAN NINYA RATCHAPRUEK	2022	2022	1.34	132
9. BAAN NIRATI CHIANGMAI	2022	2022	1.66	179
10. BAAN NIRATI NAKHON SI	2023	2023	0.67	79
11. BAAN NIRADA RAMA 2	2023	2023	3.01	110
12. BAAN NIRADA UTTHAYAN-AKSA	2023	2024	2.36	93

## Future Project



# 01

## Central Nakhon Sawan

Shopping Mall

**Location :** Mueang District,  
Nakhon Sawan Province

**Opening :** January 31, 2024

**Details :** Nakhon Sawan is 250 km away from Bangkok to the North. It is a big hub city and a gate way to the Northern part. This project has total leasable area apx. 29,000 sq.m.



02

## Central Nakhon Pathom

Shopping Mall

**Location :** Mueang District,  
Nakhon Pathom Province

**Opening :** March 30, 2024

**Details :** Nakhon Pathom is 50 km away from Bangkok to the West. It get benefit from the urbanization from Bangkok such as universities, governance center, housing projects and other industrial business. This project has total leasable area apx. 25,000 sq.m.



03

## Central Krabi

Shopping Mall

**Location :** Mueang District,  
Krabi Province

**Opening :** 2025

**Details :** Krabi is located in the Southern part. It was listed in the top 5 of the most popular destination among local and foreign tourist. This project has total leasable area apx. 22,000 sq.m.





## 04

Location : Junction of Silom and Rama 4 Rd., Bangkok

### Dusit Cental Park

Mixed-use Project

#### 01 Dusit Bangkok Hotel (Ownership 30%)

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Opening : 3Q2024  
Details : 250 rooms

#### 04 Residential Project (Ownership 30%)

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Opening : 2025  
Details : 69 floors with 406 rooms

#### 02 Central Park Offices (Ownership 100%)

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Opening : 2025  
Details : GBA apx. 130,000 sq.m.

Dusit Residences  
unit size 120-600 sq.m. with 160 rooms

Dusit Parkside  
unit size 55-115 sq.m. with 246 rooms

#### 03 Central Park Shopping Mall (Ownership 85%)

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Opening : 2025  
Details : GBA apx. 130,000 sq.m.

## International

To establish and maintain a strong foundation for sustainable growth, Central Pattana has been exploring and studying on overseas investment opportunities especially in Asian countries with high economic potential, such as Malaysia and Vietnam, to expand its business base while diversifying investment risks. In doing so, different market conditions, competition, and business risks are considered. A working committee was appointed to investigate target countries in a variety of aspects, whether economic, social, political, industrial, competition, business laws, or associated risks in each country to screen markets blessed with potential, business opportunities, and suitability to Central Pattana's business. All projects under the plan have undergone stringent feasibility assessment for maximum effectiveness of

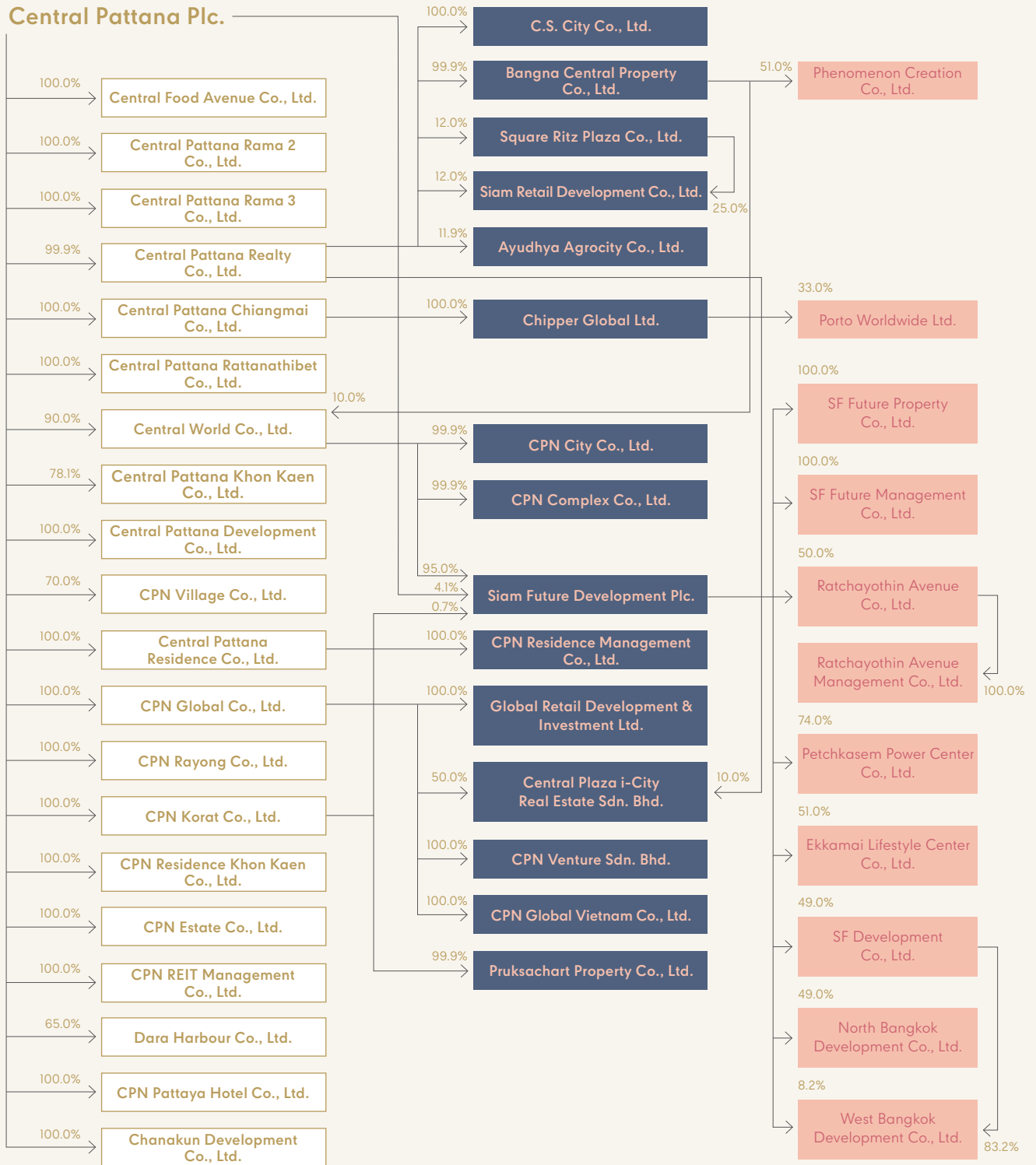
investment decisions to ensure that its overseas investment is made on the path of sustainability and growth.

Overseas projects include the renovation of existing shopping centers as well as development of brand-new projects in areas with great potential. To this end, Central Pattana may undertake sole proprietorship or joint investment with overseas business allies so as to penetrate new markets rapidly, efficiently, and robustly to boost competitiveness in a given country. Moreover, Central Pattana obtains beneficial data from the Central Group, equipped with extensive experience in overseas market, which has enabled Central Pattana to analyze and develop overseas projects more efficiently.

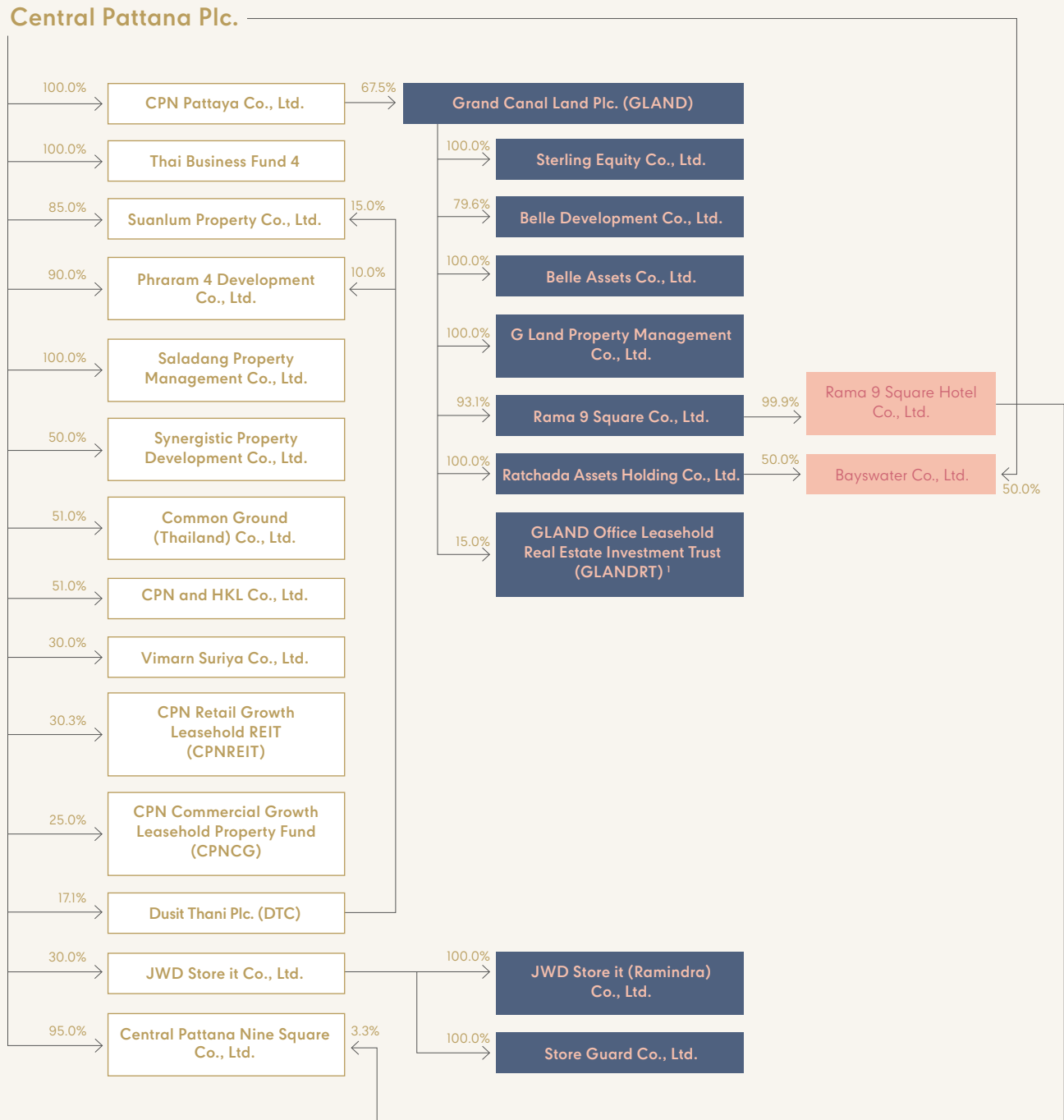




### 1.3 Investment Structure (1/2)



### 1.3 Investment Structure (2/2)



Remarks : <sup>1</sup> Company was discontinued and is in the process of liquidation.

## Revenue Structure of the Company and Its Subsidiaries

Unit: mn Baht

Type of Business / Operated By	% of Shareholding	Year 2019		Year 2020		Year 2021		Year 2022		Year 2023	
		Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
<b>Shopping Centers and Food Court</b>		30,765	77.7	22,448	78.2	20,353	75.4	30,736	78.3	36,267	74.0
• Central Pattana Plc.											
• Central Pattana Chiangmai Co., Ltd.	100.0										
• Bangna Central Property Co., Ltd.	99.9										
• Central Pattana Rama 3 Co., Ltd.	100.0										
• Central Pattana Rama 2 Co., Ltd.	100.0										
• Central Pattana Rattanathibet Co., Ltd.	100.0										
• CPN Pattaya Co., Ltd.	100.0										
• Central World Co., Ltd.	90.0										
• Central Pattana Khon Kaen Co., Ltd.	78.1										
• Central Pattana Realty Co., Ltd.	99.9										
• Central Pattana Nine Square Co., Ltd.	95.0										
• Central Pattana Development Co., Ltd.	100.0										
• CPN Rayong Co., Ltd.	100.0										
• CPN Korat Co., Ltd.	100.0										
• CPN Global Co., Ltd.	100.0										
• CPN Village Co., Ltd.	70.0										
• Central Food Avenue Co., Ltd.	100.0										
• Siam Future Development Plc.	96.9										
<b>Office Buildings</b>		717	1.8	561	2.0	480	1.8	663	1.7	746	1.5
• Central Pattana Plc.											
• Bangna Central Property Co., Ltd.	99.9										
• Central Pattana Nine Square Co., Ltd.	95.0										
<b>Hotel</b>		1,121	2.8	306	1.1	286	1.1	918	2.3	1,554	3.2
• Central World Co., Ltd.	90.0										
• CPN Pattaya Co., Ltd.	100.0										
<b>Residential Properties</b>		2,576	6.5	2,040	7.1	1,754	6.6	2,563	6.5	5,527	11.3
• Bangna Central Property Co., Ltd.	99.9										
• Central Pattana Residence Co., Ltd.	100.0										
Grand Canal Land Plc.	67.5	1,984	5.0	1,460	5.1	1,568	5.9	1,481	3.8	1,569	3.2
Investment Income		54	0.1	91	0.3	74	0.3	81	0.2	115	0.2
Share of Profits from investment in associates and joint ventures		1,232	3.1	785	2.7	704	2.7	1,560	4.0	2,133	4.3
Others		1,134	2.9	1,015	3.5	992	3.7	1,235	3.1	1,126	2.3
<b>Total Revenues <sup>1</sup></b>		<b>39,583</b>	<b>100.0</b>	<b>28,706</b>	<b>100.0</b>	<b>26,211</b>	<b>100.0</b>	<b>39,238</b>	<b>100.0</b>	<b>49,037</b>	<b>100.0</b>

Remark: <sup>1</sup> Excluding non-recurring items and impact from TFRS 16

## Summary of Associate Companies with Ownership of 10% or More

Company	Registered Capital (Baht)	Business	Nature of Business
1. Central Food Avenue Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	5,000,000	Food Center	Central Chaengwattana, Central Pinklao (Partially) and Central Bangna
2. Central Pattana Rama 2 Company Limited 160 Rama 2 Rd., Samaedum, Bangkhuntian, BKK 10150 Tel +66 (0) 2866 4300	1,500,000,000	Shopping Center	Central Rama 2
		Food Center	Central Rama 2
3. Central Pattana Rama 3 Company Limited 79 Sathupradit Rd., Chongnonsee, Yannawa, BKK 10120 Tel +66 (0) 2649 6000	324,738,000	Shopping Center	Central Rama 3
		Food Center	Central Rama 3 and Central Pinklao (Partially)
4. Central Pattana Realty Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,003,658,000	Shopping Center	Central Chonburi and Central Ladprao (Partially)
		Food Center	Central Chonburi
		Other	Shopping center and service facilities of Central Ladprao (Partially)
5. Bangna Central Property Company Limited 587, 589 Bangna-Trad Rd., Bangna, BKK 10260 Tel +66 (0) 2763 6000	1,160,563,400	Shopping Center	Central Bangna
		Office	Central Bangna
		Residential Development	Central City Residence
		Water Pak	Central Bangna
6. Central Pattana Chiangmai Company Limited 2 Mahidol Rd., 252-252/1 Wualai Rd., Haiya, Muang, Chiangmai 50100 Tel +66 (0) 5399 9199	1,000,000,000	Shopping Center	Central Chiangmai Airport
		Food Center	Central Chiangmai Airport
7. Central Pattana Rattana Thibet Company Limited 562, 566 Rattana Thibet Rd., Bangkrasor, Muang, Nontaburi 11000 Tel +66 (0) 2834 6000	800,000,000	Shopping Center	Central Rattana Thibet
		Food Center	Central Rattana Thibet
8. Central World Company Limited 4, 4/1, 4/2, 4/4 Ratchadumri Rd., Patumwan, BKK 10330 Tel +66 (0) 2640 7000	2,511,938,100	Shopping Center	Central Udon, Central Phitsanulok, Central Ubon and Central Samui
		Food Center	Central Udon, Central Phitsanulok, Central Ubon and Central Samui
		Hotel	Centara Hotel & Convention Centre Udon Thani and GO! Hotel Bowin

Company	Registered Capital (Baht)	Business	Nature of Business
9. Central Pattana Khon Kaen Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	2,000,000,000	Shopping Center	Central Khonkaen
		Food Center	Central Khonkaen
10. Central Pattana Development Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	700,000,000	Shopping Center	Central Chiangrai, Central Surat and Central Lampang
		Food Center	Central Chiangrai, Central Surat and Central Lampang
11. Central Pattana Nine Square Company Limited 9/9 Rama 9 Rd., Huai Khwang, BKK 10310 Tel +66 (0) 2103 5999	3,200,000,000	Shopping Center	Central Rama 9
		Office	Central Rama 9
12. CPN Rayong Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000,000	Shopping Center	Central Rayong
		Food Center	Central Rayong
13. CPN Korat Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000,000	Shopping Center	Central Korat
		Food Center	Central Korat
14. CPN Village Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000	Shopping Center	Central Village
		Food Center	Central Village
15. CPN Pattaya Company Limited 999/9, Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	2,500,000,000	Shopping Center	Central Pattaya
		Food Center	Central Pattaya
		Investment	Investment in 67.53% of GLAND
		Hotel	Hilton Pattaya
16. Central Pattana Residence Co., Ltd. 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	400,600,000	Residential Development for Sale	
17. CPN Residence Management Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000	Other	Management of condominium juristic person and housing estate juristic person



Company	Registered Capital (Baht)	Business	Nature of Business
18. CPN Residence Khon Kaen Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	200,000,000	Real Estate Development	
19. CPN Estate Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000	Real Estate Development	Centara Korat Hotel
20. CPN Global Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	2,500,000,000	Real Estate Development	
		Investment	Companies in Malaysia
21. Global Retail Development & Investment Limited 30 <sup>th</sup> Fl., Jardine House One Connaught Place, Central, Hong Kong	HKD 10,000	Real Estate Development	
22. Central Plaza i-City Real Estate Sdn. Bhd. Unit 30-01, 30 <sup>th</sup> Fl., Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia	MYR 458,000,000	Real Estate Development	
23. CPN Ventures Sdn. Bhd. Unit 30-01, 30 <sup>th</sup> Fl., Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia	MYR 10,000,000	Other	Real estate management consulting and corporate services
24. Chipper Global Limited Commence Chambers P.O. Box 2208, Road Town, Tortola, British Virgin Islands	USD 65,780,000	Residential Development	
		Investment	33% of Porto Worldwide Limited
25. Porto Worldwide Limited 2503 Bank of America Tower, 12 Harcourt Road, Central, Honkong	USD 199,301,000	Investment	Grab Thailand
26. Dara Harbour Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	400,000,000	Real Estate Development	
27. C.S. City Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	500,000,000	Real Estate Development	

Company	Registered Capital (Baht)	Business	Nature of Business
28. Phenomenon Creation Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	400,000,000	Other	Theme Park Developer at Central Phuket
29. Square Ritz Plaza Company Limited 587 Ramindra Rd., Kannayao, BKK 10230 Tel +66 (0) 2947 5000	125,000,000	Real Estate Development	
30. Siam Retail Development Company Limited 587, 589, 589/7-9 Ramindra Rd., Kannayao, BKK 10230 Tel +66 (0) 2947 5000	500,000,000	Real Estate Development	
31. Ayudhya Agrocitry Company Limited 3/10 M.17 Bangna-Trad Rd., Bangpleeyai, Bangplee, Samutprakarn 10540 Tel +66 (0) 2399 4510	400,000,000	Real Estate Development	
32. CPN City Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	2,863,485,000	Real Estate Development	
33. CPN Complex Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	2,341,600,000	Real Estate Development	
34. Chanakun Development Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	70,000,000	Real Estate Development	
35. Synergistic Property Development Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	465,000,000	Real Estate Development	
36. CPN and HKL Company Limited 53 Sivatel Tower 12A Floor Unit 12A03-04 Wireless Rd., Lumpini, Patumwan, BKK 10330	4,000,000	Real Estate Development	
37. Thai Business Fund 4 Managed by Krung Thai Asset Management Public Company Limited 1 Empire Tower, 32 <sup>nd</sup> Fl., South Sathorn Rd., Yannawa, Sathorn, BKK 10120 Tel +66 (0) 2686 6100	5,443,793,158	Leasehold Investment	centralwOrld

Company	Registered Capital (Baht)	Business	Nature of Business
38. CPN Retail Growth Leasehold REIT Managed by CPN REIT Management Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	29,653,382,715	Leasehold Investment	Centra Rama 2, Central Rama 3, Central Pinklao, Central Chiangmai Airport, Central Pattaya Beach, Hilton Pattaya Hotel, Pinklao Tower A & B, The Ninth Towers, Unilever House and Parking Areas
39. CPN REIT Management Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	10,000,000	Other	Management of Real Estate Investment Trust (REIT)
40. CPN Pattaya Hotel Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	200,000,000	Other	To sublease and conduct a business of Hilton Pattaya Hotel which is under CPNREIT
41. CPN Commercial Growth Leasehold Property Fund Managed by SCB Asset Management Company Limited SCB Park Plaza 1, 7 <sup>th</sup> -8 <sup>th</sup> Fl., 18 Ratchadapisek Rd., Chatuchak, BKK 10900 Tel +66 (0) 2949 1500	4,394,381,700	Leasehold Investment	The Offices at centralwOrld
42. Grand Canal Land Public Company Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	6,535,484,202	Office	The Ninth Towers
43. Sterling Equity Company Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	1,800,000,000	Office	Unilever House
44. Belle Development Company Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	2,064,261,300	Residential Development	Belle Grand Rama 9
45. Belle Assets Company Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	11,000,000	Residential Development	
46. G Land Property Management Company Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	500,000,000	Real Estate Development	

Company	Registered Capital (Baht)	Business	Nature of Business
47. Rama 9 Square Company Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	1,900,000,000	Office	G Tower
48. Rama 9 Square Hotel Company Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	16,000,000	Real Estate Development	
49. Ratchada Assets Holding Limited 33/4 Rama IX Rd., Huaykwang, BKK 10310 Tel +66 (0) 2246 2323	6,000,000	Investment	50% of Bayswater Company Limited
50. Bayswater Company Limited 21 Soi Choei Phuang Vibhavadi Rangsit Rd., Chomphon, Chatuchak, BKK 10900 Tel +66 (0) 2273 8838	10,000,000	Real Estate Development	
51. Dusit Thani Public Company Limited Dusit Thani Building, 5 <sup>th</sup> Fl., 946 Rama IV Rd., Silom, Bangrak, BKK 10500 Tel +66 (0) 2200 9999	850,000,000	Other	Operate hotel business and Hotel Management Service
52. Vimarn Suriya Company Limited Dusit Thani Building, 5 <sup>th</sup> Fl., 946 Rama IV Rd., Silom, Bangrak, BKK 10500 Tel +66 (0) 2200 9999	1,100,000,000	Real Estate Development	
53. Suanlum Property Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	172,000,000	Real Estate Development	
54. Phraram 4 Development Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000	Real Estate Development	
55. Saladang Property Management Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	400,000	Real Estate Development	
56. Siam Future Development Public Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	2,131,929,050	Real Estate Development	
57. Siam Future Property Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	200,000,000	Real Estate Development	Esplanade Ratchadapisek

Company	Registered Capital (Baht)	Business	Nature of Business
58. Siam Future Management Company Limited 99 Ratchadapisek Road, Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	100,000	Real Estate Development	Market Place Nawamin (Sukhapiban I)
59. Ratchayothin Avenue Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	135,000,000	Real Estate Development	The Avenue Ratchayothin
60. Ratchayothin Avenue Management Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	1,000,000	Real Estate Development	The Avenue Ratchayothin
61. Petchkasem Power Center Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	1,000,000	Real Estate Development	Petchkasem Power Center
62. Ekkamai Lifestyle Center Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	1,000,000	Real Estate Development	Ekkamai Power Center
63. SF Development Company Limited 38, 38/1, 38/2, 38/3, 39 M.6, Bangna-Trad Rd., Bangkaew, Bang Phli, Samutprakarn 10540 Tel +66 (0) 2105 1000	3,000,000,000	Real Estate Development	Mega Bangna
64. North Bangkok Development Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	780,000,000	Real Estate Development	Develops and operates shopping mall with IKANO Pte.
65. West Bangkok Development Company Limited 99 Ratchadapisek Rd., Din Daeng, BKK 10400 Tel +66 (0) 2660 9000	1,537,920,000	Real Estate Development	
66. Common Ground (Thailand) Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000	Other	Co-working Space

Company	Registered Capital (Baht)	Business	Nature of Business
67. JWD Store it Company Limited 36 Krungthep Kreetha Rd., Hua Mak, Bang Kapi, BKK 10240 Tel +66 (0) 2710 4000	240,666,700	Warehousing and Storage	Storage Business
68. JWD Store it (Ramintra) Company Limited 36 Krungthep Kreetha Rd., Hua Mak, Bang Kapi, BKK 10240 Tel +66 (0) 2710 4082	16,000,000	Warehousing and Storage	Storage Business
69. Store Guard Company Limited 36 Krungthep Kreetha Rd., Hua Mak, Bang Kapi, BKK 10240 Tel +66 (0) 2710 4000	4,500,000	Warehousing and Storage	Storage Business
70. Pruksachart Property Company Limited 999/9 Rama I Rd., Patumwan, BKK 10330 Tel +66 (0) 2667 5555	1,000,000	Real Estate Development	Data Center
71. CPN Global Vietnam Company Limited M Fl., Satra - Eximland Building, 163 Phan Dang Luu Street, Ward 01, Phu Nhuan District, Ho Chi Minh City, Vietnam Tel +66 (0) 2667 5555	VND 20,000,000,000	Investment	Companies in Vietnam

**Remarks:** GLAND Office Leasehold Real Estate Investment Trust (GLANDRT) was discontinued and is in the process of liquidation.

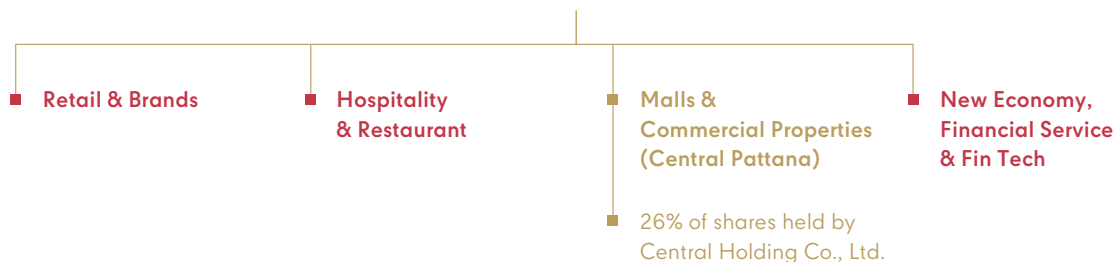
## Persons, who may have conflict of interest, hold more than 10% in Subsidiaries or Associated Companies

-None-

## Relationship with the Major Shareholder and Shareholders' Information

Relationship with the Group Business of the Major Shareholder Central Pattana's major shareholder is Central Holding Co., Ltd., with shareholding proportion of 26%. There is no transaction made with such major shareholder. Central Pattana is one of Central Group's core businesses which comprise four business categories including:

### CENTRALGROUP



Source: <https://www.centralgroup.com/en/our-business/overview>

Central Pattana's core business is provision of commercial property development, retail space rental, other relevant businesses, and promotion of the Company's business operation. The long history of success during its business operation is partly due to the fact that Central Pattana is one of business lines within Central Group, the constant leader in retail business. Central Group encompasses various businesses, ranging from retail business of various brands and products operated in department stores, lifestyle centers, shops of household products, electronics appliances, sports equipment, books and stationery, office supplies, fashion and lifestyle, supermarkets and restaurants. These businesses are Central Pattana's business alliances which are anchor and

retail tenants within Central Pattana's shopping complexes, which help build confidence among other prospects to become new tenants. These helps guarantee the success of Central Pattana's projects and therefore, the high profits are yielded to Central Pattana shareholders from such mutual relationship explained above. Central Group has clearly segregated management of individual companies for various affiliates.

When a transaction is engaged with any Central Group affiliate, the prices and terms are subject to market prices on an arm's length basis that Central Pattana practices with other customers in its own best interests.

### Top 10 Major Shareholders as at December 31, 2023 are <sup>1</sup>

Shareholders	No. of Share	Shareholding (%)
1. CENTRAL HOLDING CO., LTD. <sup>2</sup>	1,176,343,960	26.21
2. THAI NVDR CO., LTD.	332,660,157	7.41
3. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED <sup>3</sup>	119,384,151	2.66
4. STATE STREET EUROPE LIMITED <sup>3</sup>	98,992,035	2.21
5. MR. NITI OSATHANUGRAH	83,234,500	1.85
6. UBS AG SINGAPORE BRANCH <sup>3</sup>	76,086,582	1.70
7. SOCIAL SECURITY OFFICE OF THAILAND	67,412,800	1.50
8. BANK OF SINGAPORE LIMITED - THB SEG AC <sup>3</sup>	53,968,648	1.20
9. BANK OF SINGAPORE LIMITED - SEG <sup>3</sup>	53,490,020	1.19
10. THE BANK OF NEW YORK MELLON <sup>3</sup>	52,742,696	1.18
<b>Total</b>	<b>2,114,315,549</b>	<b>47.11</b>

**Remarks:** <sup>1</sup> The top ten shareholders are ranked by Thailand Securities Depository Co., Ltd.

<sup>2</sup> Shareholding of Chirathivat family.

<sup>3</sup> The Share Registrar is not able to give details of the names of Shareholders; however, these nominee accounts do not have any influence over the Company's strategies or operational management.

## Directors and executives holding Central Pattana's shares in 2023, are as follows

No.	Name	Position	No. of Shares as at January 1, 2023		
			Direct	Indirect <sup>1</sup>	Total
1.	Mr. Sudhitham Chirathivat	Chairman	26,764,600	-	26,764,600
2.	Mr. Veravat Chutichetpong	Lead Independent Director	-	-	-
3.	Mr. Winid Silamongkol	Independent Director	-	-	-
4.	Mrs. Jotika Savanananda	Independent Director	4,691	-	4,691
5.	Ms. Parnsiree Amatayakul	Independent Director	-	-	-
6.	Mrs. Nidsinee Chirathivat	Director	12,746,182	-	12,746,182
7.	Mr. Kobchai Chirathivat	Director	27,362,800	133,000	27,495,800
8.	Mr. Prin Chirathivat	Director	42,366,895	192,000	42,558,895
9.	Mr. Preecha Ekkunagul	Director	75,115	3,000	78,115
10.	Mr. Suthipak Chirathivat	Director	25,589,600	-	25,589,600
11.	Mr. Thirayuth Chirathivat	Director	24,325,800	-	24,325,800
12.	Ms. Wallaya Chirathivat	Director & Chief Executive Officer	17,708,900	-	17,708,900
13.	Ms. Naparat Sriwanvit	Chief Finance, Accounting and Risk Management Officer	132,801	34,000	166,801
14.	Mr. Chanavat Uahwatanasakul	Chief Development and Commercial Officer	17,574,866	-	17,574,866
15.	Mr. Kree Dejchai	President Residential Business	78,666	-	78,666
16.	Dr. Nattakit Tangpoonsinthana	Chief Marketing Officer	34,806	-	34,806
17.	Mr. Akarin Phureesitr	Chief People Officer	49,377	-	49,377
18.	Mr. Lertvit Pumipitak	Head of Property Management	27,354	2,300	29,654
19.	Mr. Wuttikiat Techamongklapiwat	Head of Property Management, Community Mall and International Business Development	-	-	-
20.	Mr. Tiva Kuankruea	Head of Financial Report & Consolidation	400	-	400

Remarks: <sup>1</sup> Securities held by a spouse and/or children under the legal age of directors or executive officers.

<sup>2</sup> Securities allocation in the EJIP Project as disclosed to the SET on March 18, 2020, effective in May 2020.

<sup>3</sup> Resigned as Head of Property Management, holding the position until January 31, 2024

<sup>4</sup> Holding the position of Head of Property Management, Community Mall and International Business Development, effective from February 1, 2024, onwards



Changes in No. of Shares Increased/(Decreased) during 2023			No. of Shares as at December 31, 2023			Shareholding (%) as at December 31, 2023
Direct	Indirect <sup>1</sup>	Total	Direct	Indirect <sup>1</sup>	Total	
-	-	-	26,764,600	-	26,764,600	0.60
-	-	-	-	-	-	-
-	-	-	-	-	-	-
13,700 <sup>2</sup>	-	13,700	18,391	-	18,391	0.00
-	-	-	-	-	-	-
-	-	-	12,746,182	-	12,746,182	0.28
(20,000)	-	(20,000)	27,342,800	133,000	27,475,800	0.61
-	-	-	42,366,895	192,000	42,558,895	0.95
-	-	-	75,115	3,000	78,115	0.00
-	-	-	25,589,600	-	25,589,600	0.57
-	-	-	24,325,800	-	24,325,800	0.54
78,000	-	78,000	17,786,900	-	17,786,900	0.40
18,004 <sup>2</sup>	-	18,004	150,805	34,000	184,805	0.00
-	-	-	17,574,866	-	17,574,866	0.39
19,773 <sup>2</sup>	-	19,773	98,439	-	98,439	0.00
-	-	-	46,024	-	46,024	0.00
11,883 <sup>2</sup>	-	11,883	61,260	-	61,260	0.00
15,497 <sup>2</sup>	700	16,197	42,851	3,000	45,851	0.00
1,257 <sup>2</sup>	31,500	32,757	1,257	31,500	32,757	0.00
-	-	-	400	-	400	0.00

## 1.4 Authorized Share Capital and Paid-up Share Capital

### Authorized and Paid-up Share Capital

Central Pattana's capital structure, as at December 31, 2023, was as follows:

Capital Structure	Common Shares		
Authorized Share Capital	2,244,000,000	Baht	
Paid-up Share Capital	2,244,000,000	Baht	
Number of Common Shares	4,488,000,000	Shares	
Par Value	0.50	Baht	
Share Price	70.00	Baht	

## 1.5 Other Securities (Debenture)

### Unsecured and Unsubordinated Debentures <sup>1</sup>

Debenture	Credit Rating	Amount (Baht mn)	Issuance Date	Tenor (year)	Interest Payment Cycle	Repayment of Principle	Maturity Date	Balance as at Dec 31, 2023
CPN241A	AA	2,000	Jan 29, 2021	3	No	Upon maturity	Jan 29, 2024	2,000
CPN242A	AA	3,000	Nov 11, 2020	3.25	No	Upon maturity	Feb 2, 2024	3,000
CPN248A	AA	5,000	Aug 19, 2021	3	Every 6 months	Upon maturity	Aug 19, 2024	5,000
CPN253A	AA	1,500	Mar 11, 2022	3	Every 6 months	Upon maturity	Mar 11, 2025	1,500
CPN256A	AA	1,000	Jun 17, 2022	3	Every 6 months	Upon maturity	Jun 17, 2025	1,000
CPN258A	AA	1,000	Aug 8, 2018	7	Every 6 months	Upon maturity	Aug 8, 2025	1,000
CPN25DA	AA	1,000	Jun 17, 2022	3.5	Every 6 months	Upon maturity	Dec 17, 2025	1,000
CPN261A	AA	1,250	Jan 29, 2021	5	Every 6 months	Upon maturity	Jan 29, 2026	1,250
CPN261B	AA	750	Jan 29, 2021	5	No	Upon maturity	Jan 29, 2026	750
CPN268A	AA	4,000	Aug 19, 2021	5	Every 6 months	Upon maturity	Aug 19, 2026	4,000
CPN26OA	AA	2,100	Oct 19, 2022	4	Every 6 months	Upon maturity	Oct 19, 2026	2,100
CPN273A	AA	1,000	Mar 11, 2022	5	Every 6 months	Upon maturity	Mar 11, 2027	1,000
CPN27OA	AA	2,000	Oct 19, 2022	5	Every 6 months	Upon maturity	Oct 19, 2027	2,000
CPN293A	AA	1,000	Mar 11, 2022	7	Every 6 months	Upon maturity	Mar 11, 2029	1,000
CPN297A	N/A	500	Jul 18, 2019	10	Every 6 months	Upon maturity	Jul 18, 2029	500
CPN29OA	AA	2,200	Oct 19, 2022	7	Every 6 months	Upon maturity	Oct 19, 2029	2,200
CPN323A	AA	2,000	Mar 11, 2022	10	Every 6 months	Upon maturity	Mar 11, 2032	2,000

Remark: <sup>1</sup> Average applicable annual loan interest rate of 2.13% per annum

Company Financial Ratios Following the Debenture's Rights and Conditions	Covenant Ratios	As at Dec 31, 2023
1. Total Debt to Total Shareholders' Equity <sup>2</sup>	Not over 1.75 times	0.71 times
2. Total Assets (Excluding Secured Debt) to Unsecured Debt	Not less than 1.50 times	3.35 times

**Remark:** <sup>2</sup> Total debt to total shareholders' equity, after deduction of cash and cash equivalent, and current investment.

## 1.6 Dividend Policy

The policy of Central Pattana is to pay dividends not less than approximately 40% of its operating net profit from consolidated financial statement, except when there is a compelling reason not to. The dividend payment will not exceed the retained earnings in separate financial statement.

The policy of Central Pattana's subsidiaries is to pay dividends when it has net profit and adequate cash flow balance. The dividend payment will depend on the consideration of the Board of Directors and shareholders of the subsidiaries, and it will not exceed the retained earnings in financial statement.

### Dividend Payments for the Past Five Years

Year	2019	2020	2021	2022	2023
Dividend (Baht per Share)	0.08	0.70	0.60	1.16	1.80 <sup>3</sup>

**Remark:** <sup>3</sup> Subject to an approval from AGM 2024

## 02

# Risk Management

Effective risk management is a fundamental component of the corporate governance framework at Central Pattana. We believe it serves as a crucial mechanism for achieving our objectives and goals, identifying obstacles and threats that may arise in the future, mitigating potential losses and improving processes and plans to allocate resources more effectively.

We work to continuously strengthen our risk management system to ensure its robustness. This includes implementing a comprehensive risk policy, analyzing factors that may adversely affect our business operations and using an effective enterprise risk management (ERM) system to establish our risk management plan. Our goal is to safeguard the long-term stability and continuity of our operations while enhancing the value of our company to instill confidence in shareholders and stakeholders to invest in our business and engage in partnerships with us.

## 2.1 Risk Management Policy and Plan

We have an enterprise risk management policy in place and embed a culture of risk across the organization. The Risk Policy Committee considers and makes recommendations to the Board on all policies, strategies, structures, and risk management frameworks at all levels, while the Risk Management Committee supervises and manages principal risks by working through designated risk owners to collect and present data on risk factors associated with each process. This approach ensures that everyone within our organization from the Board and management to employees is a risk owner with direct responsibility for assessing the likelihood and impact of their risks and proposing strategies to prevent, control and mitigate the risks that could potentially impact our operations. The Risk Management Committee analyzes and synthesizes these reports to set the organization's risk appetite and risk tolerance and put in place appropriate risk management and mitigation measures to ensure the delivery of the Company's objectives, goals and strategies while continuously monitoring uncertainties, megatrends and changes in the internal and external environment for factors that may influence our risk profile.

establishing and reviewing our risk policy, management structure, management practices and risk appetite. It provides quarterly progress updates to the Board.

3. The Risk Management Committee, chaired by the Chief Executive Officer and comprising executives from key functions, is responsible for establishing our risk policy and management practices and ensuring effective implementation. It provides reports on the management of principal risks to the Risk Policy Committee, supervises the integration of risk management into day-to-day operations, and promotes and supports organization-wide risk management activities.
4. Internal Audit, operating independently from the Company's business units, is responsible for verifying key activities by assessing the risk levels of risk owners and their operating activities. It also leverages the internal audit findings to identify and analyze principal risks to provide effective risk management and control that is free from any conflicts of interest and without regard to the performance of other departments.

### Our Risk Governance Structure

1. The Board has the overall responsibility for ensuring the establishment and oversight of the Company's risk management framework.
2. The Risk Policy Committee, chaired by an independent director and comprising Board members and the Chief Executive Officer, is responsible for considering,

- Remark :**
1. The Risk Policy Committee is chaired by Mr. Veravat Chutichetpong, a Board member who has extensive experience in risk management and receives regular training on the topic.
  2. The Risk Management Committee includes Ms. Napat Sriwanvit (Chief Finance, Accounting and Risk Management Officer), who serves as the highest responsible person for the Company's operational risk management.
  3. Internal Audit is led by Ms. Nonglak Sriwongphanawes (Head of Internal Audit), who serves as the highest responsible person for performance reporting and verification of key activities. She reports directly to the Audit Committee.

## Risk Management Principles

We integrate risk management with strategy and performance in line with the five interrelated components of the COSO ERM Framework 2017 to support our long-term value creation and preservation, as outlined below:

### 1. Governance & Culture

We establish the operating structure, define the desired culture and demonstrate a commitment to our core values, and build human capital to achieve our strategy and business objectives, with the Board providing oversight and support to management.

### 2. Strategy & Objective-Setting

We integrate risk management with strategy setting by analyzing the business context, evaluating alternative strategies and potential impacts and formulating business objectives that align with risk appetite.

### 3. Performance

We identify and assess the severity of risks that may affect the achievement of strategy and business objectives. These risks are prioritized to select and implement appropriate risk responses. We then develop and evaluate a portfolio view of risk.

### 4. Review & Revision

We identify and assess substantial change and regularly review risks and performance to pursue continuous improvement of enterprise risk management.

### 5. Information, Communication & Reporting

We leverage the organization's information and technology systems and communication channels to support enterprise risk management and continuously report on risk, performance and risk management to relevant stakeholders as appropriate.

## Risk Culture

We are committed to creating an organization-wide risk culture to support our growth strategies. As a purpose-led organization, we embed risk management in our core values and focus our attention on skill and capacity development, mindset shift and organizational culture by instilling our four beliefs: 1) Positivity, 2) Dynamism, 3) Customer Champions

and 4) Community at Heart. We drive success through the implementation of "Objectives and Key Results (OKR)" and continuously improve our policies, processes and systems.

At Central Pattana, risk management is a shared responsibility and each person, as a risk owner, is responsible for assessing potential risks within their processes. We establish risk as one of our operational metrics to further develop risk prevention capabilities, which are linked to the achievement of our goals and strategy and individual employee performance review.

We leverage advanced technology systems to support and report risk management. We have also developed training modules to educate and train our people at all levels from the CEO and senior management to employees on risk and risk management to provide them with access to relevant news and information, in line with governance, risk management and Integrated GRC (Governance Risk Compliance) practices, to enhance their understanding and create lasting adoption of desired behaviors.



## 2.2 Risk Factors Affecting Business Operations

We analyze risk factors affecting our business operations by considering both internal and external factors in alignment with our business direction, goals and strategy. We also assess opportunities and impacts of events that may directly or indirectly impact the business to identify principal risks and formulate appropriate plans to manage and control these risks to acceptable levels. Our principal risks are:

### 2.2.1 Risks Affecting Business Operations

To realize our vision “To be a leading regional developer pioneering a better and more sustainable future for all”, we conducted a full review of our principal risks in the past year, evaluating the challenges and opportunities posed by Thailand’s post-pandemic economic recovery including the growth in international tourism arrivals and domestic consumption amid a global economic slowdown driven by rising inflation and interest rates in the West as well as China’s property crisis and ongoing wars in various regions. We also assessed both existing and emerging risks deemed to be material to the Company’s business, operations, financial position and sustainability. These principal risks include:

	Key Business Risks	ESG Risks
<b>1. Strategic Risks</b>		
1.1 Competition in Retail and Office Leasing	○	
1.2 Revenue and Profit Growth	○	
<b>2. Operational Risks</b>		
2.1 Cyber Attack		○
2.2 Human Rights		○
<b>3. Financial Risks</b>		
3.1 Accounts Receivables (AR)	○	
3.2 Rising Interest Rates	○	
<b>4. Regulatory Risk</b>		
4.1 Social Regulatory and Legislative Change		○
<b>5. Emerging Risks</b>		
5.1 Climate Change and Its Impact on El Nino		○
5.2 Environmental Regulatory and Legislative Change		○

## 01

## Strategic Risks

## 1.1 Competition in Retail and Office Leasing

In 2023, Thailand's economy continued to grow from the previous year, buoyed by a rebound in tourism and domestic consumption. The country's GDP, however, fell short of expectations due to sluggish exports amid the global economic slowdown and conflicts in various regions. Rising inflation, coupled with high household debt levels and the delay in government formation following the Thai general election, has dampened purchasing power, while demand for retail and office space leasing has seen a slow but gradual recovery amid the expansion of e-Commerce and hybrid workplace. With a flood of new offerings from both existing and new players, the retail and office space leasing market in Bangkok's CBD is experiencing excess supply and intensifying competition.

The heightened competition, in conjunction with a limited recovery in purchasing power and evolving customer behavior, pose risks to our competitiveness and ability to respond to changing customer needs and expectations. This could potentially result in our shopping center and office building businesses, which represent over 80% of our total revenue, failing to meet their financial targets.

In response, we have implemented our strategy with a focus on developing products and services that enhance the "Center of Life" experiences, further elevating them through omnichannel platforms and synergies leveraged across all business units under Central Pattana and Central Group. We also foster partnerships and networks to create new business opportunities and mitigate risks. Below, we outline how we have managed and mitigated risks within each of our key business units to ensure the realization of our business goals.

## Shopping Center Business



- 1) Develop a Customer Data Platform (CDP) to enhance product and service offerings by optimizing the collection of customer data including needs, complaints and complements and creating a unified view of the customer using big data from The 1 and The 1 BIZ applications.

- 2) Enhance service and communication through digital channels like shopping center Facebook pages, the Line Official Account @"Central Life," and mobile apps such as "Central Life X," to more effectively share news and updates and provide information about services such as service reservations and special amenities. As a priority, we also focus on creating the "Center of Life" experiences to become the destination for every festival and every customer group. This includes organizing events like the Thailand's Pride Celebration 2023 "Pride for All" and Thailand J Food Festival 2023 as well as serving as the starting point and destination in tourism through the "Sustainable Tourism Ecosystem", which promotes community-based trips in major and secondary cities.
- 3) Foster strategic partnerships with suppliers to drive mutual business growth and long-term success. This includes supporting their expansion through Co-investment Model and Funding, facilitating business operations through the SERVE application and offering rent discounts and deferrals to tenants experiencing financial difficulties, along with the flexibility to modify lease agreement types to better suit their needs. We also empower tenants through experience sharing, business matching and opportunities for business expansion in Thailand and overseas through Start-Up Market and our tenant development programs Central Pattana Lead and Retail Academy.
- 4) Improve our retail space offerings. This includes launching the multi-brand store "CROSSROOM", which brings together popular fashion stores on Instagram and supports both online and offline shopping experiences, and the fashion zone "Comma And", a multi-brand concept store that features leading local and global brands across fashion, home decors, gadgets and skin care - a new landmark that meets every fashion lifestyle needs.

## Office Building Business



- 1) Advance digital technology solutions to enhance convenience for tenants and users. This includes offering 360 VR tours of office space on our website; enhancing the Serve application for improved convenience and service access and more effective communication; and transforming our office buildings into smart offices by leveraging the touchless & self check-in concept.
- 2) Improve the financial performance of our office leasing business by enlisting the expertise of experienced property agency services to lease units in new developments and conducting market research to identify and recruit new high quality prospects that are in growing industries or businesses.
- 3) Progress plans to develop and expand the Flex Space “At Work” offerings at centralwOrld Offices, which consist of small and large meeting rooms and flexible workspaces, to the rest of our office portfolio including G Tower Grand Rama 9, Central Chonburi, Central Si Racha and Central Phuket.

The implementation of these risk management plans has resulted in a steady recovery in the financial performance of our shopping center and office building businesses, with the average shopping center occupancy rate at 91% and the office occupancy rate maintained at 88%.

### 1.2 Revenue and Profit Growth

To deliver a target revenue growth of 10% CAGR in the next five year period in line with our five-year business plan (2023-2027), we continue to maintain our focus on developing new shopping center projects with a plan to add 100,000 sq.m. leasable area per year, while our residential and hotel businesses serve as key drivers of growth. During 2023-2027, we aim to leverage on the success of our shopping center business and advance our expansion into non-retail businesses including residential, hotels and office to elevate our mixed-use projects. This includes developing or investing in new complementary businesses to enhance value and synergies with our core retail business. In addition, we are proactively exploring investment opportunities in high-potential markets in Southeast Asia such as Malaysia and Vietnam to diversify revenue streams and deliver sustained

long-term performance for Central Pattana. Over the next five to ten years, we plan to develop five mixed-use projects and have set aside Baht 121,000 mn capital expenditure (capex) for the 2024-2028 period, primarily funded by cash flow from operations.

In 2023, Central Pattana launched these new projects: 1) one shopping center, Central Westville - the Company's first low carbon mall that will include a shopping center, residential project, hotel and convention center; 2) five residential projects including two high-rise projects, ESCENT PHETCHABURI AND ESCENT BURIRAM, and three low-rise projects, NIRATI NAKHON SI THAMMARAT, BAAN NIRADA RAMA 2 and BAAN NIRADA UTTHAYAN-AKSA; 3) five star hotels including two full-service hotels, Centara Ubon and Centara Ayutthaya, and three premium budget hotels, GO! Hotel Banchang, GO! Hotel Si Racha and GO! Hotel Chonburi.

This accelerated business growth and expansion, particularly in residential projects and hotels across multiple locations with established market leaders, and our dynamic growth plans across various dimensions - overseas, locations, customer segments and business models - also expose us to the risk that these new projects or ventures may fail to meet the set goals or fulfill customer expectations due to intensified competition and potential lack of adequate preparation on our part. To mitigate the risks and ensure the achievement of our goals for new developments or businesses, we have established and implemented the following process:

- 1) Conduct thorough study and research prior to project development, with careful deliberation and consideration by the executives, the board of directors and consultants.
- 2) Engage in careful preparation with market expert partners before commencing work and project development. This includes collaborating with partners such as Dusit Thani for the “Dusit Central Park” project and JWD for self-storage business venture, an area that Central Pattana has no prior experience, and negotiating with Central Group partners including restaurants and fashion brands prior to initiating development of new projects.
- 3) Comprehensively track and measure progress of new developments on a regular basis through cross-functional teams consisting of central units and the property management team.



## 02

## Operational Risks

### 2.1 Cyber Attack

As technological advancements and disruptions reshape consumer behavior and industry competition, our efforts to enhance product and service offerings for the digital age and reliance on varied and complex information and technology systems for internal management may expose us to increased information technology and data risks. Outdated security systems, knowledge gaps and ineffective procedures make us vulnerable to attacks by malicious actors targeting core work systems and critical data and personal information stored in the Company's infrastructure. Inadequate implementation of incident management strategies may result in business disruptions and damage to our reputation. These risk factors have the potential to significantly impact our stakeholders.

Acknowledging this, we are strengthening the security of our information systems by adopting ISO 27000 and NIST SP800-53 as our operational framework, aligning it with the Cyber Security Maintenance Act, B.E. 2562 (2019) and the Personal Data Protection Act B.E. 2562 (2019). This framework covers the protection of data and information systems across the following domains:

- Identify Conduct cyber security risk assessments in each area to pinpoint vulnerabilities and develop improvement plans, adhering to the guidelines outlined in the Stock Exchange of Thailand's Cybersecurity Resilience Survey. We also perform other types of tests including penetration tests to evaluate the security posture of key systems like e-card service and external & internal networks and vulnerability assessment scans, and regularly close the vulnerability gaps on-premise and on-cloud servers.
- Protect We regularly review and update relevant policies and implementing guidelines on information security. Examples of measures implemented include deploying Multi Factor Authentication (MFA) and Privileged Access Management (PAM) to improve password access security, upgrading System Shield including anti-virus and firewall capabilities, replacing personal computers and notebooks, and ensuring regular updates to systems / software patches to maintain system security.

- Detect Enhance the capabilities of Endpoint Detection and Response (EDR) and Security Information & Event Management (SIEM) for more effective threat detection, and utilize Deception Technology to further strengthen our information system security.
- Respond Develop five IT Security Playbooks for ransomware, unauthorized configuration change, insider threat, phishing and data leakage, and run regular cyber drills with a focus on ransomware to test the effectiveness of these plans.
- Recover Review and update the Disaster Recovery Plan (DRP) and conduct testing of the Business Continuity Plan (BCP) to improve the Company's readiness and resilience in responding to crises or principal risks that may impact key information systems.

In addition, we focus our efforts on promoting employee education and organization-wide awareness through multiple channels including conducting training sessions on five courses: General Phishing, Data Protection, Cybersecurity Awareness, Social Networking and Physical Security. We also disseminate materials on cyber threats and their impacts and perform phishing mail testing to enhance employee awareness and response capabilities in the event of an incident, while also reviewing cyber insurance policies for risk transfer and mitigation of potential impacts.

### 2.2 Human Rights

Any business operations can have an impact on human rights including violations or unfair treatment of stakeholders. We recognize the importance of this risk and understand that failing to systematically manage human rights and meet the expectations of the international community and our key stakeholders can have negative consequences for our brand and operations. For instance, it may result in reduced purchases of products or services linked to Central Pattana, societal or community resistance to our project or business expansions and loss of employee and supplier confidence.

Our business operations are guided by our Respect of Law and Principles of Human Rights Policy and implementing guidelines. We uphold the human rights of our employees, suppliers, customers, business partners and the communities as well as remain vigilant in our efforts to make sure our business is not complicit in human rights abuses including forced labor, unfair treatment of workers and child labor. We treat all stakeholders with respect, fairness and human dignity without discrimination based on birth, ethnicity, gender, race, religion, physical conditions, status or family background. We employ monitoring and surveillance mechanisms to ensure compliance with human rights standards within the Company and encourage joint ventures, suppliers and stakeholder groups to align their operations with international human rights principles and standards.

Our human rights due diligence process comprises the following:

- Define the scope of the human rights due diligence process and identify related issues.

- Evaluate risks by analyzing the nature of impacts, their severity and Central Pattana's response.
- Develop and implement measures to remediate, mitigate and prevent adverse impacts to acceptable levels.
- Maintain effective crisis management and business continuity planning that includes protocols for responding to public health risks and managing infectious diseases, while maintaining a focus on human rights through fair treatment of all individuals and implementation of comprehensive management measures.
- Track the effectiveness of responses and review performance on a regular basis.
- Communicate and disclose our performance, and build employee awareness of human rights.
- Maintain readily accessible grievance, complaints and whistleblower mechanisms for stakeholders.

Additional details regarding our human rights risk management approach can be found in Section 3 "Stakeholder Roles" in the Corporate Governance section of our Annual Report.

## 03

### Financial Risks

We adopt a cautious approach to our financial policy, focusing on preventing or mitigating uncertainties in the money market and financial performance that may deviate from expectations. This includes prudent management of capital expenditure, effective cost controls, aligning our operations to meet financial goals and continuous monitoring of the money and capital market movements to maintain profitability and liquidity. Our key financial risks are:

#### 3.1 Accounts Receivables (AR)

We acknowledge the financial risk in relation to the potential non-performance of obligations by customers, tenants or contractual parties particularly concerning tenants' accounts receivables, which is influenced mainly by the individual characteristics of each tenant. In addition to this, we consider other variables that may affect tenants' credit risk such as economic

conditions, industry competition and evolving consumer behavior.

We implement a credit policy to determine the credibility of each new tenant before offering them suitable rental periods and contract conditions including advance rent amounts. To limit tenants' credit risk, we enforce a maximum rent arrears of three months and regularly monitor outstanding balances. We conduct a review of depreciation on the final day of each reporting period and set aside reserves for expected credit loss (ECL) by evaluating outstanding amounts owed by customers with similar credit risks based on their age, reflecting changes between historical and current economic conditions, as well as the Company's view of economic conditions over the expected lives of the trade receivables.

We also have in place policies to prevent credit risk including requiring advance rent payments ranging from one to six months' worth of rent and possible contract termination for tenants in arrears over 90 days.

### 3.2 Rising Interest Rates

We acknowledge the impact of a rising interest rate environment on our operations and cash flow. As at the end of 2023, our total interest-bearing liabilities from financial institutions (excluding related party liabilities) amounted to Baht 77,683 mn. With a larger

share issued at variable rates slightly above fixed rates, there is an elevated risk of increased financial costs in both investment and operations stemming from higher interest rates.

To manage this risk, we primarily utilize derivatives and interest rate swaps to secure fixed rates for loans and hedge against interest rate fluctuations for specific bonds and loans including the use of interest rate swaps in long-term loan contracts to convert the floating rates with fixed rates or vice versa, ensuring coverage for all loans with long-term maturities.

## 04

### Regulatory Risk

#### 4.1 Social Regulatory and Legislative Change

Over the past year, there have been notable changes to the regulations and laws in Thailand including:

1. As the transition period for tax collection under Thailand's Land and Building Tax Act B.E. 2562 (2019), which replaced the House and Land Tax B.E. 2475 (1932), nears its end tax reductions implemented over the past 3-4 years to ease the tax burden on property owners are ending. This could potentially leading to greater caution among segments of the public when considering property purchases including low-rise houses and condominium units as well as increased taxes for privately-owned lands under development, directly impacting our financial performance.
2. The recent update to the "Ministerial Regulation Regarding Arrangement of Safety Officers, Department, or Group of Person to Conduct Safety Operation in the Workplace B.E. 2565 (2022)", provided additional details including for the assignment of safety officers at technical, advanced technical and professional levels and their respective roles and responsibilities, and reporting requirements for companies to state agencies. In response, we are reviewing our safety management practices at our workplaces and implementing necessary enhancements to ensure full compliance with the updated regulatory requirements.

These are examples of the recent regulatory developments that we need to monitor closely to adjust our operations, update practices and work plans and put in place risk controls and prevention measures, ensuring our ongoing compliance with Thai laws especially those concerning safety measures, to minimize and mitigate impacts on all stakeholder groups.



## 05

## Emerging Risks

In addition to managing the existing risks facing our business, we also pay close attention to emerging risks that we may be exposed to several risks. Through vigilant monitoring and continuous risk assessment, we have identified two emerging risks: climate change and its impact on El Nino and environmental regulatory and legislative change. Below, we outline the details of these risks and our corresponding mitigation strategies.

### 5.1 Climate Change and Its Impact on El Nino

In early 2023, the U.S. National Oceanic and Atmospheric Administration (NOAA) forecast an end to La Nina conditions with a strong El Nino predicted to return from mid-2023 onward. This is likely to exacerbate the impacts of climate change globally, resulting in more heat waves, storms, floods and droughts especially across the Pacific Ocean, where rising temperatures could exceed 2°C on the equator. As a result, Asia and Australia may face hotter conditions and more severe droughts. With this El Niño event expected to surpass the 2016 occurrence, which saw global temperatures reach record highs, Thailand is likely to experience more intense heat waves and prolonged periods of droughts, with 29 provinces particularly those in the northern and northeastern regions at risk of water shortages, along with worsening air quality and PM2.5 pollution.

As at the end of 2023, our core business comprises 39 shopping centers, 17 community malls, 10 office buildings, 33 residential projects and 9 hotels located across every region in the country. With the anticipation of more severe heat waves and droughts, our business is exposed to the following risks:

**1. Water Scarcity** After analyzing our business and risk areas, we found that twelve of our shopping centers and six hotels are in high-risk areas and could potentially face water scarcity. This scenario may result in the following outcomes:

- Potential loss of income estimated at Baht 500-700 mn if these shopping centers and hotels remain closed for seven days.

- Increase in costs for procuring clean water for consumption from private operators, totaling Baht 15-20 mn (for 50-60 million liters), if the water authorities cut off water supplies for seven days.

We have implemented several measures to manage and mitigate this risk. They include enhancing water efficiency by installing water-efficient fixtures equipped with sensors to reduce usage, optimizing our wastewater treatment and water recycling systems to increase wastewater reuse and cultivating relationships with water suppliers, both public and private, to monitor drought situations and manage them accordingly.

For further details, please refer to the “Water and Wastewater Management” section in the Social, Stakeholder, and Environmental Impact Management component of our Annual Report.

**2. PM2.5** The increased concentration of PM2.5 due to heat and drought may affect our business in the following ways:

- Health Reduction in revenues as customers or users travel less outside of homes to protect their health, while costs for safeguarding employee health rise.
- Regulatory Increase in operating costs may occur if authorities impose additional measures to address PM2.5, such as implementing restricted hours for transport of goods, potentially affecting suppliers’ ability to deliver goods on time, or mandating pauses in dust-generating activities like construction during specific times of the day.
- Property Higher costs for exterior building cleaning to prevent the accumulation of PM2.5, which may contain chemicals that could hasten exterior surface deterioration over time.

We have implemented several measures to manage and mitigate this risk. They include ensuring indoor air quality is maintained at the required standards by installing air

quality monitors to track changes and make adjustments as appropriate, installing additional air purifiers in locations where outside air enters, suspending activities that may cause dust or fume, raising awareness among tenants, customers and employees to avoid activities or behaviors that may cause pollution and exploring and piloting new technologies that can reduce PM2.5. Further information relating to this is detailed in the “Air Quality Management” section in the Social, Stakeholder, and Environmental Impact Management component of our Annual Report.

## 5.2 Environmental Regulatory and Legislative Change

The increasing unpredictability of climate change, fueled by global warming, has spurred countries around the world including Thailand to step up efforts to tackle environmental challenges and reduce the likelihood and severity of climate-related impacts. Thailand, ranked among the ten most impacted by climate change, has committed to achieve carbon neutrality by 2050 and net zero emission by 2065. This pledge is driving government bodies in the country to introduce new measures, regulations or legislation aimed at preventing and controlling adverse environmental impacts.

Currently, several measures, regulations and legislation such as the Climate Change Act, Thailand Taxonomy, and International Financial Reporting Standards (IFRS) are on the brink of enactment. Failure to comply with or ensure alignment with these regulations may result in increased costs from fines and could potentially lead to reputational damage or loss of stakeholder confidence.

We recognize this potential risk and have taken proactive steps to ready ourselves for the forthcoming regulatory changes. The Climate Change and Environment Committee (CEC), operating under the oversight of the Corporate Governance and Sustainable Development Committee, is responsible for ensuring the alignment of our operations with new laws and regulations. This involves closely monitoring the evolving regulatory landscape, conducting comprehensive studies and analyses of the changes and their implications for our business, and implementing standards and improvements to ensure compliance with these requirements.



## 2.2.2 Investment Risk for Securities Holders

### 1. Major Shareholders Own Over 25% of the Total Amount of Shares Issued

As at December 31, 2023, Central Group and the Chirathivat family hold a 53% stake in the company's common stocks. In situations where laws or regulations require a vote of no less than three-fourths of the shareholders attending the meeting and having voting rights, this ownership configuration may present challenges as proposed resolutions might fail to pass if Central Group and the Chirathivat family abstain or vote against the matter.

The Company and the Board are committed to ensuring fair and equal treatment of every shareholder while prioritizing the interests of the company and shareholders in accordance with our corporate governance policy. Clear procedures and approval authorities have been established, requiring senior management deliberation for decisions needing shareholders' votes, prior to inclusion in the Board's agenda for consideration by the Company Secretary. The Board's opinions on these matters are included in the invitation letter to the shareholders' meeting to provide shareholders with adequate and sufficient information to make informed decision. Through this practice, we are confident that the Company's major shareholders will align their votes with the Board's opinion on each matter. In addition, for related parties transaction (RPT) that require shareholder approval, shareholders with vested interests are not entitled to vote on such matter.

### 2. Stock Price Volatility

The ongoing volatility in the capital market has materially impacted the Company's stock price, posing challenges for investors to sell our stocks at prices equal to or higher than their purchase prices. Our stock price may fluctuate widely due to several factors including:

- Financial performance failing to meet expectations or exhibiting slower growth.
- Economic factors influencing consumer purchasing power, e.g., consumer confidence and government stimulus measures.
- Changing financial and operating costs, e.g., increases in electricity price and wages.
- Crisis in industries or sectors in which our projects or businesses operate.
- Delays in the launch of new developments.
- Commencing a new business venture, takeover or strategic partnership with partners in Company-operated businesses.
- Ongoing or potential legal cases including being subject to investigations by government agencies.
- Opinions or recommendations of investment analysts concerning our business.

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## 2.2.3 Investment Risk for Foreign Securities Market

-None-

## 03

## Sustainable Development



### About Central Pattana

Central Pattana is a real estate developer and manager with five business units that constitute our business ecosystem. These include: 1) rental revenue and other related activities from shopping centres and food court, which is the primary source of revenue for over 82% of the total income, 2) office buildings, 3) hotels, 4) residential projects

for sale, and 5) investment in Property Fund and REIT (Real Estate Investment Trust). The Headquarterd is in Bangkok, and our business operates primarily in Thailand, with 99% of our operations based in the country and only one shopping center is in Malaysia.

At Central Pattana, we maintain strong corporate governance with steadfast commitment to transparency, fairness, accountability and stakeholder engagement in all three dimensions of sustainable development – the economic, social and environmental. We integrate sustainability across the company, aligning our targets and goals with the UN Sustainable Development Goals (SDGs) to drive transformational change across our value chain. To learn more about our approach to sustainability, please visit our website: [www.centralpattana.co.th/en/sustainability/sustainability-strategy/at-a-glance](http://www.centralpattana.co.th/en/sustainability/sustainability-strategy/at-a-glance).

Central Pattana has been listed as a member of the Dow Jones Sustainability Indices-World Index (DJSI World) in Real Estate sector for the sixth consecutive year; the Dow Jones Sustainability-Emerging Markets Index (DJSI Emerging Markets) for the tenth consecutive year; and the Sustainability Yearbook by S&P Global for the sixth consecutive year. With attaining the highest score, or the Top 1% S&P Global CSA Score in the Real Estate Management & Development category among 299 companies globally in the sector. This year, we are also awarded an MSCI ESG Ratings of 'BBB,' a SET ESG Ratings of 'AA' and a GRESB 2-star rating for CPNREIT, which is the global standard for portfolio-level sustainability reporting in the real estate sector.

## Member of Dow Jones Sustainability Indices

Powered by the S&P Global CSA



**MSCI**  
ESG RATINGS

**BBB**

CCC B BB **BBB** A AA AAA

## 3.1 Materiality Issue and Strategy

### Our Approach to Sustainability

We have refreshed our strategy with an aspiration to create “The Sustainable Ecosystem for All,” to support the 360-degree lifestyle and “The Place Making for Sustainable Future,” and respond to the needs and expectations of our stakeholders. The strategy is underpinned by our steadfast commitment to Environment, Social and Governance (ESG) principles embedded across the entire value chain under Central Pattana’s sustainable development framework, which consists of:

- Strong Governance: Delivering sustained, profitable growth
- Better People: Deliver better quality of life and wellbeing for all
- Better Planet: Becoming a Net Zero organization by 2050





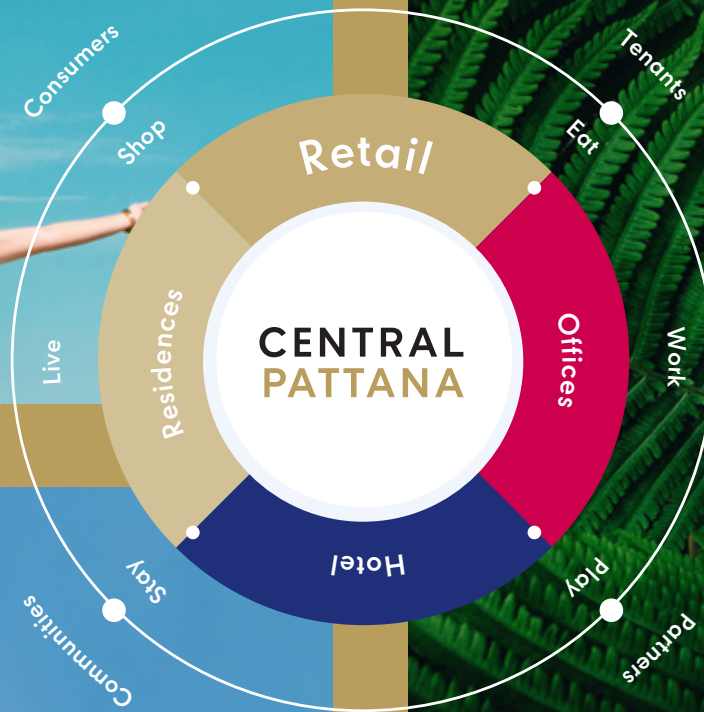
Better People

### Creating Shared Value to Deliver Better Quality of life and Wellbeing for All

- Public Space
- Build Local/Community Wealth
- Create Wellbeing
- Inclusivity

### Becoming a Net Zero Organization by 2050

- Net Zero Emission
- Circular Economy
- Green Building Standards and WELL Building Standard
- Collaboration and Innovation



Better Planet

# Strong Governance

Delivering Sustained, Profitable Growth

Corporate Governance and Risk Management



## Materiality Assessment

### 1

#### Identify and Define Material Issues

- Identify material issues regularly every year in parallel with the process of enterprise risk identification, in accordance with the COSO ERM Framework 2017, covering significant human rights risks and climate-related risks defined under the Task Force on Climate-related Financial Disclosure (TCFD) framework.
- Examine all activities in the value chain in relation to business units within our ecosystem to understand the organization’s context.
- Engage with all eight stakeholder groups including customers, tenants, suppliers, employees, communities, government, creditors and shareholders to gather comments and feedback through communication channels and platforms.
- Align the outcomes with GRI Standard 2021 and other international instruments including UN SDGs, DJSI, GRESB, MSCI, SET ESG Ratings, UNGC and Science Based Targets (SBT).

### 2

#### Evaluate and Prioritize Material Issues

- Evaluate the impacts of material issues on stakeholders. Sustainable development questionnaire is embedded in our annual stakeholder satisfaction survey. In 2023, this integrated online survey was circulated to customers, tenants, suppliers, investors and employees, achieving a response rate of 20,565. The results are analyzed alongside insights from meetings and interviews with the stakeholders, and data gathered by teams responsible for engaging with secondary stakeholders.



- Evaluate the impacts of material issues on Central Pattana’s operations as part of the risk assessment and strategy setting processes. These are categorized based on their likelihood of occurrence and potential impact, using the enterprise risk assessment criteria.

<b>Chance of occurrence within 1-2 years</b>	No more than 50%	More than 50%
<b>Value of impact against revenue</b>	No more than 3%	More than 3%
<b>Scope of impact on stakeholders</b>	No to little impact	Impact all groups
<b>Severity of impact</b>	None	Widespread impact on the environment, people, safety, reputation and economy
<b>Remendability</b>	Can be restored to their previous state within one month and increase to two years	More than two years

- Prioritize material issues by assessing positive and negative impacts based on the severity and likelihood of occurrence including actual and potential impacts; as well as the consequences for the organization financially such as factors affecting costs and expenses, revenue, risk, business opportunities and non-financial impacts such as environmental, social, human rights, stakeholder satisfaction, reputation and credibility in accordance with ‘Double Materiality’. The materiality assessment results signed off by the chairperson of the Corporate Governance and Sustainable Development Committee.
- Incorporate prioritized material issues into the development of short- and long-term strategy, risk management plan and sustainability strategy. These are then presented to the Corporate Governance and Sustainable Development Committee, the Risk Management Committee and the Executive Committee for approval before being developed into work plans, indicators and targets at the corporate-level.

### 3

#### Validate, Disclose and Obtain External Assurance

- Align the material issues and impacts identified to corporate objectives, sustainability approach and UN SDG targets. These are reported and disclosed in accordance with the GRI-Standards and Annual Report/Form 56-1 One Report.
- Obtain third party external assurance over the materiality process, according to AA1000AS v3 (Assurance Standard), which is in the Assurance Statement available at the end of the report.

## 2023 Material Issues

Material Issues	Inward Impact	Outward Impact
<b>Corporate Governance</b>		
<p><b>01</b> <b>Corporate Governance, Risk Management and Compliance, which Covers:</b></p> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Business Ethics</li> <li>• Risk and Crisis Management</li> </ul> <hr/> <p><b>Relevant Stakeholders</b> Suppliers, employees, customers, tenants, government, shareholders, creditors and communities</p>	<ul style="list-style-type: none"> <li>+ Strong corporate governance and ethical business practices contribute to better financial performance, while reducing the impact of legal risks and disputes.</li> <li>+ Implementing risk management mechanisms, crisis management plans and mitigation strategies enables the organization to effectively navigate challenges.</li> <li>- Poor governance or ethics violations could lead to corruption and a lack of transparency, resulting in loss of trust and confidence from stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>+ Strong corporate governance and ethical business practices empower us to respond to and meet stakeholder needs while also attracting new business partners to the company which can benefit both organization and the stakeholders.</li> <li>- Financial risks, if materialized, can impact the determination of employee and shareholder remuneration as well as the company's loan repayment capacity.</li> </ul>
<p><b>02</b> <b>Product &amp; Service Quality and Customer Experience Creation</b></p> <hr/> <p><b>Relevant Stakeholders</b> Suppliers, employees, customers, tenants, shareholders and communities</p>	<ul style="list-style-type: none"> <li>+ Focusing on excellence in product and service design, with safety and health as a priority, to fulfil the unique needs of every customer group, drive customer satisfaction and maintains repeat customers.</li> <li>+ Designing products and services tailored to meet the needs of all customer groups not only drives business growth but also supports expansion into new markets and mitigates risk through portfolio diversification.</li> <li>+ Co-investing in product and service development with suppliers promotes knowledge exchange and collaboration and fosters the company's long-term growth and success.</li> </ul>	<ul style="list-style-type: none"> <li>+ Customers receive experiences that are satisfactory/meet their expectations.</li> <li>+ By co-investing in product and service development with suppliers and leveraging our combined expertise, suppliers can expand their businesses, reaching new customers and growing with the company.</li> <li>+ Contribute to the country's economic growth through fostering local prosperity, creating jobs and improving the wellbeing of local communities.</li> <li>+ Effective management of shopping centers not only benefits tenants but also enhances employee pride and engagement through their involvement in creating quality products and services.</li> </ul>

Material Issues	Inward Impact	Outward Impact
<p><b>03 Supply Chain Management</b></p> <hr/> <p><b>Relevant Stakeholders</b> Suppliers, employees, customers, tenants, government, shareholders and communities</p>	<ul style="list-style-type: none"> <li>+ Business continuity enhances the company's image.</li> <li>+ Increase agility and reduce operating costs through system and process improvements.</li> <li>+ Reduce carbon emissions from long-haul transport at supplier level by sourcing and procuring locally.</li> <li>- Poor supply chain management and disregard for human rights could lead to complaints being made to public authorities, potentially causing business disruption, revenue loss, reputational damage and an erosion of stakeholder confidence.</li> </ul>	<ul style="list-style-type: none"> <li>+ Promote community wealth building through local procurement.</li> <li>+ Strengthen stakeholder confidence through sustainable supply chain management, which covers issues such as human rights and environmental impact.</li> <li>+ Foster the development of supplier capacity and capabilities in quality, service and sustainability performance.</li> <li>- In the event of a business disruption, the employees' ability to serve customers may be affected.</li> </ul>
<p><b>04 Innovation Management</b></p> <hr/> <p><b>Relevant Stakeholders</b> Suppliers, employees, customers, tenants, government, shareholders, creditors and communities</p>	<ul style="list-style-type: none"> <li>+ Able to respond to the evolving needs and behavior of customers/suppliers by improving service quality through innovations such as applications, Omnichannel marketing.</li> <li>+ Through leveraging innovation and technology to improve internal work processes, it helps enhance organizational agility and competitiveness while also reducing delays.</li> <li>+ Strengthen the company's image as an agile and nimble organization amidst disruption.</li> </ul>	<ul style="list-style-type: none"> <li>+ Customers receive convenience and quality services that meet their expectations.</li> <li>+ Employees can work faster and more efficiently by utilizing innovations.</li> <li>+ Through co-creating innovation with the company, tenants and suppliers are able to generate higher profits and operate more efficiently.</li> <li>+ Strengthen the confidence of suppliers, investors and shareholders.</li> </ul>
<p><b>05 IT Security, Cybersecurity and Personal Data Protection</b></p> <hr/> <p><b>Relevant Stakeholders</b> Suppliers, employees, customers, tenants, government and shareholders</p>	<ul style="list-style-type: none"> <li>+ Ensuring robust protection against cyber threats reduces the business risk posed by data theft or cyber attacks.</li> <li>+ Tenants, suppliers and customers have trust in the company and are willing to provide their data, use our services and do business with us.</li> </ul>	<ul style="list-style-type: none"> <li>+ Instill confidence among stakeholders including employees, tenants, suppliers, and customers, in working with us, entrusting their data and utilizing our services.</li> <li>- Inadequate cybersecurity controls may result in stakeholder data breaches.</li> </ul>

Material Issues	Inward Impact	Outward Impact
	<ul style="list-style-type: none"> <li>- Instances of personal data breaches, particularly involving financial data (of customers, tenants and suppliers) may result in complaints or lawsuits being filed with public authorities, potentially resulting in reputational damage and an erosion of stakeholder confidence.</li> <li>- Loss of stakeholder confidence can affect the company's revenue, as customers may turn to competitors and tenants and suppliers may choose to terminate their relationships with the company.</li> <li>- May cause inconvenience in using or accessing employee data and require additional time and resources for training.</li> <li>- Investing in cybersecurity and personal data protection systems comes with a high cost.</li> </ul>	

Social		
<p><b>06</b></p> <p><b>Tenant Engagement and Development</b></p> <hr/> <p><b>Relevant Stakeholders</b> Customers, tenants and shareholders</p>	<ul style="list-style-type: none"> <li>+ Fostering tenant development supports their growth and contributes to higher profitability for the Company.</li> <li>+ With effective management, tenants can deliver quality experiences/ meet customer needs, driving not only customer satisfaction and maintaining repeat customers but also positive word-of-mouth.</li> <li>- Inadequate tenant engagement and development may affect their ability to operate their businesses effectively, possibly leading to issues such as rental payment difficulties or early termination of contracts.</li> </ul>	<ul style="list-style-type: none"> <li>+ Tenants - whether large, small or local - receive support and empowerment from the company in various areas including financing, marketing and sales channels, enabling them to increase sales, reduce costs and accelerate growth and expansion.</li> <li>+ Increase the capacity and capabilities of tenants who participated in our workshops and knowledge sharing sessions.</li> <li>+ Tenants have an easy and convenient rental experience.</li> <li>+ Customers have a seamless and satisfactory shopping center experience.</li> <li>- Inadequate tenant engagement and development may result in tenant and customer dissatisfaction, causing them to seek alternatives from competitors.</li> </ul>

Material Issues	Inward Impact	Outward Impact
<p><b>07</b> <b>People Development</b></p> <hr/> <p><b>Relevant Stakeholders</b>                      Employees, suppliers, customers, shareholders and government</p>	<ul style="list-style-type: none"> <li>+ Fostering equality within the organization nurtures a positive environment and corporate culture, while embracing diverse perspectives encourages creativity at work, ultimately benefiting the company.</li> <li>+ Fair treatment of workers enhances motivation and boosts employee engagement.</li> <li>+ Long-term employee retention ensures operational continuity and promotes sustained growth.</li> <li>+ Promoting and supporting people development helps prepare the organization for change, enhances product and service quality and enables us to meet customer expectations, leading to higher profitability and stakeholder confidence as well as helping to attract quality talents to the company.</li> <li>+ Positive brand image.</li> <li>- Violations of human rights and unfair treatment of workers can lead to complaints, resistance from suppliers and customers, business disruptions, reputational damage and an erosion of stakeholder confidence.</li> <li>- Neglecting employee needs and expectations can result in resignations, affecting business continuity and long-term profitability as resources must be allocated to recruit and train new employees, and there's a risk associated with their cultural adaptation to the workplace.</li> <li>- Neglecting employee development could leave new hires ill-prepared to replace resigned or retired employees, potentially disrupting business operations.</li> </ul>	<ul style="list-style-type: none"> <li>+ Business respect for human rights fosters workplace equality and nurtures an inclusive, accepting and respectful corporate environment and culture.</li> <li>+ Fair treatment in the workplace ensures workers receive fair compensation and benefits, equal opportunities for career growth and improved wellbeing.</li> <li>+ In addition to enhancing employee knowledge and expertise and providing opportunities for career growth, people development may also foster knowledge sharing, leading to more efficient operations between the company and suppliers, and contributing to the upskilling of the labor force and job creation, which is in line with the government's expectations.</li> </ul>

Material Issues	Inward Impact	Outward Impact
<p><b>08</b> <b>Sustainable Community Development</b></p> <hr/> <p><b>Relevant Stakeholders</b> Suppliers, customers, tenants, government, shareholders and communities</p>	<ul style="list-style-type: none"> <li>+ Building positive relationships with communities through supporting and developing local wellbeing can lead to greater acceptance, support and patronage by local residents.</li> <li>+ Contribution to local economies and community wealth not only enhances the company’s image but also instills confidence in customers, shareholders and state agencies.</li> <li>- Engaging in activities that could impinge on the quality of life in surrounding communities can have repercussions on business operations and tarnish the Company’s image.</li> </ul>	<ul style="list-style-type: none"> <li>+ Communities enjoy improved quality of life and enhanced wellbeing and have higher incomes (through receiving opportunities for education, health, economic promotion, and local employment, for example.)</li> <li>+ Recognition and increase in value for local products.</li> <li>+ Employee pride in their work is enhanced by their contribution to local communities through participating in social and environmental initiatives.</li> </ul>
<p><b>09</b> <b>Respect for Human Rights</b></p> <hr/> <p><b>Relevant Stakeholders</b> Employees, suppliers, customers, shareholders and government</p>	<ul style="list-style-type: none"> <li>- Violations of human rights and unfair treatment can lead to complaints and resistance from employees, suppliers and customers, causing disruptions in business, reputational harm and an erosion of stakeholder confidence.</li> </ul>	<ul style="list-style-type: none"> <li>+ Business respect for human rights fosters workplace equality and nurtures an inclusive, accepting and respectful corporate environment and culture.</li> </ul>
<p><b>10</b> <b>Safety and Occupational Health</b></p> <hr/> <p><b>Relevant Stakeholders</b> Employees, suppliers, customers, shareholders and government</p>	<ul style="list-style-type: none"> <li>+ Reduce workplace accident and incident rates.</li> <li>- Failure to prioritize safety and occupational health can result in workplace accidents and hazards, leading to delays, property damage and reputational harm to the Company.</li> </ul>	<ul style="list-style-type: none"> <li>+ Safety and occupational health management fosters a safe and secure environment, free from incidents, and contributes to higher employee and supplier confidence in the workplace.</li> <li>- Inadequate safety and occupational health management not only jeopardizes the safety of on-site employees, customers and tenants but may also pose indirect threats to surrounding communities, such as loss of life and property in the event of a fire outbreak.</li> </ul>

Material Issues	Inward Impact	Outward Impact
<b>Environmental</b>		
<p><b>11</b></p> <p><b>Climate Adaptation</b></p> <hr/> <p><b>Relevant Stakeholders</b></p> <p>Suppliers, employees, customers, tenants, government, shareholders and communities</p>	<ul style="list-style-type: none"> <li>+ Reduce the severity of impact of climate change including physical risks and transitional risks.</li> <li>+ Despite the high initial investment, the implementation of measures to reduce greenhouse gas emissions is expected to yield cost savings and mitigate potential negative impacts from evolving regulations and compliance requirements in the medium- and long-term.</li> <li>+ Changes in how the company works with suppliers and business partners are necessary, as we continue to evolve our approach to meet our net zero emission.</li> <li>+ Offering eco-friendly products or services can help attract customers who care about sustainability.</li> <li>+ Implementing measures or activities to reduce greenhouse gas emissions can enhance the brand image across stakeholder groups.</li> <li>- Inadequate planning for climate adaptation could lead to business disruptions stemming from physical risks such as floods, droughts, material shortages and changes in consumer behavior.</li> <li>- The enforcement/introduction of greenhouse gas emissions caps in the future may lead to higher operating costs (from the carbon fees or taxes imposed, for example), if measures implemented are insufficient or the company cannot remove emissions as much as it emits.</li> </ul>	<ul style="list-style-type: none"> <li>+ Climate aware business operations contribute positively to the wellbeing, health and safety of stakeholders across the value chain.</li> <li>+ Respond to the needs of eco-conscious customers.</li> <li>+ Strengthen stakeholders' confidence.</li> <li>- Suppliers and tenants need to invest in green innovation and technology as well as in the development of low-carbon products and adapt production processes to be more eco-friendly, to align with our long-term goal of achieving net zero.</li> <li>- Customers and tenants may experience higher prices for products/services/rents due to increased costs.</li> </ul>



Material Issues	Inward Impact	Outward Impact
	<ul style="list-style-type: none"> <li>- Poor management of climate adaptation efforts could lead to a significant and unnecessary rise in operating costs, affecting the company's overall profitability.</li> <li>- The Company's operations may be affected and costs may increase due to higher prices of goods, materials and services sourced from green suppliers.</li> </ul>	
<p><b>12</b></p> <p><b>Resource and Environmental Management</b></p> <ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Water and Wastewater Management</li> <li>• Waste Management</li> <li>• Air Quality Management</li> <li>• Biodiversity and Ecosystem Management</li> </ul> <hr/> <p><b>Relevant stakeholders</b></p> <p>Suppliers, employees, tenants, government, shareholders and communities</p>	<ul style="list-style-type: none"> <li>+ Efficient energy management including the use of renewable energy will reduce the severity of climate change impacts and result in long-term cost reductions.</li> <li>+ Implementing effective waste management practices, such as processing or reuse to maximize benefits rather than sending waste to landfills, not only reduces environmental impact but also lowers costs and creates new business opportunities for the Company.</li> <li>+ Reduce the risk of complaints being made to public authorities by community members.</li> <li>+ Positive brand image.</li> <li>- Inefficient energy and water management could lead to higher operating costs, potentially causing business disruptions.</li> </ul>	<ul style="list-style-type: none"> <li>+ Operating business with environmental responsibility contributes positive impacts to stakeholders across the value chain by reducing air pollution, addressing water scarcity through effective water management. Managing wastewater before releasing to the public, which will affect the long-term health and safety of workers and surrounding communities.</li> <li>+ Create social benefits and support the underprivileged by implementing waste sorting initiatives and collaborating with partners to transform waste into useful products.</li> <li>+ Strengthen stakeholder confidence.</li> <li>+ Protect and preserve biodiversity in the communities.</li> <li>- Inefficient resource management may lead to higher greenhouse gas emissions, negatively affecting local ecosystems and natural resources and potentially violating the rights of community members. For example, utilization of community natural water sources for business operations may lead to issues such as drought, contamination and air pollution.</li> </ul>

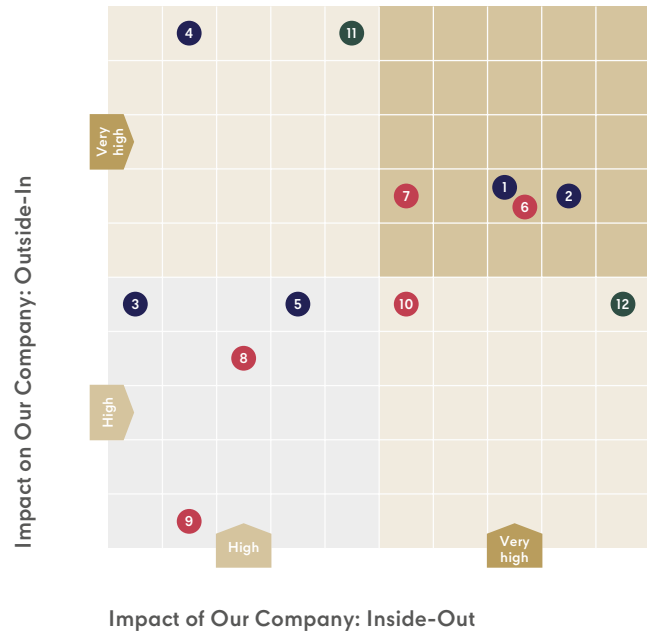
Remark:     + Positive Impact  
                - Negative Impact

## Determining Sustainability Priorities

We identified twelve issues that are material to both our business and our stakeholders and prioritized them through the lens of the Double Materiality Principle. This approach considers two perspectives: Inside Out - examining how the Company impacted the economy, society and environment and assessing each issue’s importance to our stakeholders by analyzing the results of our Sustainable Development Survey; and Outside In - examining the opportunities and risks generated by these material issues and the potential impact on the Company against our strategy and enterprise risk assessment outcomes.

### Materiality Matrix

- 1 Corporate governance, risk management and compliance
- 2 Product & service quality and customer experience creation
- 3 Supply chain management
- 4 Innovation management
- 5 IT security, cybersecurity and personal data protection
- 6 Tenant engagement and development
- 7 People development
- 8 Sustainable community development
- 9 Respect for human rights
- 10 Safety and occupational health
- 11 Climate adaptation
- 12 Resource and environmental management



Issues identified as “Very High”, some are used to define our sustainability indicators and/or risk indicators as well as set short-term and long-term goals. The successful delivery of these goals is linked to senior management remuneration outcomes (N-N3 levels). Short-term goals are then cascaded down to division, department, and individual contributor levels to guide their goals and work plans. Progress is tracked and measured across organizational levels, with the results considered in the performance assessment and informing decisions on employee remuneration and promotions at every level during the annual performance reviews.

Central Pattana reports our performance and how we reduce “Very High” impacts in accordance with the GRI Standards and Form 56-1 One Report. Impacts classified as “High” are reported based on stakeholder interests and relevant international sustainability criteria. The information is publicly disclosed through our 56-1 One Report and the Company’s website.

## Central Pattana Imagining better futures for all



Leader in shopping center-led real estate and property development, delivering sustained, profitable growth



Top-of-mind brand to tenants and customers



Maximize synergistic ecosystem



Sustainable organization with innovative, productive & efficiency DNA (Culture)



### Strong Governance Delivering sustained, profitable growth

Material Matrix	Indicator (Unit)	2023 Target	2030 Target	2023 Performance
<b>Corporate Governance and Risk Management</b>	CG Score (Rank)	Excellent	Excellent	Excellent
<b>Product &amp; Service Quality and Customer Experience Creation</b>	Net Promotor Score (% NPS Score)	59%	62%	Top of mind brand to customers
<b>Supply Chain Management</b>	Local procurement spend (Baht mn)	3,000	3,635	Top of mind brand to suppliers and partners
<b>Innovation Management</b>	Submitted innovation project from each shopping center (Projects)	39	161	Sustainovation
<b>IT Security, Cybersecurity and Personal Data Protection</b>	No instances of violations that cause severe damage to the Company			No instances of violations

### Better People Creating Shared Value to deliver better quality of life and wellbeing for all

Material Matrix	Indicator (Unit)	2023 Target	2030 Target	2023 Performance
<b>Tenant Engagement and Development</b>	Net Promotor Score (% NPS Score)	29%	34%	Top of mind brand to tenants
<b>People Development</b>	Employee engagement rate (%)	≥78%	78%	Employer of Choice
<b>Sustainable Community Development</b>	• No. of people used community spaces (Million people) <sup>1</sup>	3	3.9	SROI of 20:1
	• Local economic return generated from marketing campaigns and activities (Baht mn) <sup>1</sup>	150	411	
<b>Respect for Human Rights</b>	Human Rights Risk and Impact Assessment (%)	100% of employees and outsourced workers	70% of sampled participated	
<b>Safety and Occupational Health</b>	No serious accidents occurred at work (People)			No serious accidents occurred among our employees

### Better Planet Becoming a Net Zero organization by 2050

Material Matrix	Indicator (Unit)	2023 Target	2030 Target	2023 Performance
<b>Climate Adaptation</b>	Reduce Scope 1, 2 and 3 GHG emissions (compared to baseline year) <sup>2</sup> (%) <sup>1</sup>	12%	21.6%	46.2% Reduce SBTi-validated greenhouse gas emissions
<b>Resource and Environmental Management</b>	Reduce electricity consumption under Central Pattana operational control (compared to baseline year) <sup>2</sup> (%) <sup>1</sup>	3.9%	12%	20%
	Portion share of renewable energy in total energy consumption (%)	2.4%	4.5%	20%
	Reduce water (compared to baseline year) <sup>2</sup>	7.1%	12%	20%
	Reduction in waste sent to landfill (%) <sup>1</sup>	35%	38%	50%

Remark: <sup>1</sup> Corporate OKR

<sup>2</sup> 2019 baseline year

## Engaging with our Stakeholders

Central Pattana divides our stakeholders into eight groups, each supported by a dedicated team responsible for stakeholder communication, listening, and engagement management to ensure that our stakeholder feedback and expectations are addressed promptly and effectively. We consult and engage with our stakeholders through surveys and seminars, internal and external communications and stakeholder relationship management, leveraging their insights to inform and evolve our management approaches at the corporate policy and operational levels, while continuously reviewing and improving our processes and products based on their suggestions and complaints. For employees, engagement platforms include biannual and quarterly meetings between senior management and employees, employee engagement surveys and group discussions. Grievances can also be submitted through our website: [www.centralpattana.co.th/en/corporate-governance/whistle-blowing-complaints](http://www.centralpattana.co.th/en/corporate-governance/whistle-blowing-complaints)

Stakeholder Expectations	Central Pattana's Responses	Communication Channels and Engagement Platforms
<b>Customers</b>		
<ul style="list-style-type: none"> <li>• Service quality</li> <li>• Service convenience and safety</li> <li>• Ability to respond to customer needs</li> <li>• Speed of information</li> </ul>	<ul style="list-style-type: none"> <li>• Delivering superior, experiences that are unique and inclusive</li> <li>• Driving service excellence, convenience and safety</li> <li>• People development under the 'Service with the heart' program</li> <li>• Business ecosystem development</li> <li>• Omnichannel experience development</li> <li>• Innovation development</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-development customer behavior surveys</li> <li>• Annual satisfaction survey</li> <li>• Customer engagement activities, marketing activities</li> <li>• Central Life X application</li> <li>• Online media and social media</li> <li>• Call center +66 (0) 2 021 9999</li> <li>• Customer service counters</li> <li>• Online complaints and whistleblowing channels</li> </ul>
<b>Tenants (Retail and Offices) and Residents</b>		
<ul style="list-style-type: none"> <li>• Good and on-time handover of buildings, projects and services</li> <li>• Service quality and effective property management</li> <li>• Convenience and safety considerations</li> <li>• Fast and convenient channels for financial transactions</li> <li>• Creating added and shared value</li> </ul>	<ul style="list-style-type: none"> <li>• On-time handover of quality products</li> <li>• Driving service excellence, convenience and safety</li> <li>• Business ecosystem development with expansion of linkages to relevant business units or stakeholder groups</li> <li>• Innovation</li> <li>• Custom application development</li> <li>• Product and service responsibility</li> <li>• Incorporating concerns and suggestions to drive improvement</li> <li>• Providing relief and support during a crisis</li> <li>• Training and capacity development</li> <li>• Complete and timely information updates including guidelines and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Directly</li> <li>• Annual satisfaction survey</li> <li>• Annual meeting</li> <li>• Trainings and marketing activities</li> <li>• SERVE application</li> <li>• Online media and social media</li> <li>• Call center +66 (0) 2021 9999</li> <li>• Online complaints and whistleblowing channels</li> </ul>

Stakeholder Expectations	Central Pattana's Responses	Communication Channels and Engagement Platforms
<b>Employees</b>		
<ul style="list-style-type: none"> <li>• Attractive and fair compensation and benefits</li> <li>• Stability and career advancement</li> <li>• Capacity development</li> <li>• Good health and wellbeing</li> <li>• Participation and consultation</li> <li>• Non-work related experiences</li> <li>• Workplace pride</li> <li>• Cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>• Providing competitive and fair compensation packages</li> <li>• Creating an equitable performance evaluation and promotion process</li> <li>• Organizing off-hours activities, catering to different lifestyles</li> <li>• Aligning training courses with the employee development plan</li> <li>• Providing one-stop service through Business Partner</li> <li>• Listening to comments and suggestions and providing feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Annual CG Voice survey</li> <li>• Online surveys</li> <li>• Group discussions</li> <li>• Townhall, Communication Day, Management Information Meeting, Annual Management Conference</li> <li>• Employee engagement activities</li> <li>• Platforms including CNext, Workplace, MS Viva Connection</li> <li>• Online meeting platform and offline</li> <li>• Online complaints and whistleblowing channels</li> </ul>
<b>Suppliers and Business Partners</b>		
<ul style="list-style-type: none"> <li>• Equity, equality and transparency</li> <li>• Sustainable operating guidelines for suppliers and business partners</li> <li>• Comprehensive recommendations for innovation development</li> <li>• On-time and accurate payments</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent competition</li> <li>• Competitive bidding from at least three sources</li> <li>• On-time and accurate payments</li> <li>• Listening to comments and suggestions and providing feedback as well as offering relief and support</li> <li>• Co-creating innovations</li> </ul>	<ul style="list-style-type: none"> <li>• Annual meeting</li> <li>• Trainings</li> <li>• Supplier assessment</li> <li>• Online complaints and whistleblowing channels</li> </ul>
<b>Communities / Community Representatives Including Regulators and Government, Academia and Independent Bodies</b>		
<ul style="list-style-type: none"> <li>• Prioritizing community impact including environmental, wellbeing and safety</li> <li>• Creating shared benefits through development</li> <li>• Fair handling of complaints</li> <li>• Collaborative knowledge management</li> <li>• Collaborative environmental resource management</li> <li>• Information sharing</li> <li>• People development</li> </ul>	<ul style="list-style-type: none"> <li>• Community assistance visits</li> <li>• Offering spaces to state agencies and communities</li> <li>• Participation in volunteer activities with communities</li> <li>• Consultation on issues such as traffic management and waste management</li> <li>• Organizing field visits</li> <li>• MOUs</li> <li>• Providing appropriate support and resources in times of need</li> </ul>	<ul style="list-style-type: none"> <li>• Directly</li> <li>• Through Central Group and Central Tham</li> <li>• Community impact assessments</li> <li>• Meetings and trainings</li> <li>• Online complaints and whistleblowing channels</li> </ul>

Stakeholder Expectations	Central Pattana's Responses	Communication Channels and Engagement Platforms
<b>Shareholders</b>		
<ul style="list-style-type: none"> <li>• Business growth and performance</li> <li>• Alignment with sustainability principles</li> <li>• Good governance and transparency</li> <li>• Risk management and business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Business transparency and corporate governance</li> <li>• Ensuring effective management of the company to build confidence and deliver highest returns</li> <li>• Providing complete and transparent disclosures on an ongoing basis</li> <li>• Fulfilment of contractual obligations as stipulated in the terms and conditions and in accordance with legal requirements</li> <li>• Participation in sustainable development surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Directly</li> <li>• Quarterly briefings through SET Thailand's Opportunity Day</li> <li>• Annual General Meeting (AGM)</li> <li>• Surveys</li> <li>• Disclosures/updates via SET Thailand's website, Central Pattana's website and/or news websites</li> <li>• Online complaints and whistleblowing channels</li> </ul>
<b>Creditors</b>		
<ul style="list-style-type: none"> <li>• Good governance and transparency</li> <li>• Risk management and business opportunities</li> <li>• Credibility assessment</li> <li>• Financial performance and future developments</li> <li>• Repayment capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Business transparency and corporate governance</li> <li>• Ensuring effective management of the company to build confidence and deliver highest returns</li> <li>• On-time loan repayment</li> </ul>	<ul style="list-style-type: none"> <li>• Directly</li> <li>• Quarterly briefings through SET Thailand's Opportunity Day</li> <li>• Disclosures/updates via SET Thailand's website and Central Pattana's website</li> <li>• Communication with Financial Management</li> </ul>

### Our Value Chain



For further information, please see [www.centralpattana.co.th/en/sustainability/sustainability-strategy/stakeholder-engagement/supplier](http://www.centralpattana.co.th/en/sustainability/sustainability-strategy/stakeholder-engagement/supplier)

### Sustainability Reporting Approach

Central Pattana Sustainability Report has been published annually for eleven years to showcase our economic, social and environmental sustainability performances. Our 2023 reporting and disclosure is prepared in accordance with the Global Reporting Initiative (GRI) Standards, ISO 26000:201 Guidance on Social Responsibility, the AA1000AS (Assurance Standard), the United Nations Global Compact (UNGC) and the UN Sustainable Development Goals (SDGs).

### Reporting Scope

This Report is an account of the sustainability performance of Central Pattana and its subsidiaries in and outside Thailand from a financial period between 1 January to 31 December 2023. It describes our sustainability performance in economic, social and environmental aspects reflective of our sustainability priorities. The Report contains the performance data of 40 shopping centers and related and complementary businesses that operate in Thailand and are managed by Central Pattana. Details can be found in Section 1.2 Nature of Business. Except the environmental performance data which reports only 38 buildings of shopping centers, consists of 37 shopping centers located in Thailand (Excluded Mega Bangna and Central Westville) and 1 shopping center in Malaysia which is Central i-City. Including retail spaces in BELLE Grand Rama 9 condominium, 10 office buildings and 4 Central Pattana Head Offices, 15 community malls (excluded The Avenue Ratchayothin and Meng Jai) and 4 GO! Hotels (Bowin, Banchang, Si Racha and Chonburi). Please note that the environmental performance data of residential projects, and the supply chain performance data of Central Pattana's subsidiary, CPN Residence, have not been included.

Engaging and collaborating with all stakeholder groups including shareholders, tenants, customers, suppliers, creditors, employees, competitors, community and society, the environment, public organizations, independent organizations and other entities, is an important part of our approach to sustainability. The reporting content contains performance disclosures of Central Pattana, associated companies and subsidiaries that Central Pattana holds more than 50% of the shares or has direct management control including companies that voluntarily disclose their sustainability information. For more information about the scope and boundaries of Central Pattana's sustainability reporting, please refer to our website: <https://www.centralpattana.co.th/en/sustainability/sustainability-reporting-library>.

### Quality Control

The reporting content has been reviewed for accuracy and completeness by Central Pattana's Sustainable Development Department, which serves as the central quality control team for our sustainability reporting. The Report is prepared annually by a working group and is approved by Senior Executive Vice President, Finance, Accounting and Risk Management before it goes into circulation.

### Independent Assurance

The Report and key performance indicators have been assured to be in conformance with the GRI Standards and the AA1000AS (Assurance Standard) by an independent third party that is specialized in real estate. The Independent Assurance Statement is available at page 256-257. For information, please refer to the 2021 GRI Content Index on our website: [www.centralpattana.co.th/en/sustainability/sustainability-reporting-library](http://www.centralpattana.co.th/en/sustainability/sustainability-reporting-library). In accordance with Central Pattana's Policy on Climate Change and the Environment, which encourages paper use reduction, the report is made available in digital form only and can be downloaded here: [www.centralpattana.co.th/en/investor-relations/publications/report/one-report](http://www.centralpattana.co.th/en/investor-relations/publications/report/one-report)

If you have any inquiry or wish to submit your feedback about the report, please contact:

#### Sustainable Development Department, Excellence & Sustainable Development Division

Central Pattana Public Company Limited

10<sup>th</sup> Floor, centralwOrld Offices

999/9 Rama 1 Road, Pathumwan Sub-District,  
Pathumwan District, Bangkok, Thailand 10330

Tel: +66 (0) 2667 5555 ext. 6907-9

Fax: +66 (0) 2264 5593

Email: [sd.ho@centralpattana.co.th](mailto:sd.ho@centralpattana.co.th)

## 3.2 Sustainable Management for Stakeholder, Social and Environment

# Strong Governance

Delivering Sustained,  
Profitable





Implementation of corporate governance principles to delivering sustained, profitable growth as follow:

# 01

## Corporate Governance and Risk Management

Since our founding, the principles of corporate governance have been at the heart of how Central Pattana operates our business. They also inform our practices and guide our approach to sustainability and risk management across our entire value chain. To drive alignment and achieve tangible outcomes, monetary or equivalent, we have placed the teams responsible for overseeing and managing corporate governance, risk management and sustainable development under Finance, Accounting and Risk Management. Based on the nature of the work being done, these teams report to the Corporate Governance and Sustainable Development Committee, Audit and Corporate Governance Committee, Risk Management Committee and Risk Policy Committee, respectively. Refer to [Chapter 6 Corporate Governance Policy](#) and [Chapter 2 Risk Management](#) for details on our management approach and performance outcomes.



United Nations  
Global Compact

**In 2023,  
As part of Central Group,  
Central Pattana has also  
become an official member  
of the United Nations Global  
Compact (UNGC) initiative,**

reaffirming our commitment to  
its Ten principles in the areas of  
human rights, labor, environment  
and anti-corruption.



## 02

## Product & Service Quality and Customer Experience Creation

### Overview

Central Pattana continues to focus our attention on product design, which extends to our buildings, activity spaces, and service excellence, to fulfil the unique needs of every customer group, with safety and health as a priority, in order to drive customer satisfaction and encourage repeat business. Our capacity to create and customize experiences for diverse groups of customers will support the expansion into other areas and markets as well as the diversification of our portfolio to minimize risks.

Cultivating brand loyalty begins with building strong customer relationships and to achieve sustainable growth it is of critical importance to our business to maintain our customer base. To consistently deliver a superior customer experience and service excellence, we continue to elevate our service standards, while also incorporating the outcomes of the Customer Net Promoter Score (NPS), conducted annually, into our plans as part of continuous service improvement.

### Management approach

Our customers are our inspiration. We put them at the center of every product we design to create experiences and services for all customer groups. This approach is underpinned by our [Treatment of Customers Policy](#), which aims to ensure customers receive quality experiences, products and services that meet their satisfaction, under fair contract or agreement terms, as well as safety to health, life and property. It also aligns with our Center of Life and Omnichannel strategies to be a top of mind brand. At Central Pattana, there is a process to listen to the voice of the customer before, during and after receiving our service through various engagement channels. The issues are then incorporated and addressed alongside ESG considerations through initiatives such as obtaining certifications for green buildings, healthy building standards and other safety standards, marketing activities that support equality and local economies, and provision of services and amenities that ensure accessibility to all groups of people. The focus areas for our approach are as follows:

### 2.1 360-Degree Centre of Life

We are advancing our retail-led mixed-use developments with Central shopping centers as the centerpiece to meet the needs and lifestyles of all people and deliver a superior customer experience with utmost comfort and convenience. With a blend of retail, hotel, residential and office, complemented by curated promotional events and activities for all lifestyles, these projects are designed to truly be the center of life that provides a seamless omnichannel experience for people to shop, eat, work, play, stay and live - everywhere 24/7 all year round.

As the heart of each project, our shopping center development is focused on building and space design and curation of marketing activities based on the 'destination' concept, with space allocated for over 24,000 stores and 4,500 brands to serve more than 1.3 million customers daily, with the goal of becoming the ultimate destination for everyone, every occasion and every festival.

**Space Allocated  
for Over**

**4,500**  
Brands

**To Serve More Than**

**1.3**  
Million Customers Daily



Family Destination



Food Destination



Fashion Destination



Lifestyle Destination



Pet Destination



Sport Destination



Tourist Destination



Center of Community

## 2.2 Service Excellence

We proactively listen to feedback and comments from our customers, utilizing these insights as well as incorporating similar or related issues raised by tenants and communities to guide our actions and drive continuous service improvement throughout the operations.

The voice of the customer process as outlined in the Central Pattana shopping center management manual.

### Customer Feedback Channels



Direct



Surveys



Customer Relations Activities



Marketing Activities



Online Complaints and Whistleblowing Channels



Social Media



Call Center

Issues received by customer service staff are categorized into the following groups.



Complaints



Suggestions



Compliments

After consolidation and analysis, the issues are presented to the general managers of the shopping centers on a monthly basis for improvement and feedback.

A monthly report is prepared and presented at the shopping center management meeting.

During the meeting, the issues reported from every branch are gathered and summarized. This information is then shared at the regular meetings held between shopping center general managers.

Reported to the Board of Directors.

The following are the service issues prioritized by our customers, along with the actions taken by Central Pattana to address them.

#### 1) Travel and Parking

Our shopping centers and affiliated sites are conveniently located with easy access to public transport within a 10-minute walk (where conditions permit). We implement effective traffic management plans to reduce the time spent at the entrances/exits and within the areas around our shopping centers and coordinate these plans regularly with local traffic police and traffic volunteers. We also offer services and organize activities such as bicycle parking, EV chargers and shuttle bus service to support eco-friendly commuting and travel.

Traffic and Parking Amenities and Services



Priority Parking

974

slots available at all projects



Lady Parking

319

slots available at 5 projects



Family Parking (for Parents with Prams)

270

slots available at 32 projects



EV Charger Parking

521

slots available at 37 projects



Supercar Parking

317

slots available at 36 projects



Big Bike Parking

516

slots available at 15 projects



Bicycle Parking

4,650

slots available at 23 projects

- Reserved Parking (via application) at centralWorld
- Intelligence parking : 27,415 slots available at 10 projects
- Transport hub at 8 projects
- Shuttle service at 11 projects
- Delivery parking at centralWorld
- Taxi service for seniors at Central Bangna
- Cashless Payment Parking at centralWorld and Central Ladprao
- 'QR Smart Help+,' to request assistance for issues such as: unable to find their parked vehicle, getting blocked or boxed in, vehicle breakdown or other emergencies. Available at all projects

2) Services and Amenities Designed with considerations for all people

Families and People with Special Needs



Nursing Room

82

rooms available at 36 projects



Baby Changing Room/Station

266

rooms/stations available at 36 projects



Kid's Restroom

203

rooms available at 35 projects



Baby Stroller

331

strollers available at 38 projects



Kiddy Car

657

kiddy cars available at 38 projects



Pet Stroller

117

strollers available at 10 projects



Happy Train

26

happy trains available at 25 projects



Wheelchair

560

wheelchairs available at 38 projects



Accessible Restroom

357

rooms available at 38 projects

### Tourists



Group Tour Counter

**7**

counters available  
at projects



Tourist Information Center

**11**

centers available  
at 9 projects



Luggage Storage  
and Delivery  
(paid and free service)

**17**

centers available  
at projects

### Other Groups



Green Space

**242,954**

sq.m. available



Muslim Prayer Room

**23**

rooms available  
at 23 projects



Rest Area

**119**

spots available  
at 28 projects



Work Area with  
Power Outlets

**73**

spots available  
at 36 projects



Free Wifi

**10**

projects



Charging Station

**12**

stations available  
at 6 projects



Power Bank Rental

**120**

units available  
at all projects



Concierge Service

**36**

projects



Drive & Drop Recycling Station

**15**

projects

## 2.3 Product and Service Standards

1) Central Pattana's service standards are aligned with ISO9001 Quality Management System (QMS) requirements. They are included in our shopping center management manual to provide comprehensive guidelines and practices for service delivery across all shopping centers, with the goal to increase customer satisfaction, reduce complaints and recurring issues, and foster the culture of "Service with the Heart". In 2023, we carried out the following:

- Established the selection standards for personnel in security and cleaning services and conducted meetings to communicate our policy and standards to outsourced company executives.
- Conducted monthly training workshops for outsourced workers, focusing on theory and role-play exercises. The workshops also included field trips to familiarize workers with the shopping center layout and help them learn to pronounce store names correctly.
- Implemented monthly Mystery Shopper evaluations to assess the performance of cleaning staff and security guards. Employees from a different branch were assigned to perform these checklist-based

evaluations, measuring customer service standards at each touchpoint.

- Boosting outsourced staff morale by designating every fourth week of the month as the 'week of recognition' at each branch, with an annual award ceremony held at the branch level to celebrate workers who demonstrated exceptional performance. Each awardee received a Service Excellence pin, along with a gift certificate and a present from the branch general manager.
- 2) We are working towards achieving the ISO 20121 Event Sustainability Management Systems certification for the management of multipurpose convention halls, in support of Thailand's national strategic plan to raise the Thai MICE (Meeting Incentives Conventions Exhibitions) industry standards. To date, nine convention halls have been submitted for the certification. Twelve meeting rooms, four exhibition venues and six special event venues are also undergoing TMVS certification under the Thailand MICE Venue Standard (TMVS) from the Thailand Convention and Exhibition Bureau (TCEB); and three projects are in the process of AMVS certification.

### 2023 Spotlight

- Launched “Central Westville,” an eco-friendly, low carbon mall under the semi-outdoor model. The shopping center features ample outdoor areas for families and pets, as well as integration of other sustainability considerations including efficient management of energy and water, proper waste management and incorporation of green spaces.



- Collaborated with TEDxBangkok 2023 to gather ideas for creating a ‘Better Bangkok’ and capture the voices of all generations to bring about positive change to society. The results highlighted a strong desire for green spaces, trees, nature and clean air. In response, we have initiated plans to incorporate these customer needs into our future developments including “Dusit Central Park,” which will have a 7-rai rooftop garden connected to Lumpini Park, serving as Bangkok’s green lung.

### Performance

1. Our Customer Net Promoter Score (NPS) of 62% exceeded our performance target by 105%. It was calculated using the standard NPS formula, which is to subtract the percentage of promoters (scores of 9-10) by the percentage of detractors (scores of 0-6). The NSP scores for common areas and services were 66% and 73%, respectively, marking a 3% and 5% increase from 2022.
2. 100% complaints received through the voice of customer process from all customer feedback channels were successfully addressed and resolved. They accounted for 74% of the 1,673 cases received, with the remaining 26% comprising compliments, suggestions and requests for assistance.
3. Central Pattana received the “Thailand’s Most Admired Company 2022-2023” award in the shopping center business category. The Awards are organized by BrandAge Magazine.
4. centralwOrld has been named the “best brand performance on social media shopping & department store,” for two consecutive years, winning gold at the 11<sup>th</sup> THAILAND SOCIAL AWARDS.

No. **1**  
**Thailand’s Most Admired Company 2022-2023**  
 by BrandAge

The Winner  
**THAILAND SOCIAL AWARDS**  
 Gold Rank

**2**  
 consecutive years



## 03

## Supply Chain Management

### Overview

How Central Pattana manages our supply chains throughout our operations from building design and construction, shopping center management to the delivery of goods and services to stakeholders is key to achieving operational efficiency, cost efficiency and greater responsiveness to our stakeholder hopes and expectations. Today, the integration of sustainability into supply chain management has become a crucial mechanism for reducing and mitigating risks that stem from disruptions in the supply chain. This empowers the organization to be more effective and productive, while also enhancing convenience and safety, stakeholder satisfaction and the overall brand.

### Management Approach

Our supply chain management approach focuses on increasing design and construction efficiency to meet safety and environmental standards for green buildings and ensure on-time handover of properties to tenants and property management units. In property management, our aim is to enhance operational efficiency and productivity to reduce costs, for both the organization and our tenants, as well as deliver excellent customer experience to boost satisfaction and maintain repeat customers.

Central Pattana's Supply Chain Management Policy places great emphasis on fairness and transparency in our dealings with suppliers as well as the minimization of community, social and environmental impacts and respect for human rights principles and safety considerations. We implement comprehensive plans to manage suppliers along the value chain. Our suppliers are categorized first into segments according to stages in the value chain including business development and construction, shopping center

management including marketing and organization management, then further subdivided into twelve supplier product and service categories. Our Supply Chain Management Policy and Guidelines and Code of Conduct for Suppliers are aligned with relevant national, regional and international laws, rules, regulations and guidelines such as Thailand's Labour Protection Act, the United Nations Global Compact (UNGC), the Universal Declaration of Human Rights (UDHR) and the International Labor Organization's (ILO) standards. We embed sustainability into how we work with and engage our suppliers and communicate our expectations to them at every stage of procurement and supply chain management from supplier sourcing and selection, supplier risk assessment to monitoring and evaluation of their performance. We also support and collaborate with our suppliers to operate sustainably and realize shared value for society, communities and the environment.

### 3.1 Supply Chain Risk Management

To drive organizational agility, Central Pattana has segmented our supply chain management into three distinct parts, based on the risks identified in the value chain that could impact revenue generation and lead to business disruption as well as according to business category as follows:

- 1) Business development and construction of shopping centers and non-residential buildings.
- 2) Business development and residential construction.
- 3) Property management, marketing and organizational management or Central Procurement.

## Supply Chain Sustainability Risk Identification and Assessment



### 1. Supplier Screening

- All new suppliers complete the supplier ESG self-assessment using our online portal. Those in specific groups and segments are required to provide additional information for pre-qualification such as: 1) credibility and financial management capability; 2) know-how and technological innovation; 3) quality management; and 4) considerations for safety, occupational health and environmental impacts, and industry recognized certifications.
- The responsible unit and/or Central Procurement review the information submitted by suppliers relating to ESG performance, credibility, reputation, country risk, industry risk, quality risk, service risk and delivery risk.
- When assessing suppliers, the scores from the supplier sustainability self-assessment are considered in conjunction with other selection criteria, carrying a weight of 30-100%, depending on the product and service categories.

### 2. Supplier Selection

- Suppliers are chosen using the following methods: 1) sealed bid auctions and e-Auction; 2) competitive bidding from three sources; and 3) direct purchase through e-Catalog. In the first two systems, technical capacity and capabilities, and value for money are evaluated separately. For direct purchases through the e-catalog, price comparisons and annual evaluations of suppliers are conducted prior to making the products and services available in the system.
- The “7 Rights” criteria used for selecting suppliers include: (1) Right quality, (2) Right price, (3) Right service & condition, (4) Right quantity, (5) Right time, (6) Right source and (7) Right place. In addition, there are specific rules in place on spend limits per supplier to promote fairness, prevent supply monopolies and diversify operational and delivery risks.

### 3. Supplier Registration

- All suppliers that pass the screening and are selected must certify their compliance with Central Pattana's Code of Conduct for Suppliers.

### 4. Identification of Critical Suppliers and Critical Non-tier 1 Puppliers

Criteria
<b>Critical suppliers</b> <ul style="list-style-type: none"> <li>• High percentage of spend (through insights from spend analysis)</li> <li>• Products or services critical to Central Pattana's operations</li> <li>• High dependency; limited alternative suppliers</li> </ul>
<b>Critical Non-tier 1 Suppliers</b> <ul style="list-style-type: none"> <li>• ESG risks or opportunities in the supply chains</li> <li>• Are identified from critical suppliers</li> </ul>

### 5. Supplier ESG Risk Assessment

To define significant tier 1 suppliers, we conduct additional ESG risk assessment of critical suppliers, considering the following factors:

- Alignment of their ESG policies with Central Pattana's direction
- Contract duration exceeding one year
- Capacity to grow and scale
- ESG risks or opportunities in the supply chain



## 6. Supplier Audit

- Upon receiving the order, the “buying” unit conducts checks on products and services by scanning a QR code on each purchase order for every procurement processed through the Company’s procurement system (only transactions via Central procurement).
- Both critical suppliers and critical non-tier 1 suppliers are assessed through desktop audits or are requested to provide sustainability-related information as deemed necessary by Central Procurement and/or relevant departments.
- Significant tier 1 suppliers classified as ‘High Risk’ are subject to on-site audits on a weekly basis or for a duration determined by the departments directly responsible, along with random inspections conducted by senior executives at Central Pattana in relevant functions, to assess their compliance with the rule of law, Central Pattana’s rules and regulations and Code of Conduct for Suppliers, and service delivery procedures in accordance with sustainability guidelines on health and safety, human rights, construction waste management and complaints handling, in a wide range of areas including construction, manufacturing, service, and supplier practices concerning fairness, safety, human rights, and negative impacts on outsourced workers, employees, the environment and surrounding communities.
- Significant tier 1 suppliers are subject to specialized audits carried out by third-party entities to assess their compliance with international standards and our Code of Conduct for Suppliers in areas such as safety, traffic, negative impacts on the environment and biodiversity and green building standards.
- Some of our significant tier 1 suppliers also undergo in-depth audits during which primary data on-site are thoroughly examined and analyzed. These audits are designed to reduce and mitigate risks in product or service delivery, assess the supplier’s capacity for scalability and evaluate their readiness for development.

## 7. Corrective Action

- Suppliers must develop and implement corrective action plans to address issues or gaps identified during audits

within a specified timeline or until the desired results are realized and verified. Failure to take corrective actions will impact the inclusion of the suppliers in the Registry of Suppliers for the following year.

- Penalties for neglect or non-compliance are clearly defined particularly for those concerning the Safety Evaluation Checklist and Discipline/Order.

## 8. Supplier Development

- After passing the desktop audits or on-site audits, critical suppliers are benchmarked with other suppliers in the same product/service category for potential development into our business partners. The development program is designed to reduce and mitigate risks in the supply chain while enhancing the suppliers’ capacity and capabilities based on their specific needs and readiness.

## 9. Supplier Registry Review

- Suppliers found to be in violation of Central Pattana’s Code of Conduct for Suppliers or failing to fulfill obligations or pass audits will be considered for inclusion on the Seller-Service Provider Blacklist. The evaluation for addition or removal from the blacklist by the committee will only occur after the successful implementation of corrective action plans and performance verification by the respective units, in line with the company’s regulations.
- The Supplier Registry and supplier accounts undergo periodic reviews according to the timelines established by each functional area, in line with our procurement policy and the procedure for the annual review of approved supplier status.

## 3.2 Enhancing Cost Efficiency and Productivity through Process Improvement

Our aim in enhancing supply chain efficiency and productivity is to effectively manage costs, mitigate risks and increase business agility by broadening and scaling successful strategies across the value chain, with a focus on reducing costs for tenants, delivering a superior customer experience to drive satisfaction and repeat business, and improving the performance of significant suppliers to reduce risks in their operations. The area of improvement consist of strategic sourcing, strategic procurement, inventory management and E-Catalog enhancement.

<p><b>Strategic Sourcing</b></p> <ul style="list-style-type: none"> <li>• Reduce transaction frequency and dependency risk</li> </ul>	<p><b>Strategic Procurement</b></p> <ul style="list-style-type: none"> <li>• Reduce risks from product shortages and increase production accuracy</li> </ul>	<p><b>Inventory Management</b></p> <ul style="list-style-type: none"> <li>• Reduce inventory risk</li> </ul>	<p><b>E-Catalog Enhancement</b></p> <ul style="list-style-type: none"> <li>• Develop automation functions</li> <li>• Control approval limits in the system. Reduce transaction volume</li> </ul>
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### 3.3 Transforming Suppliers into Business Partners

Central Pattana devises development plans for our suppliers by analyzing select results from our cost efficiency and productivity enhancement plan as well as the outcomes of the capacity and readiness evaluation of significant tier-1 suppliers. These plans aim to reduce and mitigate supply chain risks, promote agility and support the transformation of suppliers into business partners, enhancing their capabilities and fostering sustainable growth.

Each responsible unit formulates their strategies by analyzing stakeholder insights that are relevant to their operations. They also incorporate these strategies into the plans for developing suppliers in their supply chains to support systematic improvement, timely issue resolution and process standardization as well as foster co-creation of innovations and shared value for the whole of society, in line with Central Pattana’s Safety and Occupational Health Policy, Climate Change and Environment Policy and Respect of Law and Principles of Human Rights Policy.

Projects co-implemented with our suppliers that have been standardized or integrated into our operational guidelines include:

- Use building Information Modeling (BIM) to create 3D virtual models of underground structures, facility management and retail stores.
- Use Recycled Concrete Aggregates (RCA), sourced from concrete debris produced during pile cutting, as an alternative to natural crushed stone aggregates in road base construction.
- Sort and process waste generated at construction sites. Examples include: 1) production of effective microorganisms for use in the project sites as well as

distributed to community members; 2) feeding food scraps to worms; and 3) production of organic compost for use in the project sites; any surplus is sold, with the proceeds earned used to purchase food and stationery for students in nearby communities and workers at the project sites.

- Reuse materials such as: 1) metal sheets; 2) excavated soils transported from project to project; and 3) 40 shipping containers, which are used as temporary offices and living quarters for workers.
- Install solar carports that can shield small sections or entire parking lots, and solar lighting systems that power 50% of all street lighting and illuminations around the projects.



#### Install Solar Carport

**50%**  
of all street lighting  
and illuminations around  
the projects

- Use the Construction Online program for managing on-site changes and alterations, leading to a 70% reduction in paper usage compared to the previous system.
- Provide service standards training, underpinned by the “Service with the Heart” philosophy, for outsourced workers in security and cleaning services.

## 2023 Highlights

- Set local supplier spend as a corporate-level performance indicator. This would enable us to build a database of capable local suppliers and leverage this information for analysis and development of local suppliers into critical suppliers and/or significant tier-1 suppliers down the line. In 2023, we achieved 121% of our local supplier spend target.
- Conducted the Supplier Management Meeting with suppliers in our shopping center management, marketing and organization management segment after a hiatus caused by the COVID pandemic. The meeting aimed to strengthen suppliers' understanding of ESG risk management in the supply chain. In addition to having an opportunity to perform their own ESG self-assessment, the participants were acquainted with Central Pattana's new procurement platform "Procure-to-Pay" and updated Code of Conduct for Suppliers. We also introduced a new business coalition initiative, aimed at facilitating access to low-interest financing from Central Pattana's business partners for our suppliers through interconnected business ecosystems. This allows our suppliers to use our purchase orders as collateral. The meeting, attended both online and offline, achieved a satisfaction rate of 91%.
- Partnered with Investree Thailand, a licensed crowdfunding platform under the Securities and Exchange Commission of Thailand, to support small suppliers in accessing working capital to grow their businesses. Five suppliers participated in the initiative, collectively raising 35 million baht.
- Reuse of equipment and materials such as metal sheets sourced from construction sites to build supporting structures for solar carports installed in the parking lots of new projects including Central Westgate and Central Nakhon Pathom; temporary power transformers originally stationed at Central Ayutthaya for use at Central Nakhon Pathom;

and materials repurposed for decorations in selected tiling, piling, walling, flooring and furniture-making works as deemed appropriate.

- Utilization of construction waste by turning leftover concrete into floor tiles for workers' living quarters, with the surplus donated to Wat Phra Pathom Chedi in Nakhon Pathom province.

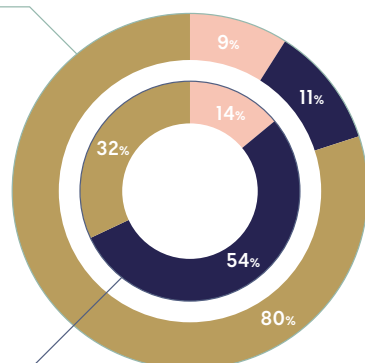


- Transitioning to an e-service reporting system for elevator and escalator maintenance, starting with Hitachi Elevator (Thailand) initially, with a plan is to integrate the system with the procurement and payment processes, and expanding its usage to other service providers in the future.
- Exploring ways to integrate online systems between Procurement and Smart Property to effectively manage risks associated with machinery and equipment maintenance including upkeep, depreciation and predictive risk analysis.

## Performance

Percentage of Suppliers

Percentage of Spend



● **Shopping Center Management, Marketing and Organization Management Supply Chain**

**Responsible by** Central Procurement and the top executive of Finance, Accounting and Risk

● **Business development and construction of shopping centers and non-residential buildings supply chain**

**Responsible by** Project Procurement and the top executive of Business Development and Construction

● **Residential Business Supply Chain**

**Responsible by** Residential Business Procurement and the top executive of Residential Business Operations

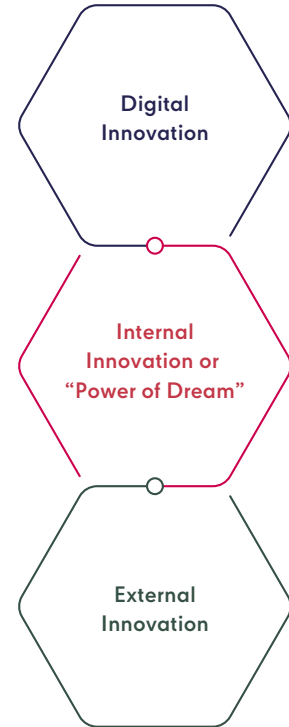
2023 Performance	Total Suppliers	Spend (Baht mn)	% of Total Supplier	% of Total Spend
Tier 1 suppliers in 2023	5,187	14,997	100	100
More than Baht 50 mn	43	8,470	1	56
More than Baht 10 mn but not exceeding Baht 50 mn	157	3,374	3	23
More than 1 mn but not exceeding 10 mn	809	2,461	16	16
Less than 1 Baht mn	4,178	692	80	5
Significant tier 1 suppliers	92	8,869	2	59
Significant non-tier 1 suppliers	-	-	-	-
No. of suppliers undergone ESG assessment including via online portal and pre-qualification	4,636	-	89	-
No. of suppliers assessed for ESG risks:	4,186	-	81	-
1) Desktop audits	4,149	-	80	-
2) Audits at the supplier sites of operations or manufacturing	37	-	1	-
Result from ESG risks assessment:	-	-	-	-
1) No. of suppliers identified as having substantial negative impacts	24	-	0.5	-
2) No. of suppliers required to implement corrective action plans	0	-	0	-
3) No. of suppliers terminated	0	-	0	-
No. of suppliers in development programs and progress against target	48	-	52% of significant tier 1	Progress against target 100%
<b>2024 target for supplier development</b>	<b>At least 42 suppliers or more than 10% of total spend</b>			

# 04

## Innovation / Operational Efficiency and Process Optimization


### Overview




In line with our four beliefs and the three dimensions of ESG, Central Pattana has integrated innovation into our internal work processes to reduce and mitigating our impacts on the stakeholders inside and outside the organization; develop and improve products, services and/or processes to better align with stakeholder needs and behavior; and create added or new value for stakeholders. This also helps boost organizational agility, reduce delays, increase competitiveness and strengthen our brand as an agile and nimble organization amidst technology disruption.




### 4.1 Digital Innovation

At Central Pattana, we leverage digital technologies in application development and Omnichannel marketing to improve responsiveness to key stakeholders including customers, tenants, suppliers and employees. This not only helps generate tangible returns but provides a better experience and greater convenience for our stakeholders as well. This year, we continued to enhance our IT infrastructure and big data analytics through optimization and digital transformation. Key initiatives implemented are described in more detail in the table below.

Stakeholder Group	Digital Innovations	Results
Shopping Center Customers 	<ul style="list-style-type: none"> <li>Central Life X is an application that offers users access to the latest news, activities, events, promotions and privileges. <a href="https://bit.ly/3Doqd3V">https://bit.ly/3Doqd3V</a></li> </ul>	<ul style="list-style-type: none"> <li>Total Application Users 530,000 people</li> <li>Monthly Active Users 100,000 people</li> <li>Daily Active Users 8,000 people</li> </ul>
	<ul style="list-style-type: none"> <li>@centraLife via LINE application is used to engage one-on-one with customers, allowing them to choose the branch they want to access our services. Key features include:                             <ul style="list-style-type: none"> <li>'Shop' - Look up shops and stores.</li> <li>'Services' - Book services such as kiddy cars, strollers, wheelchairs and powerbanks.</li> <li>'Gift for You' - Get personalized coupons tailored to each customer's lifestyle.</li> <li>'Smart Chat' - Find the information they need.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>No. of Friend on Line OA over than 4.1 mn</li> </ul>
	<ul style="list-style-type: none"> <li>The 'Cashless Payment Parking' system offers a touchless experience, enabling customers to pay for parking at "Kiosk e-Payment" service points, now available in 10 shopping centers.</li> </ul>	<ul style="list-style-type: none"> <li>Shorter queuing times, benefiting more than 23 million customers and vehicles and contributing to improved traffic flow in the parking facilities.</li> <li>Reduced headcounts in roles that carry health risks.</li> </ul>

Stakeholder Group	Digital Innovations	Results
Office Building Users/Visitors 	<ul style="list-style-type: none"> <li>'Access Control' through QR code and face scanning via the centralwOrld Offices application, delivers an effortless customer experience while enhancing security and safety through the digital record-keeping of every visitor to the buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the need for visitors to obtain and return visitor badges.</li> </ul>
Residents 	<ul style="list-style-type: none"> <li>The 'Residents' application provides an additional channel for residents to communicate and connect with their property managers as well as access such services as unit sales or rentals through our agents.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced convenience for residents in 42 projects, benefiting over 5,080 users.</li> <li>Improved data collection and management, resulting in a reduction in communication errors.</li> </ul>
Tenants 	<ul style="list-style-type: none"> <li><u>Central Pattana SERVE</u> is a one-stop service application created specifically for shopping center tenants under Central Pattana management. On the application, tenants can check rental information; make online payments; request invoices, receipts and tax invoices; record sales data and customer purchases; and submit maintenance requests. New features rolled out this year included:               <ul style="list-style-type: none"> <li>'Electricity Usage' enables users to compare usage data by brand, branch, month and year</li> <li>facilitating swift issue resolution, effortless report generation and motivating exploration of long-term energy efficiency solutions.</li> <li>'E-Coupon' provides customers and tenants direct access to redeem special privileges from shopping centers, streamlining the redemption process, reducing form-filling time, and minimizing paperwork. With real-time customer data updates, it addresses issues like document loss and duplicate redemption, while also enabling users to quickly verify eligibility for special privileges by checking the customer's total purchase at the store.</li> <li>Online 'Tenant Employee Badge' enables tenants to generate digital badges for their employees, streamlining entry and exit procedures for both tenants and shopping centers. This reduces the need for form-filling as well as simplifies the financial procedures.</li> </ul> </li> <li><u>Implementing electronic financial transactions</u> including sending tax invoices and e-receipts via email, to reduce processing time and enhance convenience for users.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced convenience for tenants, benefiting 3,433 users.</li> <li>Achieved a satisfactory increase in Tenant Net Promoter Score and a 72% rise in participating stores compared to 2022.               <ul style="list-style-type: none"> <li>80% increase in speed achieved by reducing the coupon redemption time to just one minute.</li> <li>Cost per transaction reduced by 87%.</li> <li>Over 25,000 digital badges were issued within six months of the rollout.</li> <li>Procedures were streamlined and optimized, leading to an 80% reduction in processing time to just four minutes.</li> <li>Work efficiency increased by 81%.</li> </ul> </li> <li>88% of tenants agreed to participate in the program.</li> </ul>

Stakeholder Group	Digital Innovations	Results
Suppliers 	<ul style="list-style-type: none"> <li>The 'Vendor Portal' application is a solution for Procure-to-Pay that enhances the efficiency of the digital supplier management system through procurement automation, enabling suppliers to monitor status updates for purchase orders, invoicing and payments.</li> <li>'Payment Request' is a system for outsourcing and inspection of materials that enhances supplier efficiency in receipt and inspection.</li> </ul>	<ul style="list-style-type: none"> <li>The simplified processes led to increased efficiency and reduced processing time. Additionally, the upgrade enables systematic data collection and enhances transparency in procurement.</li> <li>Over 10,000 sheets of paper were saved within three months of the rollout.</li> <li>The risks related to document loss during delivery from project site to office were reduced. By eliminating manual data entry, it also lowers the likelihood of errors and prevents duplicate processes, ensuring faster tracking, inspection and payment to suppliers.</li> </ul>
Employees 	<ul style="list-style-type: none"> <li>The 'E-Card Web-Application' via the LINE platform @centralLife enables Central Pattana employees to load money into their e-wallets and use them to pay for their meals at all food courts managed by Central Pattana. This not only serves the needs of regular diners but also reduces the likelihood of loss and shortens customer queues for cash cards.</li> <li>'Procurement Plus,' is an upgraded system that replaces the previous purchase order system. Users can now easily find what they need by inputting product attributes, without requiring support from Procurement. This results in purchases that better meet user needs.</li> <li>The Front-Operation Implementation &amp; Transformation (Project FIT) now utilizes Salesforce™ system for sales and leasing planning, customer account management, space management, discount offers and shopping center revenue planning. 'Smart Property' has also been upgraded to optimize building and property management and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>The service has been utilized by more than 50% of our employees, with over 82,000 transactions recorded within five months of its rollout.</li> <li>Achieved 70% increase in purchase order efficiency, compared to the previous system, falling short of the target of 90%.</li> <li>Replaced the manual work processes across relevant departments for over 240 contracts and reduced the amount of paperwork that needed to be prepared outside the system by approximately 700 documents.</li> <li>Reduced processing time and streamlined operational and approval procedures.</li> <li>Enhanced data analytics provided employees and executives with more insightful information to inform planning and decision-making.</li> </ul>

## 4.2 Internal Innovation or “Power of Dream”

The “Power of Dream” is a program that brings to life the four beliefs that underpin our organizational culture especially “Dynamism.” We encourage employees to innovate and explore new ways to improve and elevate our operational standards by fostering an environment of continuous learning and knowledge sharing. Now in its thirteenth year, the project comprises two sub-programs, each with its distinct set of objectives and goals:



### Dream Team

It is a contest that focuses on generating creative solutions that align with the strategy of each branch. The initiatives, developed and refined systematically using the concept of Kaizen and PDCA (Plan-Do-Check-Act) cycle, must be able to scale as well as produce immediate results. In 2023, the objective was to reduce energy use and costs. A total of 153 projects were entered, with a 9% participation rate among our employees and contributing to a combined savings of 1.32 million Baht.

The winning project from Central Rama 3 aimed to reduce electricity usage in the common areas of their shopping center by enhancing the cooling pads. The team diligently followed the PDCA cycle - a continuous loop of planning, doing, checking and acting. The implemented solution yielded the following results:

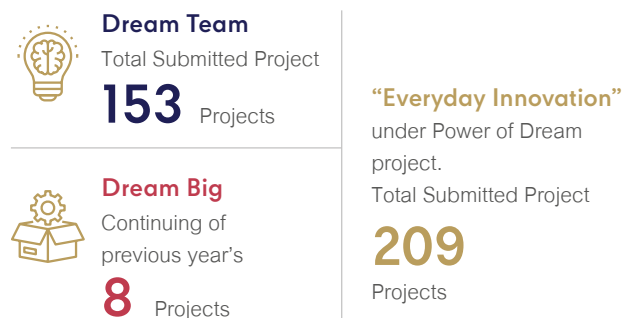
- A 10% reduction in electricity usage, exceeding the team’s target of 5% and leading to an annual savings of 140,000 Baht - with a payback period of just two months.
- The cooling pads reduced air temperature and pressure before entering condensers by 5-8 °C. This significant improvement has resulted in a substantial 40-60% reduction in compressor operation and an increase in cooling rates, resulting in enhanced coefficient of performance (COP).
- Efficient water use achieved through the implementation of a self-regulating system that draws treated recycled water from the shopping center’s water recycling system based on the rate of evaporation.
- A reduction of over 70,000 kgCO<sub>2</sub>e in greenhouse gas emissions per year.

### Dream Big

It is a challenge for big solution ideas that can be brought to life, guided by the ethos “Innovation starts with us.” In 2023, all eight projects were continuations of the previous year’s work. Equipped with additional training on Power Platform (PowerApps, Power Automate, Power BI), the teams utilized these tools to create applications and programs such as:

- The “Record Sub” project developed an application to track and record the headcount of outsourced workers (including security guards, cleaners and gardeners). With easy access to both historical and real-time data, this has led to a significant reduction in the time spent on data preparation for monthly reports, to just ten minutes from six hours.

In 2023, our focus was on ideas and innovations aimed at streamlining and optimizing processes, all centered around the theme “Everyday Innovation.” A total of 209 projects were submitted. One big change we made this year was merging the projects “Dream Big” and “Dream Team” into a single initiative called “The Power of Dream,” to align the objectives more concretely with our purpose, culture and sustainability direction.





### 4.3 External Innovation

Central Pattana collaborates with our suppliers to improve existing products, services and processes to address challenges and deliver new solutions to each stakeholder group by actively listening to our stakeholders and analyzing insights from their feedback. Potential solutions are tested on a small scale and continuously refined based on user feedback and suggestions until they are ready for scaling up. Our innovation management can be categorized as follows:

1. Driving innovation through procurement by purchasing cutting-edge products and services in the market such as:
  - Cleaning robots to reduce manpower requirements for cleaning during non-operational hours in shopping centers.
  - 'Visual Display' - innovative transparent screens currently being trialed at Central Ramindra.

- Waste digesters that transform waste into greywater, a collaborative initiative under our CSR program with NOW End of Waste Co., Ltd, currently undergoing a trial at Central Westgate.
2. Co-creating innovation with suppliers including:
    - Partnering with SCG Building and Living Care Consulting Co., Ltd, to trial HVAC Air Scrubbers at Central Ayutthaya. The innovation improves indoor air quality by removing impurities from the air circulating through HVAC systems, leading to cleaner air and improved energy efficiency.
    - Piloting a new solar power generation system, in collaboration with Thai Watsadu and Gulf. Electricity is generated by solar PV arrays installed by Gulf on the rooftops of Thai Watsadu building and distributed to Central Salaya under concession.

## 05

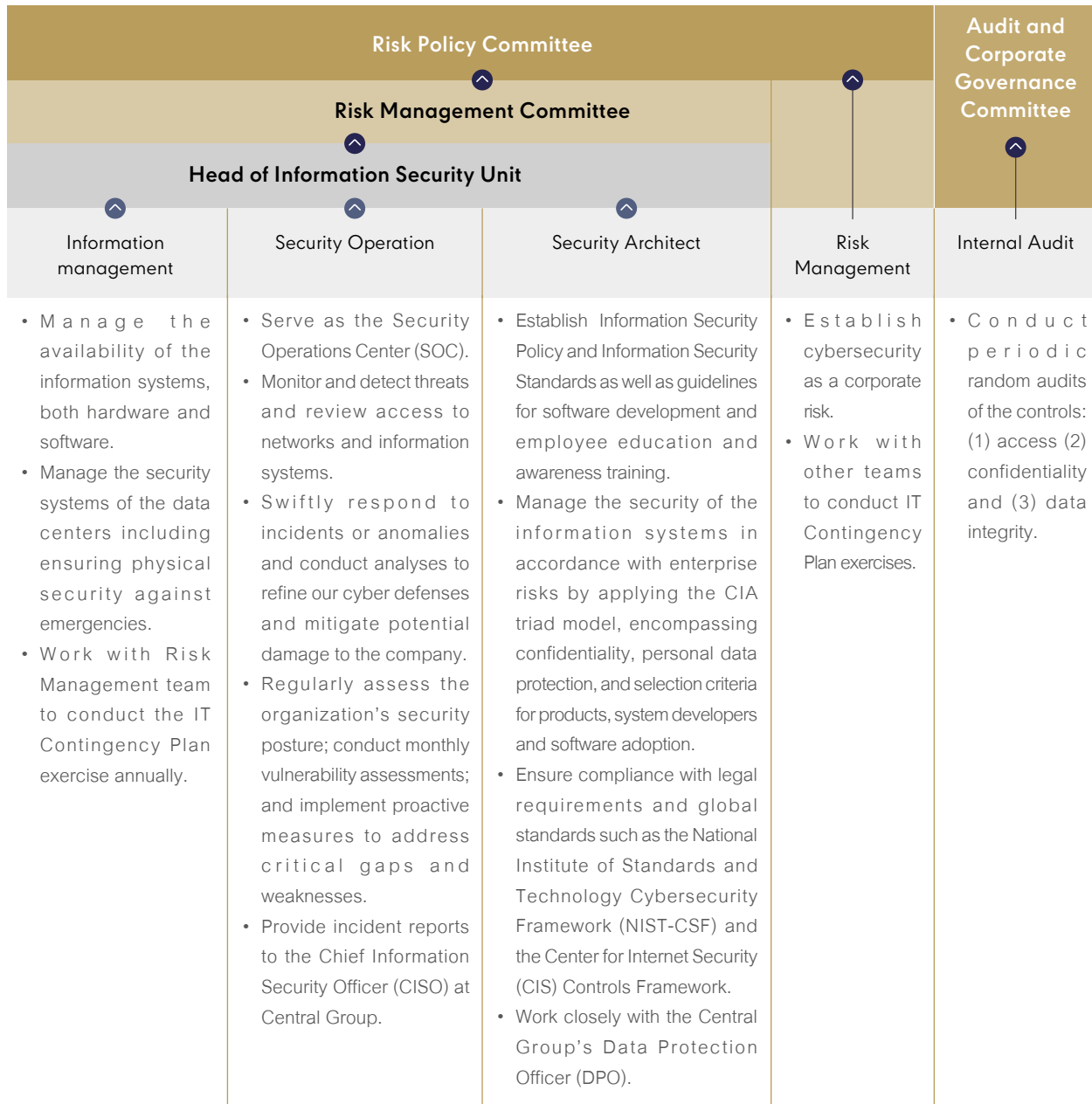
### IT Security, Cybersecurity and Personal Data Protection

#### Overview

Central Pattana continues to invest in digital technologies to transform our processes including leveraging technology enablers to improve data utilization and predictive analytics. In line with our Omnichannel strategy to deliver a seamless customer experience, this digital transformation will also enhance efficiency in customer and tenant services, reduce business risks, improve agility in working with suppliers and optimize employee workflows. However, these benefits also come with a range of IT risks such as data theft, cyber crimes and personal data breaches due to inadequate cybersecurity controls, that could potentially lead to business disruption, resource loss, complaints, lawsuits as well as reputational damage and an erosion of stakeholder confidence in doing business with the company.

#### Management Approach

We have established a set of policies and procedures including the [Information Security Policy](#), [Privacy Policy](#), [Cookie Policy](#), [Recording, Reporting and Storage of Data Policy](#) and Information Security Standards to guide the actions and decision-making of our employees and stakeholders. At Central Pattana, we have dedicated cybersecurity and personal data protection units responsible for ensuring the stability of our data and information systems. The Risk Policy Committee, Risk Management Committee, Audit and Corporate Governance Committee, Head of Information Security Unit, Internal Audit, Risk Management and professional-level teams, have management oversight of information management, security operation and security architecture. Monthly cross-functional team meetings are conducted, with quarterly reporting provided to the Risk Management Committee.



**Personal data protection**

Protecting the personal data of customers across various touch points including retail stores, websites, mobile applications, call center, online communication platforms and other locations where we collect personal data from stakeholders, is a top priority for Central Pattana. In collaboration with Central Group, we have established a dedicated Personal Data Protection unit and appointed a Data Protection Officer (DPO) to oversee the development of our personal data protection framework and ensure compliance with the Personal Data Protection Act. Information regarding non-compliance is shared among teams to enable coordinated preventive actions.

Our [Privacy Policy](#) is publicly available on our website and prominently displayed in customer service areas in the shopping centers and other locations where personal information is collected. To ensure compliance with relevant laws and regulations as well as our Privacy Policy, we have developed an instruction manual for managing activities involving personal data

processing. We also educated and trained our people on cybersecurity through training courses such as CPN-Personal Data Protection Act (PDPA 2019) and CRC-Personal Data Protection Act. Furthermore, we have implemented a range of measures including developing and maintaining a Record of Processing Activities, establishing the Consent Management system, Data Subject Rights Management procedure and Personal Data Breach Procedure, implementing the Data Retention Policy, and creating written legal agreements such as Data Processing Agreement.

Complaints regarding non-compliance can be lodged online as well as by contacting our call center at +66 (0) 2-667-5555. Upon receipt, all complaints undergo thorough review by our Internal Audit team. Findings are reported to the Audit and Corporate Governance Committee and forwarded to the responsible departments for addressing the identified issues. If the company is found at fault, appropriate compensation or remedies will be provided.

## Performance

### Security operation

Following the third-party penetration testing, several issues were identified including an easily guessed administrator password and unsupported hardware and software. Immediate actions were taken to address these findings: the administrator password was strengthened, unsupported hardware and software were either shut down or removed from unused devices, and active systems were upgraded and subjected to thorough scans for vulnerabilities. Subsequently, a follow-up penetration test was conducted to confirm that no unsupported hardware or software remained in the environment.

There were three incident cases, but they were promptly addressed and resolved without causing any damage to the company.

Building employee cybersecurity awareness and equipping them with skills to help prevent and report incidents on topics such as:

- Personal data management throughout its lifecycle
- Data masking
- How to spot and report phishing attacks and emails
- How to manage third-party service providers regarding cybersecurity, data classification and their ecosystems
- How to keep personal data “safe”
- New regulation on the collection of personal data regarding criminal records under the Personal Data Protection Act (PDPA)

### Cybersecurity

We conducted cybersecurity training, with five courses completed by 2,357 employees, representing 62% of the target audience.

Established a dedicated Wi-Fi network for company computers, while maintaining a separate network for personal computers/mobile phones/tablets, ensuring both convenience for employees and enhanced security.

There were no security breaches to information systems or other major cybersecurity incidents resulting in damage to the company.

No data breaches including leaks, thefts and loss of personal data were detected.

No employees were fined or disciplined for committing a security breach or causing other cybersecurity incidents.

### Personal data protection

There were no substantiated complaints concerning breaches of personal data.

No customer data breaches, thefts and loss of personal data were detected.



# Better People

Deliver Better Quality of Life  
and Wellbeing for All

# 06

## Tenant Engagement and Development

### Overview

Supporting the development of our tenants and fostering their growth and success contributes to higher profitability for Central Pattana. With effective management, tenants can provide quality experiences that meet customer needs, driving not only customer satisfaction and repeat business but positive word-of-mouth, which, in turn, helps enhance the company's image.

We actively support and collaborate with capable business partners of all sizes, empowering them to grow and evolve with us at local, national and global scales. Many brands began their journey with us through our training programs for business operators. Starting as small shops, they have grown into successful, widely recognized brands today. These partners have expanded their product and service offerings, added multiple locations, diversified into other businesses, adapted to changing technologies, and maximizing business opportunities through our Omnichannel strategy - to create a seamless online-offline experience for customers.

### Management Approach

Central Pattana adopts the Tenant-Centric Business Partnership framework, offering a range of products including retail spaces, activity spaces, advertising media, partnerships and services for all types of business operators. This approach is underpinned by our Treatment of Customers Policy, which aims to ensure that tenants receive quality products and services, satisfactory financial performance through partnership with us under fair contract or agreement terms, as well as safety to health, life and property. It also aligns with our Center of Life and Omnichannel strategies to be a top of mind brand and maximize benefits for our tenants. The focus areas for our approach are as follows:



**Top of mind brand to customers**

**Maximize benefit for our tenant**

**Retail Space Allocation and Management**



**Tenant Engagement**



**Tenant Operations**



**Tenant Development**



**Tenant Support**



### 6.1 Retail Space Allocation and Management

We gather feedback from tenant suggestions through multiple engagement channels and listen closely to the needs of new operators. This enables us to develop a diverse array of retail space types and formats to accommodate businesses of all sizes - from small to large enterprises, from local to global brands - and cater to the distinctive lifestyles of customers in each location. By strategically managing our space, we ensure that stores are situated in optimal locations within clear and organized sections, making it easy for customers to navigate and find what they need, aligning with the execution of our 'Destination' strategy.

Retail Space Formats for all Types of Businesses



Shop



Open Plan



Popup Store



Destinations such as Fashion Plus and Food Park



Retail such as 'Comma And' and 'Playhouse'



Community Markets such as 'Jing Jai Farmers Market' and 'Market Market'



Modern Thai and Local Products such as Hug Thai, Kad Luang Airport and Northern Village



Stand-alone Shop, a new format rolled out in 2023, such as PET'N ME and Nana Coffee Roasters at Central Westville

## 6.2 Tenant Engagement

In our tenant relationship management, we guide tenants through their journey from before, during and after the successful opening of their stores with us. We cultivate collaborative relationships, partnering with tenants to develop our businesses together. We work closely with them to ensure their stores adhere to the standards outlined in our manual and align with each project's thematic design and aesthetics. We also provide support in strengthening their knowledge of store layout design, planning and product placement, and develop promotional and marketing initiatives that meet their needs, to help drive sales and improve efficiency in store management. At Central Pattana, tenant engagement is managed at branch and brand levels by Sales, Tenant Relations and Marketing Department. In addition to branch-level meetings, held on a quarterly basis, we host a brand-level meeting, also known as the Annual Tenant Meeting, which serves as a crucial platform for exchanging information, fostering partnerships and networking, and communicating our strategic direction. This ensures that tenants are well-informed and equipped to plan for expansion and growth with us.

We collaborate with our tenants to develop marketing campaigns to drive year-round sales throughout festive and low seasons. Each campaign like the early-year 'Chinese New Year' campaign, the mid-year 'The Greatest Grand Sale,' and 'The Great Celebration' towards the end of the year, incorporates various components including shopping center decorations, events, fairs, workshops and rewards redemption.

To strengthen our relationships, we organize regular tenant relations activities, while also using this opportunity to solicit feedback and explore potential collaborations with the brand owners or senior executives. In 2023, we launched a total of 18 campaigns, which included four fashion campaigns, five food campaigns, one IT campaign, two beauty campaigns, two education campaigns and four major festive campaigns that were held across all branches.

## 6.3 Tenant Operations

We implement standard operating procedures for managing tenant operations, with detailed procedures outlined for the handling of corrective and preventive actions, inspections, monitoring and follow-up, and annual operational audits across

various areas including utility systems, waste management and disposal, and safety and incident management. We continuously improve our services by analyzing the outcomes from these processes and integrating insights from tenant feedback as well as perspectives from our customers and communities. We also actively seek input from our tenants through satisfaction surveys whenever they make a request or seek services from Shopping Center Operations. This valuable feedback helps us drive improvements and guides the development of innovative products or services to better meet their needs.

We align our tenant services with the ISO 9001 Quality Management Systems (QMS) requirements; establish tenant environmental and waste management processes based on ISO 14001 Environmental Management Systems; and manage safety for tenants by adapting the ISO 45001 Occupational Health and Safety requirements. We also continue to harness information technology solutions through our Smart Property system, which is connected to the SERVE application and the Enterprise Resource Planning program, to improve convenience, speed and effectiveness in managing tenant operations and monitoring their performance. Additionally, Incident Notification, recorded in the system, has been established as a performance indicator for the employees delivering the service.

## 6.4 Tenant Development

Through our tenant development program, we offer opportunities for entrepreneurs to thrive in the retail sector, welcoming all capable individuals, whether they are entirely new or have prior experience with Central Pattana or Central Group. The program offers two types of development opportunities:



1) LEAD or Leading Entrepreneur Advanced Development Program is designed specifically for aspiring new entrepreneurs ready to take the leap, who can invest time in classroom training to strengthen their modern trade management skills. In 2023, 30 brands joined the LEAD Batch 5 with five brands winning top awards:



“Salapao Kouuan”  
New Concept Store for Business Growth category for the business expansion with a new brand “Rongcha Chongdee”



“Moreover”  
Partnership & Collaboration for Business Growth category



“Nineties Design”  
Omni Brand & Omnichannel for Business Growth category



“Tempered”  
Omni Sustainability for Business & Community category



“Amatas”  
Supply Chain Management & Scalable for Business Growth category

2) Retail Academy is a workshop-based training program designed to help business owners develop modern trade management skills as well as gain foundational knowledge in areas that are still new to them such as online marketing, customer relations, product development, and store design and visual merchandising. Building upon last year’s success, in 2023, we conducted a large-scale two-day workshop at Central Ladprao for entrepreneurs interested in opening a store at the shopping center. Delivered in this format across five regions, a total of five workshops were conducted, featuring capacity building on the first day and a business matching event on the second. This initiative resulted in the addition of 142 new brands or 189 stores.



**Retail Academy Program**

A total of five workshops were conducted, featuring capacity building

**142** Brands

**189** Stores

**6.5 Tenant Support**

In addition to providing various forms of tenant empowerment to drive their business growth and financial success, we also implemented the following support initiatives:

1) **Financing**

As a connector, we facilitate tenant access to low-interest financing under special conditions. Through our partnership with UOB, in 2023, loans for energy savings initiatives as well as business ventures were provided to tenants committed to reducing their energy consumption and waste sent to landfill.

2) **Customer Relations**

We further enhanced the customer relationship management (CRM) system by upgrading The 1 Biz application, enabling customers to automatically earn The 1 points when making purchases at participating shops. This empowers our tenants to manage customer databases without the need to develop their own CRM systems. Additionally, we introduced a new feature called ‘E-Coupon’ in the SERVE application, allowing customers to easily access and redeem special privileges offered by the shopping centers directly at tenants’ stores.

3) **Quality of Life of Tenant Employees**

We implement a standard operating procedure for operational self-assessment to enable Shopping Center Operations to control and manage risks related to tenant activities. The self-assessment, conducted annually, covers aspects including quality of life as required by law and employee safety. The quantitative results from the self-assessment are analyzed, validated and summarized before being presented at shopping center general manager meetings and communicated to relevant stakeholders via email. In 2023, we established the standards for building utility systems and other infrastructure and began preparations with tenants for the Thai’s Rating of Energy and Environmental Sustainability for Construction certification (TREES-CS), as part of our plan to achieve green building certifications for new



developments. This involves keeping tenants informed about our plans and seeking their cooperation in meeting the TREES decoration requirements, which encompass electrical and lighting systems, HVAC (Heating, ventilation, and air conditioning) and exhaust systems, safety systems, sanitary systems, gas systems, electrical control systems and adequate allocation of accessible green space. Along with allocated parking spaces at each project site, we also provide workers employed by our tenants with designated break areas and canteens offering affordable, quality food.

4) Sustainability

To build partnerships for sustainability, we extended

invitations to the tenants committed to reducing their carbon footprint to join the Green Partnership project, which aims to foster collaborative efforts between tenants and shopping centers to reduce energy consumption and landfill waste. We conducted a training session for 40 tenants to share insights on the greenhouse gas emissions reduction initiatives implemented by our shopping centers and explore collaboration opportunities for energy reduction. This year, we also introduced a new feature called the 'Electricity Usage' in the SERVE application to enable tenants to monitor and compare their electricity usage.

Performance

Retail Space Allocation and Management



- We supported small and local enterprises in operating 5,772 modern trade format stores, a 7% increase from 2022. The total space allocated to this group also saw a 6% increase, in line with Central Pattana's Sustainability Strategy aimed at bolstering local businesses. (The total figure as at 31 December 2023 includes data from stores operated by the same brands.)



Tenant Engagement



- Achieved a Tenant Net Promoter Score (NSP) of 34% - a 16% increase from 2022 and exceeding our target by 5%.
- Achieved a Store Manager Net Promoter Score (NSP) of 43% - a 7% increase from 2022 and exceeding our target by 3%.

Tenant Support



- We upgraded the ventilation systems in tenant stores as part of the ongoing efforts to certify our projects under TREES. In 2023, we reached 25% of our target to secure the certification for four new developments (between 2022-2028).



Tenant Development



- Achieved a 9,600% return on investment from the LEAD project (cumulative impact between 2019-2023)



Tenant Operations



- 80% of 520 complaints and suggestions received through SERVE were successfully addressed and resolved. The remaining cases in the system have also been handled, with actions taken to address the issues and appropriate remedies provided. These cases are now awaiting verification before they are closed in the system.



## 07

## People Development

### Overview

The knowledge, capabilities, skills, expertise and experience within our workforce are the human capital that we effectively manage, develop and nurture. By doing so, our people can realize their full potential and create maximum benefits for themselves, our customers and the organization. Fair treatment in the workplace increases employee motivation and engagement and boosts long-term employee retention, ensuring operational continuity and sustained growth. Investing in people development also helps prepare the organization for change, enhance competitiveness and improve the quality of our products and services. This allows us to better meet customer expectations, drive profitability and strengthen stakeholder confidence in the company. In addition, by ensuring welfare, compensation and working conditions that are fair, managing occupational health and safety, and promoting equality within the organization to meet each employee's expectations and lifestyle, it creates a positive environment and corporate culture that encourages creativity and enhances efficiency. This positively affects the company's financial performance and brand as well as helps attract quality talents to the company.

### Management Approach

We have established a set of policies and implementing guidelines for our employees including [Anti-Corruption Policy](#), [Anti-Money Laundering Policy](#), [Political Participation Policy](#), [Responsibility for the Company's Assets Policy](#) and [Respect for Law and Principles of Human Rights Policy](#). Our management approach aligns with the ILO standards, the principles of the UN Global Compact and applicable local and international legal and regulatory requirements. At Central Pattana, we drive our corporate culture by embodying and living [our four beliefs](#) and values aligned with sustainability every day to achieve our goal of becoming an Employer of Choice.

We have also introduced the People Development strategy, as part of our Organizational Transformation plan in response to digital disruption and shifting employee lifestyles and expectations. Through this strategy, we harness the power of digital technologies for people management to enhance the employee experience in recruitment, development, retention, evaluation, communication and organizational culture.

### 7.1 Recruitment

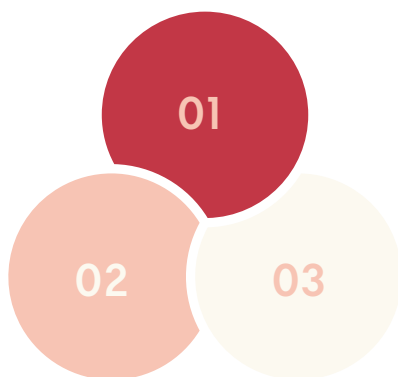
In our workforce plan and Build & Buy strategy, we set specific qualifications for each role as selection criteria for both internal and external recruitment processes. As an equal opportunity employer, we ensure that everyone, irrespective of gender, ethnicity or other differences, has access to the same opportunities for employment and advancement. Leveraging data analysis and predictive analytics through the Human Resource Information System, "CneXt," also enables us to make efficient data-driven decisions.

Recruitment Channel	2023 Progress
Internal recruitment <ul style="list-style-type: none"> <li>• 'Internal Transfers' program</li> </ul>	<ul style="list-style-type: none"> <li>• 784 positions or 42% of all open vacancies were filled through internal recruiting.</li> </ul>
<ul style="list-style-type: none"> <li>• 'Extended Employment for Retiring Employees,' a program offering re-employment contract of 1-2 years</li> </ul>	<ul style="list-style-type: none"> <li>• In 2023, ten employees participated in the program.</li> </ul>
<ul style="list-style-type: none"> <li>• 'Transfer within Central Group' program</li> </ul>	<ul style="list-style-type: none"> <li>• 24 employees moved to Central Pattana from companies under Central Group.</li> </ul>
<ul style="list-style-type: none"> <li>• 'Central Group Management Associate' (MA), which is now in its thirteenth year</li> </ul>	<ul style="list-style-type: none"> <li>• In 2023, two MAs, representing 12.5% of all MAs, participated in job rotation with Central Pattana.</li> <li>• Two MAs who completed the program in 2021 have been assigned permanent positions with Central Pattana.</li> </ul>
<ul style="list-style-type: none"> <li>• External recruitment via online and social media platforms including through recruitment agencies and Central Pattana's recruitment portal at:                             <ul style="list-style-type: none"> <li>- Central Pattana's recruitment portal at: <a href="https://careers.centralgroup.com/centralpattana">https://careers.centralgroup.com/centralpattana</a></li> <li>- Agencies recruitment portal</li> <li>- Job boards such as JobsDB, JobThai, LinkedIn or Referral program</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 1,328 open positions were filled, with a 24.5% increase in recruitment costs compared to 2022 and a 11.4% decrease in cost-per-hire.</li> </ul>

In 2023, as part of the “Build & Buy” strategy, we analyzed various data sets including job applications, selections, turnovers, transfers, promotions, retiring and current employees, and vacancies. The findings allowed us to refine our predictions, resulting in a 42% success rate for internal recruitment and replacement, and a 88% success rate for executive succession planning.

### 7.2 Career development and training

To boost our capacity for change and attract talent in today's labor market, we have structured employee career development and training into three pathways: Functional Competency, Leadership Development and Talent and Succession.



#### 01 Functional Competency

- Retail Business Understanding
- Product Portfolio Management
- Branch Positioning

#### 02 Leadership Development

- Performance Management
- Constructive Feedback
- Team Engagement

#### 03 Talent and Succession

- Job Rotation & Expansion
- Individualized Career Plan
- Meaningful ICDP

## Talent & Succession

- Disseminate guidance on Individual Career Development Plans (ICDP) across multiple platforms to help employees define clear career goals, create detailed and effective plans for their development, and review and adjust their goals and plans, to maximize their contribution.
- Talent Management program identifies outstanding employees with executive potential for development based on their Individual Career Development Plans (ICDPs), ensuring they receive learning and development opportunities to prepare them for advancement within Central Pattana and future business expansion. Quarterly tracking of individual progress is conducted with senior executives and managers, which also encompasses remuneration review, career advancement and employee engagement.
- Progressed executive succession planning for critical roles by engaging the top executive of each function in creating development plans including Career Plans and Individual Career Development Plans. Currently, 88% of critical roles with identified successors are undergoing their development, with individual progress being tracked on a quarterly basis.
- Supported managers by granting access to insights generated by Business Intelligence (BI), including employee engagement scores and crucial data such as talent remuneration (to facilitate biannual salary review in addition to the annual pay review cycle).

## Talent Development in Partnership with Central Group

- People management program
- Executive leadership development program delivered through project-based action learning
- Development programs for senior executives such as Executive Development Program (EDP) and Management Development Program (MDP), which brings together top- and middle-level management from all business units under Central Group from Thailand, Vietnam and Europe, under the theme, "Becoming Future-Ready Organization." The program covers topics including business transformation, ambidextrous leadership, talent development and retention, and succession planning.

## Leadership Development

- **General Manager Trainee or GM Trainee** The position of Shopping Center General Manager holds significant importance in our business operations. Selected candidates for this program will undergo a comprehensive training in shopping center management and leadership through on-the-job learning, with current general managers serving as their coaches. In 2023, the program, which has been running for over seven years, welcomed ten GM Trainees. Among them, four were internal recruits, one was recruited from a company under Central Group and five were recruited externally. All of them are currently undergoing performance evaluations while serving as Acting Assistant General Managers.

## Employee Trainings and Development

- **People Manager Program** is designed to strengthen the people management skills of supervisors, empowering them to lead their teams to success. The scope of people management responsibilities has been broadened for supervisors. In 2023, 84% of the target employees completed the training delivered through micro-learning modules via CneXt and live systems.
- **Upskilling** for employees at all levels based on the 70:20:10 Model. In 2023, we conducted a total of 471 training courses for employees. This included 216 e-learning courses and 255 classroom courses. Our training evaluation surveys reported a satisfaction rate of 76% (lower than in 2022). On average, employees received 20 hours of training per year. An increase of 2 times compared to the year 2022. These trainings led to a 6% increase in productivity compared to the year 2022.
- **Sustainability Training and Awareness** was conducted online through these e-learning courses:
  - “Anti-Corruption and Human Rights Considerations” completed by 4,856 employees
  - “Personal Data Protection Act” completed by 436 employees
  - “Safety” completed by 1,123 employees (including those attending more than one session)
  - “Environment” completed by 226 employees (including those attending more than one session)
- **‘Grants for Master’s Degrees, Skills of the Future’ Program** is designed for employees interested in pursuing a master’s degree. It prioritizes disciplines such as Technology and Digital Technology-related fields, including Data Science, Information Technology, Digital Marketing and Digital Innovation. Eligibility criteria include having at least two years of service, receiving a B or above level rating in two consecutive years and demonstrating the ability to manage time between full-time work and studying. To date, the program has awarded educational grants to 20 employees (lower than in 2022 as three employees opted out of the opportunity). Of these, fifteen have completed their studies, while five are working towards their degree. Eight of these awardees are in the talent group.

### 7.3 Employee Evaluation

We recognize how important it is to not only ensure our employees have clarity and understand the strategic direction for the business, but also create alignment between the organization's goals and employee needs. At Central Pattana, we, therefore, use the goal-setting framework Objectives and Key Results (OKRs) to measure and evaluate employee performance at all levels. The evaluation process from OKR setting to salary review is integrated into our Human Resource Information System, CneXt.



- **OKR Setting** – OKRs are established at the company, business unit, functional, team and individual levels. These OKRs are vertically aligned with each other and aligned with the overall Company's goals. Business unit and functional level OKRs are also compared to foster cross-functional collaboration and team-based appraisal, to ensure effectiveness in advancing the company's goals and motivate employees to perform their best.
- **Coaching and Feedback** – We conduct Performance Conversations between managers and employees twice a year, offering coaching and feedback to help employees understand their strengths and areas for improvement.
- **Year-End Evaluation by Managers** – Following the completion of year-end evaluations by managers, calibration meetings are conducted to ensure consistency and fairness across the organization and provide employee ratings that accurately reflect their performance.
- Each step of the employee evaluation process is conducted through the CneXt system to facilitate easy and efficient data utilization and analysis for people management purposes including ensuring fair, efficient and systematic salary and bonus review.

## 7.4 Employee Care



Taking good care of our people is a top priority for us at Central Pattana. This includes enabling them to relax and recharge at work, reducing stress in the workplace, fostering camaraderie and creating a conducive work environment.

### 1) Welfare Committees

We establish Welfare Committees at our workplaces to ensure employees have proper representation in discussions and consultations with the employer regarding welfare provisions. These committees also act as liaisons to convey employee welfare needs to the Company; and offer advice and recommendations; and oversee the inspection, control and supervision of welfare arrangements to ensure their effectiveness.

### 2) Work Policy and Welfare at Work

We implement Work from Home (WFH) and hybrid work arrangements, reducing on-site days from five to four days a week for select functions and departments where appropriate. To support this, we encourage online meetings via platforms like Microsoft Teams for convenience and efficiency. Laptops are provided to all employees (who require them for work purposes.) Additionally, we have installed acoustic booths and rooms with various setups from formal to casual as well as large meeting rooms. An online broadcast system has also been set up for town hall meetings, to facilitate both in-person and online attendance, in line with our hybrid work policy.

Under the “Smart office” initiative, we continue to upgrade our office design and workspace, actively involving employees in decisions including furniture selection. Employee occupational health monitoring plan has also been established (as part of the plan to reduce and mitigate human right risks related to employees). Air quality and dust are now included as monitored parameters and tested as part of the periodic indoor air quality assessment conducted in our shopping centers.

We also allow and encourage employees to use customer amenities such as nursing rooms and Muslim prayer rooms and offer exclusive privileges for them to access services provided by our tenants. These privileges include deals on fitness memberships, discounts on health check-up packages for both employees and their families, critical illness insurance for employees, special offers on health insurance for family members and assistance for emergency blood services. In addition, we have expanded employee health coverage for mental health and office syndrome and introduced the ‘Physical Wellbeing’ program, offering indoor workouts like Piloxing, yoga as well as massage services provided by blind practitioners.

To improve employee welfare, we leverage insights from analyzing the outcomes of the employee engagement

surveys and employee Human Rights Risk and Assessment (HRRRA), and findings from human capital management. This approach has led to various provisions including part-time work arrangements; contract employment options (particularly for retiring employees seeking extended employment); funeral arrangements; training on financial management and savings through the Central Group Employee Savings and Credit Cooperative; financial support for their families in the event of an unexpected death through the Cremation Associations of the Central Employee Savings and Credit Cooperative and Central Group Employee Savings and Credit Cooperative; and salary advances during unforeseen financial difficulties. Additionally, we are piloting a program to support employees nearing retirement age in becoming entrepreneurs at our Food Parks.

Our employee engagement activities are primarily focused around sports and social gatherings. In partnership with Central Group, we arrange intra-group sporting events, regional football matches between branches and “Friday Playtime” gatherings, staff parties, team building activities and other seasonal events including Songkran, offering employees opportunities to socialize and relax after work.

### 7.5 Organizational Culture

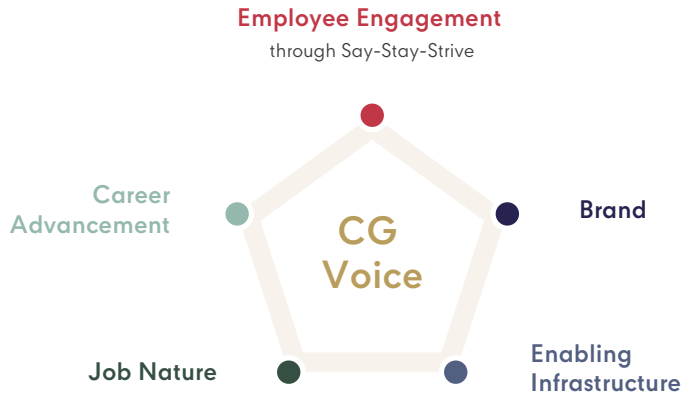
The organizational culture at Central Pattana is shaped by our four beliefs, which outline the qualities and behaviors we expect from all employees. We promote these beliefs through awareness activities, communications as well as through actions and experience sharing by fellow employees and management from C-suite executives to middle and operational managers. Sustainability priority issues such as corporate governance, risk management, innovation, respect for human rights and occupational health and safety, have also been integrated into our organizational culture plan.

- **Human Rights:** In 2023, we integrated the human rights impact management plan into our corporate communications plan, under the name “RESPECT!”. Led by Company Secretary and People Group, a communication campaign was conducted via email through Workplace and Viva Engage platforms to reach

employees of Central Pattana and its subsidiaries ten times. The event “Corporate Governance Day 2023 (CG Day)” was also held on 25 October 2023, under the theme “RESPECT,” with 840 participants from across the country.

- **Risk Management:** As we continue our journey towards becoming a digital organization, we are leveraging the capabilities of our Human Resource Information System “CneXt” for real-time people management, ensuring convenient employee experiences anytime, anywhere, and on any device. The system currently supports various functions including recruitment, onboarding, coaching and employee feedback, time and attendance, welfare management, job rotation opportunities, goal-setting, performance evaluation, individual development planning, succession planning, online training and offboarding.
- **Safety:** We apply ISO 45001 Occupational Health and Safety to record-keeping, requiring that all incidents be reported in the Smart Property system regardless of whether they involve customers, tenants’ workers, outsourced workers or our own employees. This process ensures that relevant teams are promptly notified to address, record and remediate incidents as well as conduct inspections, track progress and implement preventive measures to avoid recurrence. At Central Pattana, we have Safety, Occupational Health and Environment Committees at both corporate and branch levels, which are responsible for developing and driving workplace safety policy and plan, to prevent and mitigate incidents, injuries, work-related illnesses, nuisance or unsafe working conditions. Presently, these committees have 367 members, with 159 representing the employer and 210 representing the employees, constituting 7% of the workforce (excluding contract employees). The corporate-level committee, led by a C-Suite executive, has management oversight, while general managers of the shopping centers serve as the committee chairs at the operational level. Incident reports, which include the latest reporting numbers, are submitted to the Risk Management Committee and Risk Policy Committee on a quarterly basis.
- **Employee Engagement:** We conduct employee engagement surveys, known as “CG Voice” twice a year, using the Kincentric’s Employer of Choice methodology, which assesses these dimensions:





The survey results and factors influencing employee engagement are analyzed and incorporated into action plans to lift engagement, formulated by departmental management teams, with OKRs set and assigned to team managers.

## Performance

- External recruitment led to the hiring of 1,328 new employees to support business operations and future expansion, with the average time to hire reduced by 17% compared to 2022.
- Developed training roadmaps outlining planned training activities and development opportunities for employees in areas including management, leadership and functional competency. Covering 95% of our workforce, these roadmaps contributed to a 6% increase in productivity compared to 2022.
- Progressed executive succession planning for critical roles by engaging the top executive of each function in creating development plans including Career Plans and Individual Career Development Plans. Currently, 88% of critical roles with identified successors are undergoing their development.
- Implemented the Talent Management program to prepare these employees for advancement within Central Pattana and future business expansion. This contributed to a 17% increase in productivity.
- Achieved an employee engagement score of 81% and a Net Promotor Score of 84%, with 97% of our workforce participating in the surveys. In recognition of our commitment to our people, Central Pattana has once again been honored with the Kincentric Best Employer Thailand Award for the three consecutive years. The award measures organizations on the four Best Employers Indices: employee engagement, agility, leadership and talent focus. Additionally, we were recognized by other awards such as the Most Attractive Employer by Future Trends.



**External recruitment led to the hiring of**

**1,328 new employees**

**Developed training roadmaps, coverin**



**95% of all employee**

**Achieved an employee engagement score of**



**81%**

08

**Sustainable Community Development**

**Overview**

In every community where we operate, Central Pattana demonstrates our commitment to corporate responsibility by striving to minimize any potential negative impacts from our operations and fostering partnerships through promotion, support, development and remediation initiatives to drive positive change. These efforts are guided by feedback and suggestions from our stakeholders gathered through various engagement channels and platforms. In addition to job creation and income generation, we create opportunities for community members to access our products and services and foster their potential as future customers, employees, entrepreneurs or business partners. This not only contributes positively to our company’s revenue but also enriches the communities we work with, ensuring the long-term sustainability of these projects.

**Management Approach**

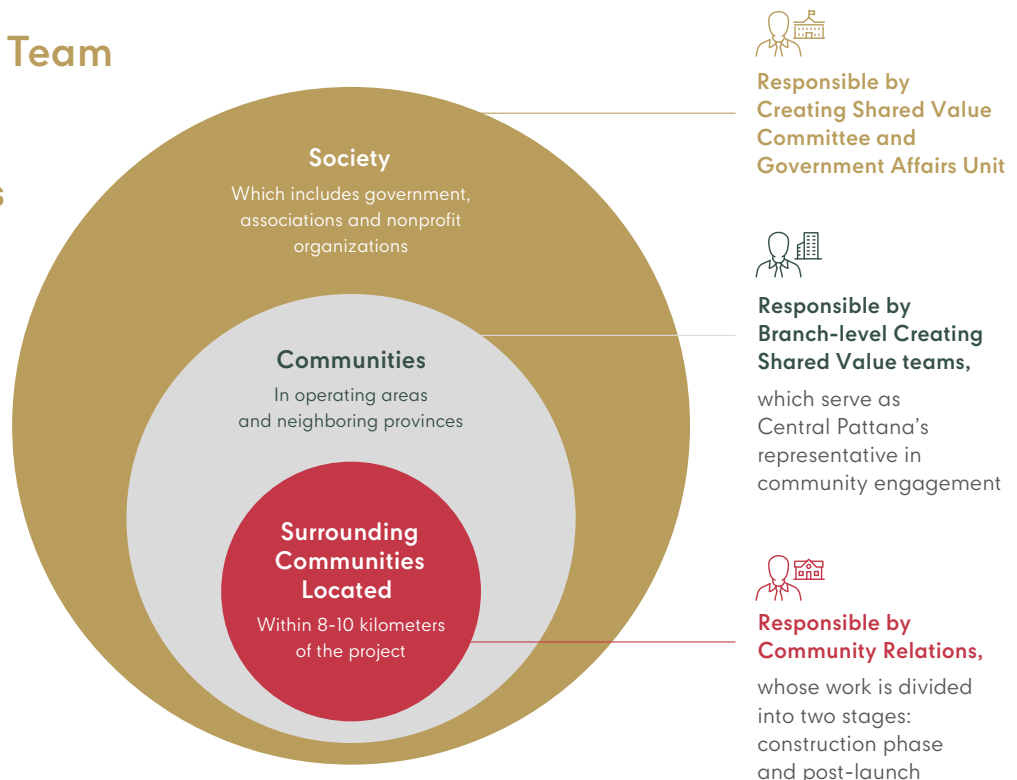
Driven by our Society, Communities and the Environment Policy and Creating shared value (CSV) framework as well as our belief “Community at Heart”, our goal is to minimize negative impacts or maximize positive outcomes, with a focus on generating economic benefits for the community. This approach is in line with both how our business operates and Central Group policy, which aim to foster participation and engagement at the community, society and national levels to create value for all, guided by the principles of sustainability. Our teams are structured into three groups according to our definition of ‘community.’ Below is an outline of our community relations process:

**Responsible Team**

are structured into

**3** Groups

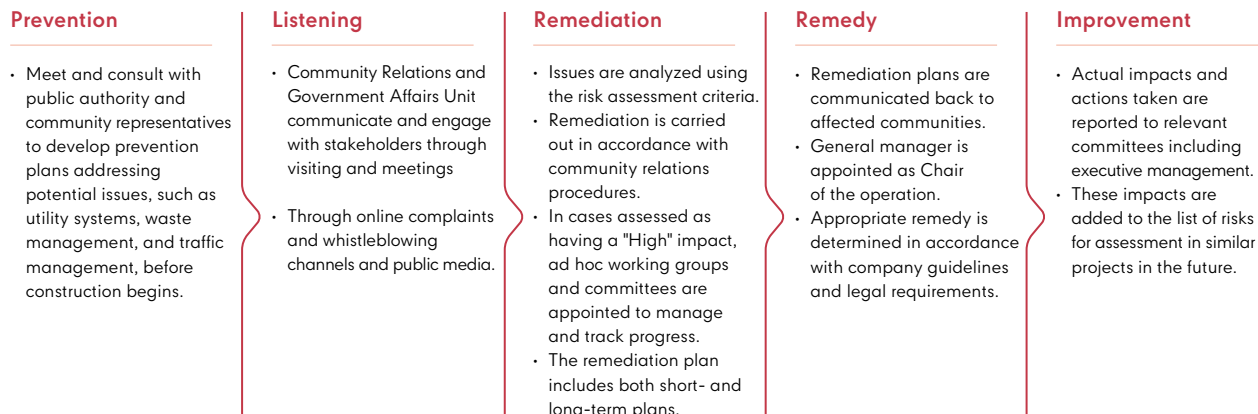
According to our definition of community.





### 8.1 Reducing Negative Impacts

We divide our plan to reduce negative impacts on communities into two stages - the construction phase and post-launch, which is implemented through these mechanisms: prevention, listening, remediation, remedy and improvement.



Most of the negative impacts reported through community engagement channels (limited to the online complaints and whistleblowing channels) were:

- Noise from construction and business activities
- Community assets and properties affected from construction operations
- Traffic
- Dust, smoke and odor directly emitted from the activities of Central Pattana, tenants or customers
- Service safety

Following the assessment, it was determined that two cases reported through customer feedback channels were deemed to have a “high” impact. Ad hoc committees were promptly established and remediation plans were communicated to the complainants to address the issues raised.

## 8.2 Creating Shared Value (CSV)

Our business development plan is formulated alongside our Creating Shared Value strategy. We aim to advance local and national prosperity through wealth building at the community and household levels and contribute to improved community wellbeing. We utilize our assets, resources and capabilities to create jobs and generate incomes as well as offer opportunities for others, build spaces for public benefits and cultivate local pride in the communities where we operate.

1) **In-kind Contributions** through allocation and provision of space in our projects for the shared benefits of customers, communities and the sustainability of our organization. This includes:

- Retail space or permanent space (Length of support is six months or longer).
- Activity space or temporary space (Length of support is no longer than 30 days).
- Other spaces such as outdoor squares, rooftops and terraces

### Public Benefits

#### Government Services

Partner with public agencies to establish government service centers, ensuring convenient access to services and reducing overcrowding in government offices that provide services that cannot be accessed anywhere else in the same province. To date, there are 28 centers including 20 G Points/Government Centers/Amphoe Yim (mobile service), 5 Passport Services and 3 Immigration Centers.



#### Cultural Promotion

Support and promote culture and cultural participation through:

- Traditional activities: Alms offerings on major Buddhist holy days, 'Pouring Water on Monks' during Songkran holidays, provincial festivals, cultural heritage events and the Devi Sri Siam Contest.
- Religious activities: Buddhist events such as chants, talks, mind wellness events, the 'Mindfulness Habits Fest 1 New Year New You', alms offerings, and Islamic activities such as Quran recitations.



## Public Benefits

### ➤ Health Promotion

Partner with hospitals, public health offices or the Thai Red Cross Society to set up health service centers, providing the convenience to the public. To date, there are ten centers including two Fixed Stations for Blood Donation and eight public health stations. For 37 years, we have continued to allocate the space in our shopping centers to serve as temporary blood donation stations, in collaboration with Central Group under the “Central Tham Give Blood Give Love” program. In addition to turning our shopping centers into Provincial Vaccination Centers during the COVID pandemic, we allocate designated areas for public health authorities to conduct free health check-ups and utilize the outdoor squares or rooftops of our shopping centers as exercise spaces to help people stay healthy. This year, we organize the “All Thailand Table Tennis Championship”, in partnership with the Table Tennis Association of Thailand, providing both the budget and venues. The event took place in seven of our shopping centers across six provinces, drawing in over 105,300 athletes and spectators. Additionally, we also supported table tennis programs in six schools in six provinces, fostering the growth and development of 163 young players.



### ➤ Education and Youth

Support the education of young people outside the classroom through initiatives such as establishing a learning and entertainment center for young people and the public at centralwOrld, fl.8, in partnership with TK Park. We also provided avenues for their expression through academic activities like thesis showcases, academic competitions, and through recreational activities including musical performances, crossword competitions, cosplay events, academic proficiency tests, chess tournaments and college prep fairs.



**Job Creation and Income-generation**

➤ **Community Product Centers**

Include retail spaces that sell locally produced goods as well as those located in permanent retail spaces that bring products from different provinces within the same region in one place such as Hug Craft (central region), Kad Luang (northern region) and Mahanakhon (southern region).

➤ **Marketing Activities for Communities**

Include events like OTOP fairs, province fairs, SACIT Craft Fair, Royal Project Fair, farmers markets, provincial fruits fairs, and vegetables and fruits fairs.

➤ **“Jing Jai Farmers Market”**

Continue to support local organic farmers by offering retail spaces for them to sell their fruits and vegetables, in partnership with “Central Tham” and Central Group. To date, there are Jing Jai Farmers Markets at 16 Central shopping centers, representing 50% of all locations.

➤ **Free Space for People with Disabilities**

to legally sell lottery tickets, while prioritizing their needs and wellbeing. In 2023, 34 vendors participated in the initiative, representing 0.6% of our workforce and generating a social value of Baht 7.9 mn.

2) **Resources and budgets** including investment, operating, personnel and expenditure budgets, and donations to charities.

**Public Benefits**

➤ **Public Commitment**

- Shared benefits by building u-turn bridges, pedestrian bridges, connecting walkways to rail transit, and supporting roadway expansion and canal clean-ups.
- Community benefits such as the establishment of a public health station in Chaengwattana district, the installation of model public toilets in Lumpini Park and the creation of the Children’s Development and

Promotion Center at Police General Hospital, and support for Bangkok’s ‘Colorful Phadung Krung Kasem’ project.

- Environmental benefits such as space allocation for public parks near our shopping centers and provision of personnel and resources for the maintenance of Central Park at Central Rama 2, Korat River Walk at Central Korat, and Pathumwananurak Park at centralwOrld

➤ **Employee Volunteering /**

**Belief in Actions - Community Day**

We encourage our employees to get involved in volunteering opportunities that they can do as part of everyday work. These include serving as non-medical volunteers at vaccination centers, packing relief packages and filling sandbags to help flood victims, donating blood, providing basic firefighting training to young people and students, participating in canal and waterway clean-ups around the shopping centers on Big Cleaning Day.

➤ **Disaster Relief and Support**

is carried out under Community Disaster Management by utilizing our resources and expertise to help communities in their times of need including during response, rehabilitation and recovery phases of natural and man-made disasters and other tragedies, in collaboration with Central Group and Tiang Chirathivat Foundation. In 2023, we provided assistance to flood victims in Lampang, Phitsanulok and Suphan Buri provinces by delivering relief packs and essential supplies to over 1,500 households. Additionally, we helped restore public buildings and areas following flood damage in Ubon Ratchathani, Ayutthaya, Sing Buri and Chaiyaphum provinces, which included over 500 homes, two hospitals and Thai Red Cross Chapters, three community-based tourism groups and community enterprises.

### Job Creation and Income-generation

#### ➤ Procurement

- Corporate New Year Gifts under the Concept “Tham Dee”. For three consecutive years, we have been supporting dreams, cultivating opportunities and generating jobs and incomes for those striving for opportunities and acceptance. By repurposing leftover materials like water bottles, bottle caps and billboards, they infused creativity and the identity and wisdom of Southern culture into the crafting of special 2024 New Year gifts.
- Source and procure consumables locally or from nearby regions to support regional economies. This includes buying products from community groups and networks such as liquid hand wash from Patom Organic Living, with returns circulated back to communities, and the hiring of local organizers for marketing activities held in the South of Thailand – totaling over Baht 26 mn.
- Procurement for employee engagement activities such as monthly massage services by 15 blind practitioners.

#### ➤ “Go Local Love Local”

Partner with provincial tourism authorities and community tourism groups and networks to curate bespoke travel itineraries that blend local and contemporary culture and community ways of life, with the aim to stimulate spending and support small-scale, locally owned businesses. In 2023, two routes were launched: ‘Pancake Rock’ in Nakhon Si Thammarat province and ‘Mutelu’ in Nakhon Ratchasima province.

#### ➤ “1 Million Trees Movement”

In partnership with the Royal Forest Department, Ministry of Natural Resources and Environment, practitioners and community members have been employed to plant trees and care for the environment in forests. While carbon offsetting may be the primary goal, this initiative also yields indirect benefits to the community by generating employment opportunities and fostering community participation in forest management. To date, trees have been planted in protected forest areas in Chon Buri and Phitsanulok provinces.

### Better Opportunities in Partnership with [Central Tham](#) and Central Group

#### ➤ Education

In 2023, we carried out our initiatives in fifteen educational institutions across seven provinces. These included: 1) the establishment of sufficiency economy learning stations and career classrooms; 2) organizing robotics and AI competitions; 3) offering Chinese and English language classes; 4) constructing school dormitories; and 5) providing support to CONNEXT ED Foundation. These efforts benefited 7,196 students and 300 teachers. Additionally, we provided 825 scholarships to 650 schools in 20 provinces through the Equitable Education Fund. These scholarships supported 710 underprivileged students in 20 provinces and 114 vocational students in three provinces including Udon Thani, Chiang Mai and Nakhon Ratchasima.

#### ➤ Community Development

- Jing Jai Farmers Market In 2023, we supported over 40,000 farmers, 10,200 households, generated over Baht 300 mn in local economic returns.
- Established learning centers including [Na Muen Si Weaving Community Learning Center](#), [Chermtawan Buddhist Ecological Learning Center for Organic Agriculture](#), [Bhu Chee Duen Coffee](#) and [Mae Tha Sustainable Organic Farming Community](#).
- National community product fairs and expos such as Thailand Rice Fest 2023.

#### ➤ Empowering those in Need

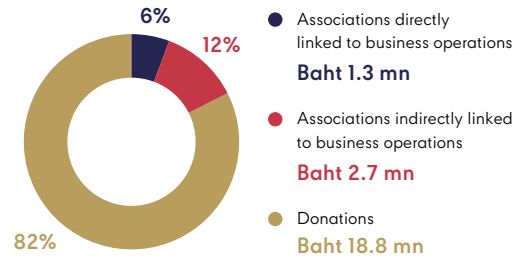
Teaming up with Central Sports Club, we supported HRH Princess Bajrakitiyabha’s “BBG Club: Bounce Be Good” project to empower children and youth who have made mistakes in juvenile practice and training centers, children’s homes and youth detention centers. Through sports, the program fosters the development of various athletic abilities, while nurturing both mind and body, to provide pathways for participants to pursue careers as athletes, teachers or trainers in the future. In total, 218 children and youth participated in the program.

**Preserving Local Identity and Cultural Heritage**

We integrate local culture and wisdom into the design of architectural structures, interiors and exteriors of our properties and assets, infused with modern twists that blend harmoniously with today’s customer lifestyles, to celebrate unique local identities in each location, build community pride and bring these cultures to a broader audience. Further details are available on [our website](#).

**Community Relations Activities** through donations to sustainability networks, associations as well as for charitable causes

- Associations directly linked to business operations relating to good corporate governance and best practices in real estate and related activities, to foster partnerships within the business sector, represent the industry/sector in dialogues with the public sector, and advance projects and activities that create shared benefits for the company, society and environment.
- Associations indirectly linked to business operations, to support information sharing and CSR activities.
- Donations to medical establishments, educational institutions, temples and public charity organizations.



**Performance**

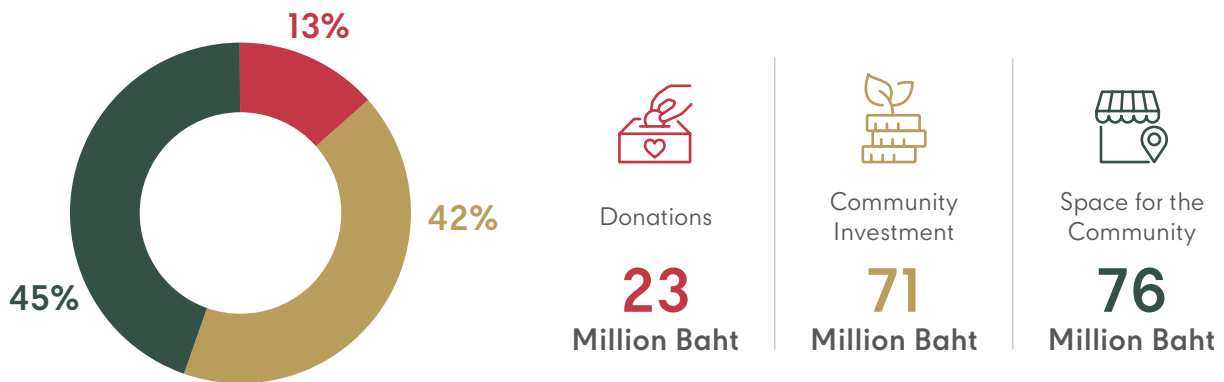
(Base on Business for Societal Impact: B4SI)

2023 Target	Input	Output
<p><b>Community spaces used by</b></p> <p><b>3 million people</b></p> <p>(people accessing services at G Centers and blood donors only)</p>	<p>Allocate space for the community either free of charge or under special conditions, worth a total of Baht</p> <p><b>76 mn.</b></p>	<p>The total space allocated for public benefits at</p> <p><b>627,395 sq.m</b></p>
<p><b>Local economic return of Baht</b></p> <p><b>150 mn</b></p> <p>generated from marketing</p>		<p><b>1,128 marketing activities</b> organized for public benefits</p> <p><b>517 marketing activities</b> organized to help generate incomes for communities</p>
	<b>Impact</b>	
	<p>Community spaces used by</p> <p><b>3.9 million people,</b> achieving 143% of the target</p>	<p><b>10 mn cc</b> of the 18 mn cc of blood collected, were delivered</p>
		<p>Local economic return of Baht</p> <p><b>411 mn</b> generated from marketing campaigns and activities, achieving 274% of the target</p>



2023 Target	Input	Output
<b>Local procurement spend of Baht</b> <b>3,000 mn</b>	Local procurement spend of Baht <b>3,836 mn.</b> achieving 128% of the target	<b>2%</b> increase in local suppliers compared to 2022
	<b>Impact</b>	
	Contributed to the local employment of <b>1,811 people</b> (workers hired by service suppliers only)	
2023 Target	Input	Output
<b>Carry out implementation in provinces in which Central Pattana operates, in accordance with Central Tham's sustainable development plan</b>	Community investment of Baht <b>71 mn,</b> in partnership with Central Tham, representing 65% of the total budget	<b>116 projects</b> supported <hr/> Sustainability perception score of <b>91%</b> (tenants, suppliers and investors only)
	<b>Impact</b>	
	Impact generated for over <b>155,000 stakeholders</b>	

**Our 2023 Social and Community Contribution**



## 09

## Respect for Human Rights

### Overview

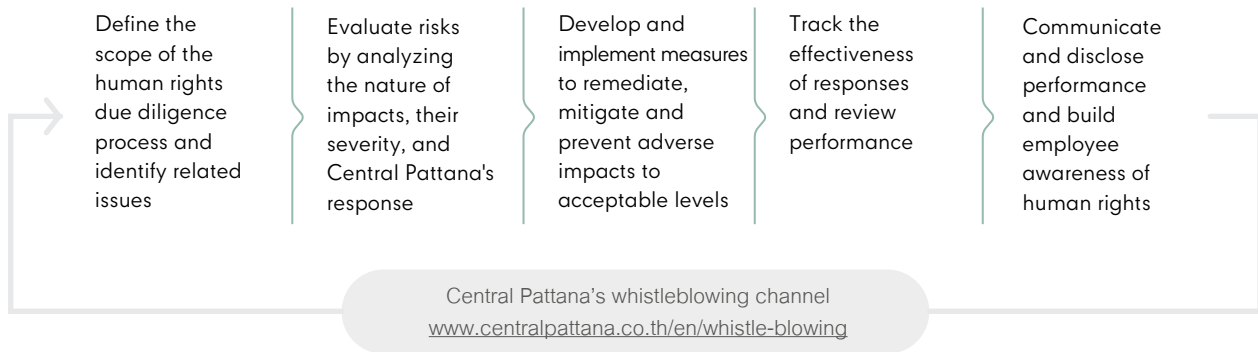
Respecting human rights in business fosters workplace equality and nurtures an inclusive, accepting, and respectful corporate environment and culture. This not only supports and promotes the wellbeing of workers employed by the organization, tenants and suppliers, but also reduces and mitigates the risk of human rights violations throughout the supply chain. Such violations can lead to resistance from employees, suppliers and customers, potentially causing business disruptions, reputational damage and a loss of stakeholder confidence.

### Management Approach

Central Pattana's business operations are governed by our [Respect of Law and Principles of Human Rights](#). We have integrated respect for human rights into company policies including Treatment of Employees Policy, Supply Chain Management Policy, Treatment of Customers Policy, Safety and Occupational Health Policy, Public Relations and Marketing Policy as well as in our [Code of Conduct and Corporate Governance Policy](#), available at page 29, and [Code of Conduct for Suppliers](#), available at page 6. They are aligned with the legal and regulatory requirements in countries where we operate and international instruments including the UN Guiding Principles on Business and Human Rights, United Nations Global Compact (UNGC), Universal Declaration of Human Rights (UDHR) and International Labor Standards (ILO) standards. At Central Pattana, we are committed to creating a safe and healthy work environment where everyone is treated equally and fairly. We uphold the human rights of our employees and stakeholders as well as remain vigilant in our efforts to make sure our business is not complicit in human rights abuses by strictly adhering to all applicable laws, rules and regulations. We have also embedded human rights risk assessment in work processes across all business units and throughout the entire supply chain. This includes conducting a human rights risk assessment for every merger and acquisition, stock acquisition, joint venture and investment.



### Human Right Due Diligence Process



- We carry out human rights due diligence (HRDD) every four years and human rights impact assessment (HRIA) every two years across the company’s activities including our subsidiaries and joint ventures. Our processes and methodologies are aligned with the United Nations Guiding Principles on Business and Human Rights and the Danish Institute for Human Rights (DIHR), Community Insights Group and the HRIA Toolkit.
- Issues covered by our HRDD and HRIA include:
  - Right to freedom from all forms of forced or compulsory labor
  - Child and people with disability rights considerations in work processes
  - Employee and stakeholder engagement in

- maintaining corporate transparency, freedom of association and right to negotiate
- Provision of welfare and protections that meet legal requirements and are fair, equal and inclusive
- Right to freedom of religion and gender equality
- Right to be protected from physical and verbal harassment
- Personal data protection and right to access
- Intellectual property rights
- Local community and indigenous people rights considerations, and prohibition of infringement, encroachment or destruction
- Safety, occupational health and work environment
- Right to access utilities
- Resource and environmental responsibility

In each assessment cycle, the issues to be covered are determined based on our policy and Code of Conduct. These topics may be adjusted to better align with our organization’s context and insights gathered from feedback data from the previous year.

How we classify impacts and our remediation approach

Impact	Remediation Approach
<ul style="list-style-type: none"> <li>• Direct: Company knowingly is involved or assists in human rights violations</li> <li>• Beneficiary: Company benefits directly from human rights abuses committed by someone else</li> <li>• Silent: Failure of Company to question systematic or continuous human rights violations</li> </ul>	<ul style="list-style-type: none"> <li>• Address adverse impacts that are severe and affect the Company’s business operations to acceptable levels</li> <li>• Embed preventive measures in operations plan</li> <li>• Establish remedial measures for those affected by the Company’s operations</li> </ul>

## Performance

In 2023, we conducted the 2023-2024 Human Rights Impact Assessment (HRIA) across employees including outsourced workers in all business units, acquisitions and joint ventures. This assessment, facilitated through an online platform utilizing a random sampling method, achieved a response rate of 70%. Through this process, we identified nine human rights risks, with three being recognized as salient issues. In response, we developed a human rights risk reduction plan and steps for prevention, inspection and remediation. Should a violation of human rights occurs, the Corporate Governance Communication and Sustainable Development Working Group, Occupational Health, Safety and Environment Working Group and responsible departments, will conduct an inspection in accordance with Central Pattana's process and measures established for investigation, prevention, remediation, communication and monitoring.

Salient Human Rights Issues	Prevention and Remediation Plans and Measures	Performance
<b>Physical and Verbal Harassment by Non-employees</b>	<ul style="list-style-type: none"> <li>Installed the online reporting system for harassment at Information Counters and on mobile devices and tablets used by Customer Relations and Tenant Relations employees, with response time set at 3 minutes.</li> </ul>	<ul style="list-style-type: none"> <li>74 cases were reported through the system, with all of them provided with assistance and remedy.</li> <li>372 employees, accounting for 100% of the target group, received continuous training via the online training course "Non-Threatening Workplace" - a 103% increase from 2022.</li> </ul>
<b>Physical and Verbal Harassment by Employees</b>	<ul style="list-style-type: none"> <li>Established the Corporate Governance Communication and Sustainable Development Working Group to promote and instill the culture of "RESPECTS" - respecting one's own rights, the rights of others and the organization's rights – among employees to create a safe work environment free from bullying. The program was delivered through online media channels and promotional materials within the office areas over eight consecutive months. One hybrid town hall meeting was also conducted, with 247 attendees participating both in-person and online.</li> </ul>	<ul style="list-style-type: none"> <li>Four complaints about human rights abuses were lodged. Among them, two were found to be substantiated, with one resulting in disciplinary action in accordance with our regulations, and the other prompting preventive measures.</li> </ul>
<b>Health and Safety of Employees and Outsourced Workers at the Workplace</b>	<ul style="list-style-type: none"> <li>Established the employee occupational health monitoring plan at all branches and allocated budgetary resources for prevention and remediation efforts in projects where cases are identified.</li> <li>Incorporated health and safety into the "Service with the heart" training program and conducted intensive safety training sessions for high-risk functions.</li> </ul>	<ul style="list-style-type: none"> <li>There were no complaints regarding the health and safety of employees and outsourced workers in the workplace.</li> <li>No critical incidents involving employees or outsourced workers occurred due to violations or the Company's inaction.</li> </ul>

In addition, spot checks are conducted on a regular basis at construction sites by the consulting teams hired by Central Pattana and the provincial employment offices, to ensure compliance with our labor registration and inspection of illegal employment measures, requiring all migrant workers to be legally registered and provide appropriate documentation to the project manager of their respective site. In 2023, migrant workers employed by 28 contractors (some counted more than once) were legally registered at the construction sites. Among these workers, 17% were Cambodian, 37% were Burmese and 1% were Laotian, respectively. Thai workers comprised 45% of all workers across all construction sites.

# 10

## Safety and Occupational Health Management

### Overview

People are our greatest asset - whether they are customers, employees, tenants' workers, contractors or business partners. Workplace incidents and hazards involving any stakeholder group can result in delays, property damage and reputational harm to the company, along with potential

finances, compensation and rehabilitation costs. On the other hand, when the company can effectively manage safety and occupational health to safeguard the wellbeing of our people, it enhances confidence in the workplace among employees and suppliers.

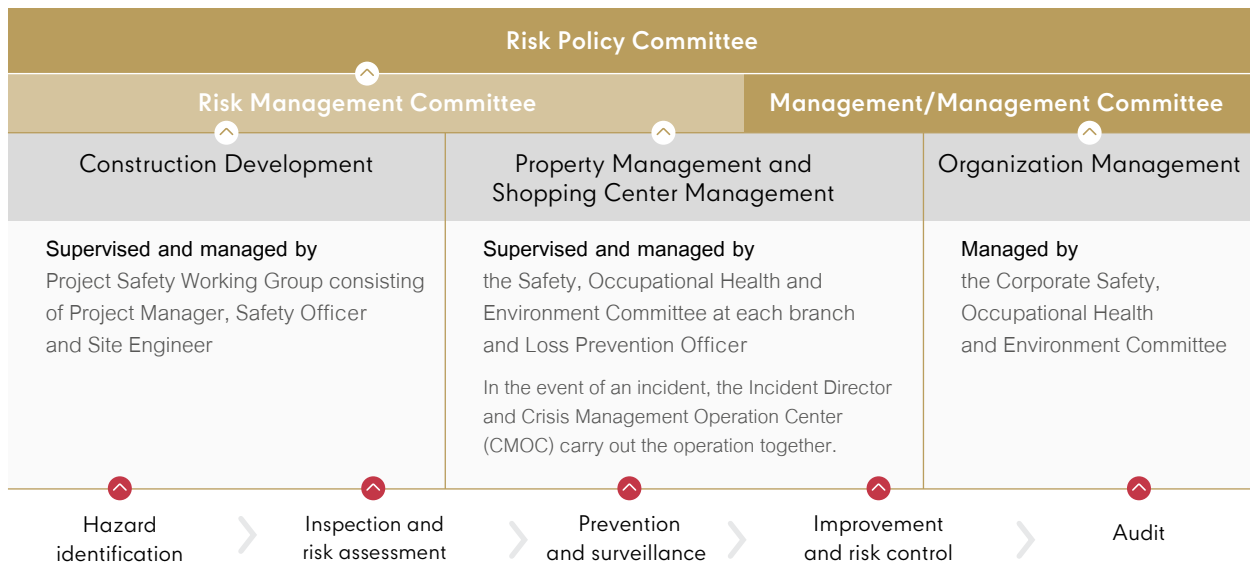
### Management Approach

We actively manage safety and occupational health across the value chain, from construction to customer service. We have a [Safety and Occupational Health Policy](#) and provide ongoing supervision to ensure laws, rules and regulations are complied with by our employees, suppliers and contractors. We develop our management approach in line with the ISO 45001 ISO Occupational Health and Safety requirements and integrate Quality, Security, Safety, Occupational Health and Environment (QSHE) into comprehensive risk management, which cover topics such as incidents, fitness for work, work site, work equipment and chemical hazards and toxic substances including dust, light, sound and infectious diseases. We record incidents involving

employees, contractors, tenants' workers, and customers in the Smart Property system, enabling us to track the progress of the remediation and remedy actions, determine severity levels and root causes, and implement preventive measures to avoid recurrence. This information is consolidated and reported to the Risk Management Committee and Risk Policy at least once a year to establish organization-wide prevention guidelines and plans.

Demonstrating our commitment to safety, we set our safety target and at-work fatality rate, covering our employees and outsourced workers, to 'Zero,' for workplaces and construction sites.

### How we manage safety and occupational health across the value chain



Topics covered by hazard identification and risk assessment include:

- Risks associated with construction and buildings
- Risks associated with technology, equipment, maintenance and service
- Risks associated with management of incidents, crises or threats
- Risks from contractors / outsourced workers
- Obligation / Legal risks
- Risks to achieving the organization's objectives















### 10.1 Employee Involvement

At Central Pattana, we have Safety, Occupational Health and Environment Committees at the corporate and branch levels. Representatives from the employer and the workers are elected by the employees at the workplaces in proportionate numbers mandated by law. In 2023, these committees have 376 members, with 173 representing the employer and 203 representing the employees, constituting 7% of the workforce (excluding contract employees). Meetings are conducted monthly to report incidents and safety work plans. To prevent recurrence, the committees review and discuss the incidents with Security & Safety and report them to the top executive of Property Management to determine which hazards and risks to address and establish safety measures in response as well as set priorities and develop operational plans. These plans are then communicated to each branch for adoption and implementation, applicable to employees at all levels including outsourced workers and suppliers. Reports are prepared and submitted to the Risk Management Committee and Risk Management Committee, respectively.

### 10.2 Inspection, Prevention and Surveillance

1) During the development phases of a construction project, we adhere to the Notification of the Ministry of Interior: Safety at Construction Sites as well as all applicable notifications, orders and laws regarding construction safety. Safety officers are provided in the quantity required by law and sufficient to maintain a safe working environment. They are required to develop plans for incident prevention and construction safety management and submit them for approval from the Site Engineer and Construction Manager within 30 days from the starting date specified in the contract. They are also responsible for

ensuring strict adherence to regulations and procedures. The number of safety officers on site, who are present 24/7 until construction is completed, is proportionate to the number of workers and the size of the project. In addition, measures and programs for damage prevention and construction pollution prevention are implemented to minimize the impact of nuisances such as dust, noise, vibration, wastewater, and falling materials, on nearby residents living close to the construction site. Throughout the construction period, inspections of equipment and materials are conducted before every use to ensure they remain in a safe condition. Key construction safety requirements enforced include:


-  Safety and Occupational Health Policy
-  Project Organization Chart and Roles and Responsibilities
-  Relevant Laws and Regulations
-  Safety Training
-  Hazard Prevention and Control
-  Construction Safety Inspection
-  Construction Safety Rules
-  Control and Supervision of the Safety of Outsourced Workers
-  Safety Checks and Monitoring
-  Incident Reporting and Investigation and Analysis
-  Safety Promotion
-  First Aid
-  Emergency Planning
-  Traffic Management and Construction Safety Management Plan with Government Agencies and Relevant Organizations

2) Property Management and Shopping Center Management

- We continuously evolve our capacity to manage health, safety and wellbeing based on ISO 45001 Occupational Health and Safety Management Systems. Central Hatyai is the first project to be submitted for certification, with plans to add three more projects in 2024. To pave the way for future certification, we have used the ISO 45001 requirements to establish internal management standards, which are enforced at all branches.
- Prevention measures are in place, with a focus on surveillance. We use the crime clock to identify patterns and allocate resources accordingly and deploy the 32 channel security systems across our portfolio. To date, we have completed the installation of 8,711 CCTV cameras in all projects and 3,035 Call Point Services in 36 projects.



Completed the installation of  
**8,711** CCTV  
in all projects.



**3,035**  
Call Point Service  
in 36 projects.

- In addition to daily checks by Loss Prevention Officers, each fire extinguisher is individually inspected by a third-party certified technician on a regular basis, to ensure they remain in optimal working condition and mitigate any potential danger to users.
- Implement the Color-Code Condition system, which has 5 levels including Low-Green, Blue-Guarded, Yellow-Elevated, Orange-High and Red-Severe, to assess the severity of the situation each month. Throughout 2023, the overall situation remained “Blue” or Guarded, as there were no unsafe situations or severe damages to the projects under our management.

10.3 Improvement and risk control

We analyzed the outcomes of damage assessments, including incidents in the workplaces and events in the country under the Color-Code Condition system, to develop lessons learned and establish safety measures to prevent and reduce the risk of similar incidents. These included:

- Installing escalators equipped with safety sensors at fifteen points, which automatically halt operation upon

detecting unusual movements or obstructions, with physical emergency stop buttons, adding an extra layer of safety. Periodic maintenance and inspection of escalators are conducted by engineers and technicians to ensure optimal performance and safety are met. To raise customer awareness, educational materials were disseminated both online and offline, offering safety tips and instructions on how to respond in case of an escalator malfunction. Additionally, UV Handrail Sterilizers were retrofitted to existing escalators, further elevating hygiene standards for users.



- Developing 'Active Shooter Response Work Manual,' which outlines objectives, scope, relevant personnel and their roles and responsibilities. It also includes flowcharts and procedures and detailed instructions for: pre-incident preparation or preventive measures, incident response, Run-Hide-Fight, shopping center response, reporting, communications and communications equipment and

systems, post-incident actions and recovery measures, control of record, preparation of forms and equipment for relevant and responsible personnel to enable them to make timely decisions, ensuring the safety of security personnel on the scene, tenants' workers, tenants, customers and all individuals in the shopping center.

## Performance

Safety and Occupational Health Policy	Scope	
Internal audit scope of Safety and Occupational Health Management system	100%	
External audit scope of Safety and Occupational Health Management system	ISO 45001 at 2.5% of Total No. of Branches	
Occupational Diseases and Injury Information (Cases)	Employees	Contractor
Occupational diseases : Lost-Time Injury : Fatalities	9 : 1 : 0	0 : 2 : 3





# Better Planet

Deliver Better Environment  
for Our Planet

## 11

## Climate Adaptation

### Overview

At Central Pattana, we assess the impacts of climate change including physical risks as well as transition risks, based on the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#) recommendations. This has helped deepen our understanding of the issue and its significance. Effective climate adaptation is critical to reduce and mitigate risks that may lead to business disruptions from physical impacts such as floods, droughts or material shortages, as well as rising operating costs and lower profitability due to the introduction of new laws or measures that would cap greenhouse gas (GHG) emissions limits, or higher prices of goods, materials and services procured from green suppliers. These efforts will also enhance our reputation and attract stakeholders - whether they are customers, tenants, financial institutions, investors, creditors, suppliers, or business partners - who care about sustainability, through the production of eco-friendly products or services, or implementation of measures or programs to reduce greenhouse gas emissions.

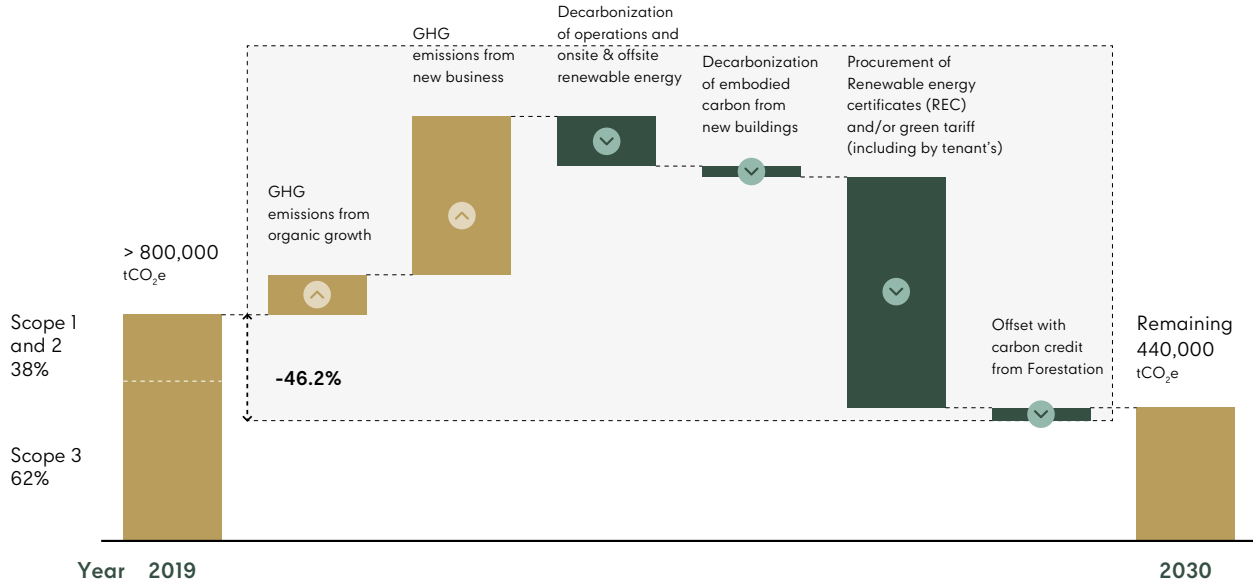
### Management Approach

Our management approach is guided by Central Pattana's [Climate and Environment Policy](#) and related policies including the [Biodiversity Management Policy](#), [Society, Communities and the Environment Policy](#) and relevant regulations and laws in countries where our projects are located. Following the consideration of our [scenario analysis study conducted in accordance with TCFD recommendations](#) in policy review, we have set a science-based target to be net zero by 2050. We have also developed the 'Net Zero Pathway,' outlining our near-term targets for 2030 and long-term targets for 2050 under a framework that organizes our emissions reduction activities into three areas: decarbonized carbon emissions, decarbonized embodied carbon emissions and carbon offset, aligning with international standards such as ISO 14064-1 - Greenhouse Gases - Part 1, Leadership in Energy & Environmental Design (LEED), Thai's Rating of Energy and Environmental Sustainability (TREES) and other global healthy building standards.

#### 11.1 SBTi-aligned Net Zero Pathway

Since announcing our ambition to achieve net-zero emissions by 2050, we have [submitted a commitment letter to the Science Based Targets Initiative \(SBTi\)](#) to develop a Net Zero Pathway aligned with a global warming trajectory of under 1.5°C. Our goal is to complete the submission of our targets to SBTi for official validation by 2025. In support Thailand's policy and the goals of Paris Agreement goals to reach net zero emissions, we participate in the [Thailand Carbon Neutral Network \(TCNN\)](#) as a Climate Action Leading Organization (CALO) under the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO, which aims to drive industrial and service sectors in Thailand towards carbon neutrality and net-zero emissions. Central Pattana has been awarded a CALO Gold rating (in recognition of its outstanding performance in greenhouse gas (GHG) management). We are also proud to be one of the founding members of the [RE100 Thailand Club](#), making a clear public commitment to drive 100% renewable energy across country in the shortest possible timeline.

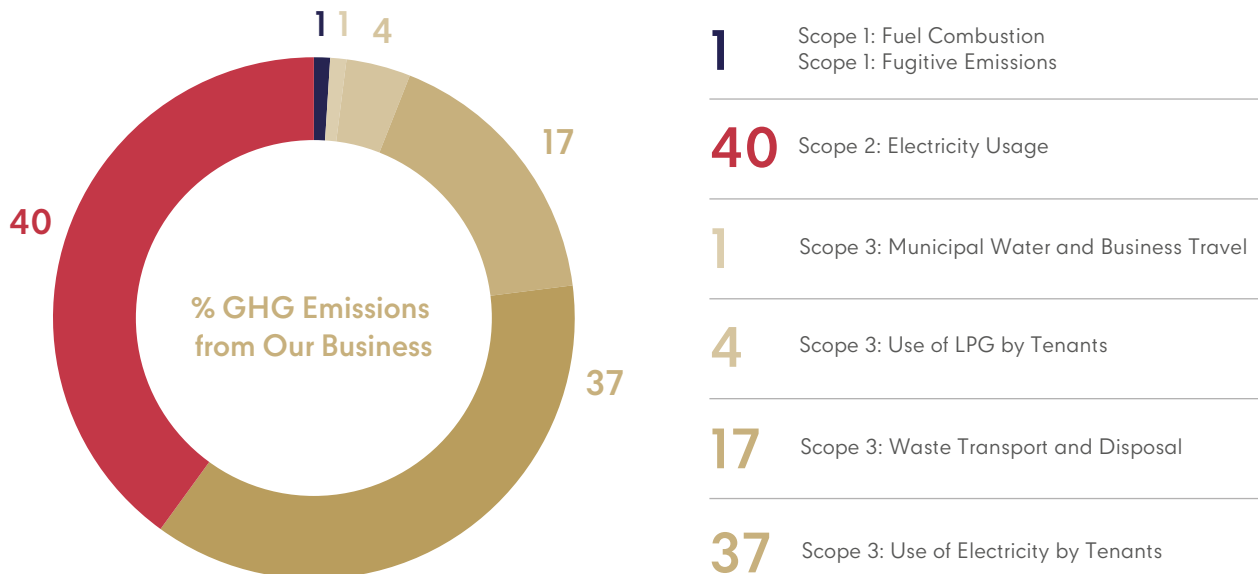
(Draft) Central Pattana’s near-term plan to reduce Scope 1, 2 and 3 greenhouse gas emissions by 2030, as outlined in our SBTi-aligned Net Zero Pathway



### 11.2 Decarbonization

Following the formal submission of our commitment letter to reach net zero by 2050 to the Science Based Targets Initiative (SBTi), we conducted a review of relevant policies and plans, particularly focusing on the decarbonization policy to ensure it addresses Scope 1, 2 and 3 emissions. We also established the framework for reducing these emissions in two key areas: decarbonized operational carbon emissions and decarbonized embodied carbon emissions.

#### 1) Decarbonized Operational Carbon Emissions



The majority of Central Pattana's GHG emissions comes from electricity usage. Recognizing this, we continually pursue and advance our emissions reduction measures across our portfolios, with a clear focus on reducing electricity consumption and increasing the adoption of renewable energy. Further details can be found in the "Energy and Electricity Management" sections of our 2023 Annual Report. This year, our investment of 144 million baht in implementing 20 GHG emissions reduction initiatives (including our solar PV program) saved 3,870 tCO<sub>2</sub>e of Scope 2 emissions from being released into the atmosphere per year. The absolute emissions was decrease 59,990 tCO<sub>2</sub>e compared to 2019 level or 18% lower.

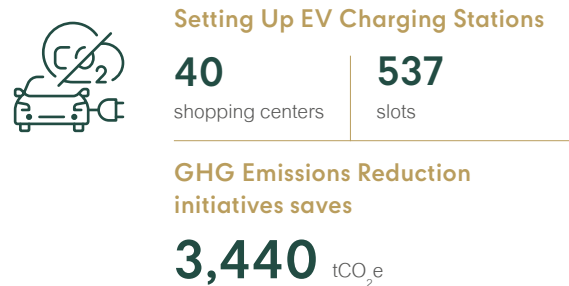


To reduce Scope 3 emissions, we focused our efforts on minimizing waste sent to landfill, which delivered a reduction of Scope 3 emissions of 42,913 tCO<sub>2</sub>e compared to 2019 based year, as detailed in the "Waste Management" section.

In 2023, we also launched the Green Partnership Project Year 1, inviting tenants committed to operating sustainably to partner with us in reducing electricity consumption and waste to landfill. A total of 46 brands have since joined, contributing to a collective reduction of 518 tCO<sub>2</sub>e in greenhouse gas emissions.



Additionally, we continue to advance the adoption of new technologies to reduce reliance on fossil fuels in transportation by setting up 537 EV Charging Stations, with a focus on DC Charging, for customers at 40 shopping centers across the country – a substantial increase of over 60% from the previous year. This contributed to a reduction of 3,440 tCO<sub>2</sub>e in carbon emissions (calculated from the amount of fuel consumption avoided over the same distance traveled). We also plan to expand the installation of EV chargers to other buildings beyond our shopping centers including offices and hotels.



To raise employee awareness about climate change and its potential impacts on our operations, we conducted training on greenhouse gases and Carbon Footprint for Organization, which attracted 178 employees. The aim was to help our employees learn how to identify major contributing factors and significant sources of emissions, which can lead to the development of measures or management approaches to reduce carbon emissions and mitigate impacts of climate change.

In collaboration with our clean energy partners, we also organized an activity aimed at educating employees about solar installation at home and raising awareness about clean energy, which attracted 148 participants.

**2) Decarbonized Embodied Carbon Emissions**

- To address embodied carbon, we first need to know how much of it we are generating. We started this process by applying the life cycle stages from the BS EN 15978:2011 standard to measure the cradle-to-gate embodied carbon in the Central Westville construction project. The calculation, covering modules A1-A5, included the carbon emissions associated with the production of building materials from raw material acquisition and

transportation to construction site but excluded the impacts during use and end of life stages. The resulting embodied carbon of 45,488 tCO<sub>2</sub>e was calculated based on the data we collected on some primary building materials including concrete, steel and precast (using available product carbon footprint data), as well as on construction waste disposal and transportation processes, and electricity and water usage during the construction stage. This lays the groundwork for future data collection efforts.

- Working towards obtaining certifications for green building or global healthy building standards has guided us in examining measures that can contribute to the reduction of operational and embodied carbon emissions in the future. Currently, our portfolios have been assessed and submitted for certification for these standards: Leadership in Energy & Environmental Design (LEED), which is established by the U.S. Green Building Council

(USGBC); Thai's Rating of Energy and Environmental Sustainability (TREES); ASEAN Energy Awards (AEA); the Ministry of Energy's Thailand Energy Awards (TEA); the Metropolitan Electricity Authority's Management of Energy Achievement Index (MEA Index); and the MEA Energy Awards' Indoor Air Quality (IAQ).

The evaluation criteria established by the ASEAN Energy Awards (AEA) and Thailand Energy Awards (TEA) encompass the following dimensions of green building management: energy efficiency management, greenhouse gas emissions reduction and pollution reduction, waste management, green features and innovations and usage of non-toxic, circular and sustainable materials. This year, we also undertook a study to develop our understanding of the Well Building Standard and Excellence in Design for Greater Efficiencies (EDGE), which is a green building certification system for emerging markets created by the International Finance Corporation's (IFC).

### Examples of our buildings that have been certified under global green building or healthy building standards or other ratings

Building/Space	Certification/ Rating Awarded or Expected	Year Certified/ Expected to be Certified
foodwOrld at centralwOrld	LEED Platinum	2019
G Tower Grand Rama 9	LEED Gold	2020
centralwOrld Offices	LEED Gold	2023
Central Chanthaburi	TREES	2024
Central Westville	TREES	2025
Central Nakhon Sawan	TREES	2025
Central Nakhon Pathom	TREES	2025
Central Phitsanulok	AEA	2023
Central Khonkaen	TEA	2023
Central Suratthani	TEA	2023
Central Phitsanulok	TEA	2023
Total Area Certified	GFA (sq.m.)	Proportion to Total Area (Excludes Parking Spaces)
LEED or TREES Standards	227,339	4.2%
Others <sup>1</sup>	3,972,613	73.2%

**Remarks :** <sup>1</sup> Between 2010-2022, 27 shopping centers and two office buildings have won the Thailand Energy Awards. Twelve shopping centers have also received the ASEAN Energy Awards during the same period. Eleven shopping centers and three office buildings have been recognized by the MEA Energy Awards between 2013-2021

## Green Building Management Showcase

### centralwOrld Offices



#### **Awarded LEED Gold Certification for O+M : Existing Buildings v4.1 - LEED v4.1**

centralwOrld Offices is an office building that offers first-class facilities and unrivalled amenities. Located in the heart of Bangkok's CBD with open areas, it directly connects to the shopping center centralwOrld and a five star hotel as well as has access to two Skytrain stations. Key building design considerations include:

- Reducing elevator energy consumption while increasing security in entry-exit monitoring by implementing the destination control system along with face scanning or keycard access.
- Optimizing HVAC systems to reduce electricity consumption while ensuring a comfortable environment for occupants; and increasing the filtration efficiency of AHUs and PAUs; and conducting regular testing of indoor air quality.
- Installation of high-efficiency fixtures equipped with flow control devices and flush valves for toilets that automatically flushes after use, reducing touch points and water consumption.
- Providing bike parking and amenities and EV Charging Stations.

### Central Phitsanulok



The design of Central Phitsanulok integrates both energy efficiency and environmental stewardship principles for maximum benefits. The building has a rectangular shaped with open areas at the front and back, while parking is strategically located at the rear and side to eliminate the need to build a separate parking facility and reduce parking congestion. Trees are planted around the building and existing large trees are preserved, contributing to a serene and lush green environment. In addition, advanced technologies are deployed to enhance energy efficiency:

- Installation of a 905.30 kW rooftop solar PV system, which generates 10% of its total energy consumption.
- Installation of high efficiency luminaires and LED bulbs with motion sensors.
- Using efficient HVAC system managed and controlled through a Chiller Plant Manager (CPM), which controls and monitors the operation and data of the chiller plant (Chiller, CHP, CDP and CT).
- Centralizing energy management through a Building Automation System (BAS), which offers control of 191 points including lighting, escalators, AHUs, MAUs, exhaust system and transformers.

In addition, the shopping center uses the activated sludge process (AS) to treat wastewater before utilizing it in building operations including watering plants and cleaning the parking lot.

### 11.3 Carbon Emissions Impact Minimization

One of the adverse impacts of global warming and climate change affecting our operations is the rising levels of fine particulate matter with a diameter of less than 2.5 micrometers or PM2.5 across Thailand. These particles, classified as carcinogenic to humans (Group 1) by the World Health Organization (WHO), pose a public health risk, which may deter some customers from visiting our shopping centers and can impact the performance of the fresh air systems. In response, Central Pattana has introduced a range of measures to ensure that indoor air quality levels in our buildings meet the required standards, with the testing of indoor air quality and toxic gases that can cause acute health effects conducted periodically. Examples of the intensive measures implemented include:

#### 1) Construction Phase

- Fans fitted with filter bags are run continuously during construction to capture airborne dust particles, ensuring the health and wellbeing of workers; and implement dust control measures like using dust protection mesh sheets and spraying vehicle wheels with water before leaving the sites.
- Establish the selection and use of non-toxic and low-VOC paints and coatings as a standard for new developments.

#### 2) System standards and technological solutions

- Install MERV Filters inside Outdoor Air Units (OAUs) and/or Air Handling Units (AHUs) in projects located in the areas in northern Thailand that are affected by smog and dust particles and in new developments and existing projects that are undergoing renovations. To date, the installations have been completed at seven projects.



**Install  
MERVE Filter at**

**7**

Projects

- Install air quality monitors across our shopping centers to ensure that the indoor air quality is maintained at acceptable levels, with PM2.5 now included as a parameter in the periodic indoor air quality testing.
- Establish the installation of continuous air quality analyzers, which automatically monitor air quality 24

hours a day, as a standard for new developments and renovated projects to keep PM2.5 concentration in indoor air to levels that do not adversely affect the health of customers.

- Pilot the use of HVAC Air Scrubbers on HVAC systems at Central Ayutthaya. These devices can provide ventilation and air scrubbing simultaneously by removing impurities including CO<sub>2</sub> and volatile organic compounds (VOCs) from the air as it circulates through the HVAC systems. In addition to reducing outdoor air intake, which may contain PM2.5, less heat is also brought in from outside, contributing to lower HVAC energy consumption.
  - Shut off or adjust the flow rate of the fresh air systems when outdoor PM2.5 levels exceed safe limits.
- #### 3) Initiatives and activities to reduce air pollution contributed by customer, tenant and employee activities
- Set up 537 EV Charging Stations including DC Charging across 40 projects to support renewable energy adoption.
  - Supported the Bangkok Metropolitan Administration (BMA) in the “This Car Reduces Dust” campaign, encouraging Bangkokians to change engine oil, which is a contributor to dust in the city. As an incentive, participants receive an additional two hours of free parking at eight Central shopping centers in Bangkok by presenting their oil-change service receipts.
  - Kindly request the cooperation of our customers to turn off idling engines while in the parking facilities, with security guards performing constant checks.
  - Stop the burning of incense sticks and other ritual offerings that emit fine particulate matter in projects that have a spirit house, buddha image and shrine in front of their buildings.



- Ensure proper corporate fleet maintenance and encourage employees to send their personal vehicles including motorcycles for regular inspections.
- Encourage online meetings and work from home arrangements to reduce pollution from transportation and protect employees' health.

Central Pattana's business operations do not directly emit air pollution. The amount of carbon dioxide released when circulating fresh air from outside into the buildings falls within safe limits and does not meet the legal definition of air pollution. In 2023, the results of air quality tests conducted at each project met the indoor air quality standards and legal requirements.

#### 11.4 Other Measures

- 1) Financing including establishing the Green Finance Framework and Sustainability-Link Finance Framework, and the issuance of green debentures worth 2,000 million baht in 2022 and a 500 million baht sustainability-linked loan in 2023, with the use of proceeds disclosed in accordance with the company's regulations, as detailed on our website
- 2) Carbon offset including through the planting of one million trees by 2030 under the "1 Million Trees" project. Central Pattana, in partnership with the Royal Forest Department, Ministry of Natural Resources and Environment, has employed practitioners and community members to help plant trees and care for the environments in forests. To date, 150,000 trees have been planted in protected forest areas in Chon Buri and Phitsanulok provinces. We are currently conducting a survey to set the baseline year for this initiative before submitting it to the Thailand Voluntary Emission Reduction Program (T-VER). By the tenth year, the project is expected to have sequestered approximately 7,125 tCO<sub>2</sub>e. In addition, Central Pattana also offsets our carbon footprint by purchasing International Renewable Energy Certificates (I-RECs)

and carbon credits Over the Counter (OTC) and via the exchange platform FTIX, which is a partnership between the Thailand Greenhouse Gas Management Organization (Public Organization) and the Federation of Thai Industries (FTI). In 2023, we purchased 500 I-RECs (equivalent to 500 megawatt hours of renewable energy) and 1,400 tCO<sub>2</sub>e of carbon credits under the T-VER, resulting in a total of 1,650 tCO<sub>2</sub>e of carbon offsets. The acquired carbon credits are used to compensate for emissions arising from Central Westville construction (emissions that can be measured only).



**Planting for protected forest areas in Chon Buri and Phitsanulok**

**150,000** trees

**I-RECs and Carbon credits offset in 2023**

**1,650** tCO<sub>2</sub>e

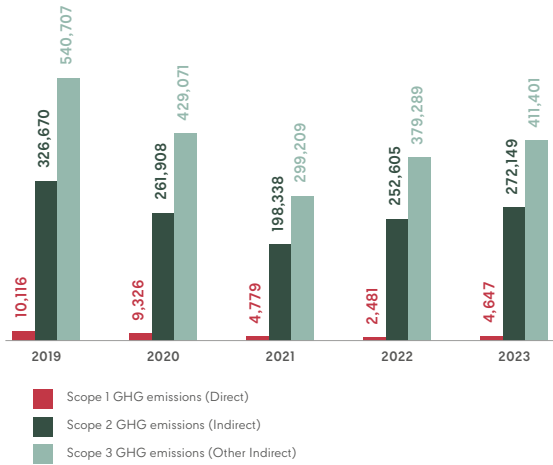
- 3) Environmental Sustainability Award is a measure we use to promote internal process improvement within Central Pattana. Launched in 2019, the Environmental Sustainability Award has been conducted annually as a contest among our shopping centers to win prizes worth over 50,000 baht. It evaluates performance across areas including reducing electricity and water usage, greenhouse gas emissions reduction, waste management and employee engagement, with the aim to encourage our employees to think creatively about resource management and efficiency. Each year, internal experts from relevant fields are invited to serve on the judging panel, offering insights from technical, business and practical application perspectives. In 2023, the winner was Central Mahachai.



## Performance

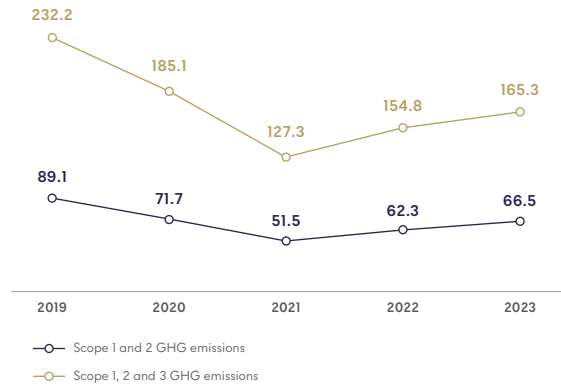
### Absolute Scope 1, 2, and 3 Greenhouse Gas Emissions

(tCO<sub>2</sub>e)



### Greenhouse Gas Emissions Intensity

(kgCO<sub>2</sub>e/sq.m.)



- Remarks**
- The reported figures above comprise emissions from activities within shopping centers, office buildings and hotel businesses in Thailand and overseas:
    - The calculation includes 36 shopping center and mixed-use projects for the period between 2019 and 2021 and 38 projects for the period between 2022 and 2023, but excluding Central Westville, which began operations in late November 2023.
    - The calculation includes 4 office buildings for the period between 2019 and 2023. (Office buildings that are counted in mixed-use developments have been excluded.)
    - The calculation includes 14 community mall projects for the period between 2019 and 2021 and 15 projects for the period between 2022 and 2023.
    - The calculation includes 4 hotels in 2023.
  - The coverage is now calculated based on net leasable area and common areas, in keeping with international property measurement practices.

## 12

## Resource and Environmental Management

### Overview

Ensuring effective resource and environmental management including the adoption of renewable energy remains an ongoing priority for Central Pattana as we aim to reduce the severity and impact of climate-related risks, both physical and transition, and accelerate our progress on decarbonization to become net zero by 2050. Given that utilities represent 34% of our total operating costs, this strategic approach is also essential for efficient cost management. In 2023, our utility expense including electricity, water and LPG gas (including usage by the Head Office) was Baht 5,489 mn, with electricity costs accounting for 91% of this expenditure. The notable increase can be attributed directly to rising electricity prices in the country. In response, we are actively exploring and piloting new technologies including innovative solutions for resource and environmental management to reduce costs while decarbonizing our operations.

### Management Approach

Our approach to resource and environmental management is underpinned by our [Climate and Environment Policy](#). It covers energy and electricity management, water and wastewater management and biodiversity and ecosystem management, aimed at delivering efficiency and maximum possible benefit in a systematic and sustainable manner. We align our approach with global standards such as ISO 14001 Environmental Management Systems, ISO 14064-1 Greenhouse gases — Part 1, ISO 50001 — Energy management and our 'climate adaptation' management approach.



## 12.1 Energy and Electricity Management

### 1) Energy Consumption

The 2023 energy consumption reported includes usage by Central Pattana and its affiliates, subsidiaries and joint ventures across shopping centers, office buildings, community malls and hotels. Our energy supply comes from two sources - non-renewable and renewable sources:

#### 1.1 Non-renewable Sources

- Grid electricity In 2023, a total 1,039,694 MWh of electricity were sourced from the Provincial Electricity Authority and the Metropolitan Electricity Authority, which represented 88% of our overall energy consumption. The grid-supplied electricity is used to power our HVAC systems, tenant electricity, lighting and day-to-day operations
- Fossil fuels and liquefied petroleum gas represented 10% of our total energy consumption. Energy from fossil fuels is used in our day-to-day operations, for instance, to power engines in lawn mowers, company vans and shuttle buses, equipment used during fire safety training and emergency power systems including power generators and fire pump systems. LPG is used in activities within Food Parks managed by Central Pattana as well as in stores and leasable areas and during kitchen fire safety training.

#### 1.2 Renewable Sources

We are committed to advancing the adoption of renewable energy across our operations, with an ambition to source 20% of our electricity from renewables by 2030. To meet this objective, we plan to install rooftop solar panels at all our shopping centers and parking facilities by 2024, establishing this as a standard practice for all future new developments. As of 2023, our total installed capacity has reached 29.4 MW across 28 projects or 68% of all shopping centers in operation in the current year. In addition, we are implementing a trial project at Central Salaya to procure offsite renewables, which is expected to raise the shopping

center's share of renewable energy to 20% of its overall consumption. This year, we expanded our onsite solar PV program on residence clubhouses with an installation at 6 projects of our residential portfolio, achieving a total installed capacity of 32.4 kWp.

The preparation of our Task Force on Climate-Related Financial Disclosures (TCFD) Report has led to closer monitoring of risks and climate-related impacts associated with changes in laws and regulations. We have also put in place plans to study and test different solar systems and configurations to prepare for expansion once the amendment of Thailand's regulation to expedite the installation for solar roof systems is published. To maximize the solar potential, we set out guidelines for the design and installation of two types of solar PV systems:

#### Solar Rooftop



Solar Rooftops including Metal Sheet Solar Rooftops, which are ideal for new developments, and RC Slab Solar Rooftops, which are installed on top of a building's concrete slabs. This makes them suitable for existing projects where the roof structures were not designed to support the weight of solar panel installations.

#### Solar Metal Sheet



Metal Sheet Car Shading involves mounting solar panels onto an existing metal sheet or tile roof of a parking structure, or using solar panels as roofing materials. This solution is suitable for existing parking facilities or new ones that have no roofs.

In the past year, we conducted a study and cost analysis on three types of solar system installations: Solar Floating, where PV systems are placed on water bodies; Building Integrated Photovoltaics (BIPV), a technology that integrates PV modules into building materials and structures such as roofs, shades, windows or façades; and Solar Films, which are used on skylights to generate renewable energy while

reducing heat. We plan to explore some of these systems further while awaiting technological advancements that could potentially lower installation costs, and may deprioritize some of the piloted systems that do not align with our current business operations, due to their specific physical requirements.

## Performance

In 2023, 24 of our shopping center projects now have solar PV panels installed, while work is ongoing for four additional projects. These onsite solar PV systems contributed 26,011 MWh of solar energy, from 24.3 MW of electrical production capacity, accounting for 2.8% of the total energy consumed by our shopping centers and 2.4% of the total energy under Central Pattana’s operational control. This marks an 18% increase from 2022 and a 188% increase from the 2019 baseline. Our goal for 2024 is to install an additional of at least 15 MW of solar capacity.

While our target is to increase the share of renewable energy in total energy consumption to 4.5% in 2023 and 20% by 2030, progress in solar installation and expansion has been hindered by factors such as physical limitations, regulatory requirements for solar licensing and adjustments to our onsite solar PV program to better align with shopping center renovation plans.

This year, we are leveraging digital technology to help with data collection. The ongoing development of a centralized platform for monitoring renewable energy generation and consumption, expected to be completed by 2024, will enable us to track progress towards our targets. The system will also allow responsible employees at both branch and corporate levels to monitor and optimize system efficiency and performance, ensuring our solar panels operate at their full potential, and swiftly address any potential performance issues.



Solar Panels Installed at  
**24 Projects**  
under construction and installation for  
**4 additional projects**

Solar Electricity  
Production

**26,011**  
MWh

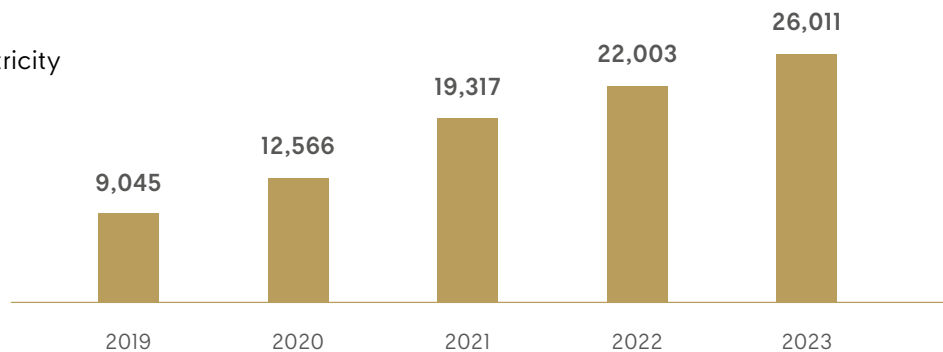
From installed capacity

**24.3 MW**

Goal for 2024  
additional installation

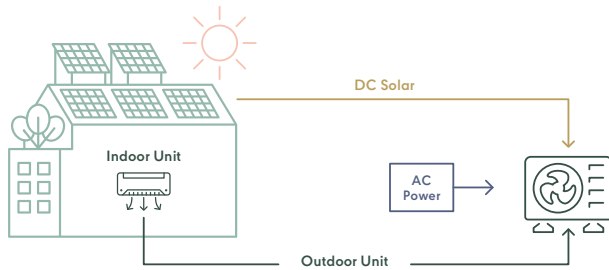
**15** MW

Onsite Renewable Electricity Generation (MWh)



## Central Westville Metal Sheet Solar Rooftop and Metal Sheet Car Shading systems

Since opening its doors in November 2023, Central Westville has been using solar energy with an installed capacity of 2.1 MWp - the highest among our shopping centers. The deployment of solar panels on both the building's metal roof and over the parking lot has contributed to 22% of the shopping center's total energy consumption, leading to a significant decrease in grid-supplied electricity consumption compared to conventional projects. It is also the first of our shopping centers to directly harness energy from its solar panels to power the split A/C systems, which are responsible for cooling machinery in the elevator machine room.



### Grid-purchased Electricity

**1,039,694**

MWh



### Fossil Fuels

**123,257**

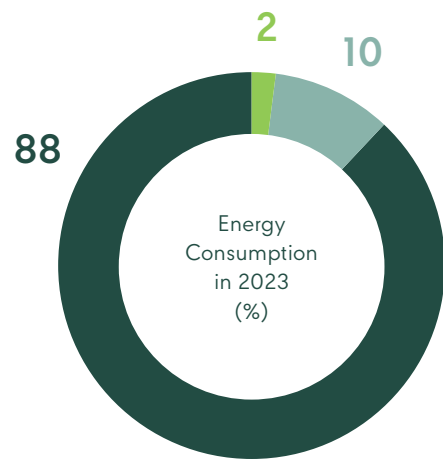
MWh



### Onsite Solar Energy

**26,011**

MWh



\* Data includes usage by tenants in areas under our direct management and operational control.

■ Grid Electricity ■ Fossil Fuel ■ Solar Energy

## 2) Electrical energy efficiency

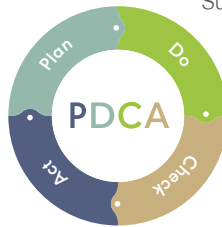
We set implementing guidelines for enhancing electrical energy efficiency across three dimensions: technical, process and behavior, in line with the ISO 50001 requirements. We also use the PDCA cycle - Plan, Do, Check and Act - to support systematic and continuous improvement.

### Plan

In line with our Climate and Environment Policy, we annually develop an electrical energy management plan and establish targets alongside the formulation of our greenhouse gas emissions reduction plan. We engage external consultants and expert practitioners to perform energy audits, provide recommendations and conduct cost-benefit analyses. Their findings are presented to the central Business Development and Property Management, who collaborate with branch energy management teams to devise the annual energy efficiency improvement plan. This plan is then presented to the Climate Change and Environmental Committee and Corporate Governance and Sustainable Development Committee for approval.

### Do

The management teams and energy management teams at the branch level oversee the execution of the annual energy efficiency improvement plan, which outlines branch-specific energy reduction targets, as well as technologies and measures established by the central team. Real-time data monitoring is carried out through the Building Management System, and performance is reported via the energy usage data system, which also feeding into the organization's carbon footprint data platform. In addition, each branch carries out the preventive maintenance plan, conducts machinery efficiency assessments and implements re-commissioning plan. Branch performance in electrical energy management, a key performance indicator for the organization, is reported to the Climate Change and Environmental Committee and Corporate Governance and Sustainable Development Committee, respectively.



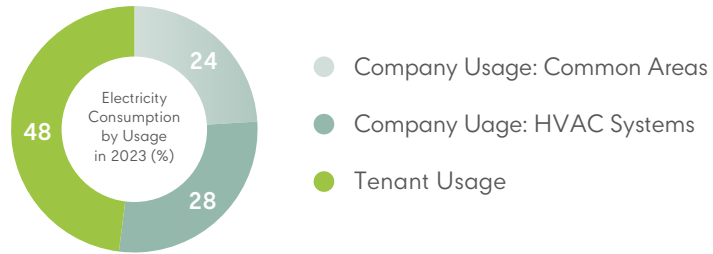
### Act

If performance fails to meet targets, central and branch teams will collaborate to develop an energy efficiency improvement plan, which will be presented during the next planning cycle to drive improvement efforts. The plan is divided into six categories: (1) building envelope improvement, (2) air balancing improvement, (3) machinery efficiency and innovative solutions, (4) improvement of technician supervision and performance, (5) maintenance, and (6) renewable energy use. We also foster innovation among our employees by incorporating energy reduction and savings as objectives within our Dream Team project. This initiative provides experienced technicians, who are well-placed to spot issues from their work and audits, the opportunity to identify or scale up solutions. In addition, we use the results of audits and analyses to develop solutions for identified issues or to explore new innovations through collaboration with suppliers or external organizations.

### Check

Performance audits on electrical energy management are conducted at the branch level by internal units including the central Property Management and Energy and Environmental Management, as well as by certified external auditors. These audits ensure that their energy management practices align with company policies and policy. In addition, periodic random audits are carried out by Internal Audit. Energy management reports and energy audit reports are submitted annually to the Bureau of Energy Regulation and Conservation. Energy data is publicly disclosed and audit results are presented to branch management teams, branch energy management teams and the top executive of Property Management to inform the development of improvement plans.

Electrical energy management is divided into two categories based on operational and management control: company usage (common areas and HVAC systems) and tenant usage.



**2.1 Company Usage** includes electricity consumption from common areas and HVAC systems under our direct operational and management control. We continue to develop and evolve our policy to improve the electrical energy efficiency of our operations, with targets to reduce electricity intensity from 2015 levels by 20% by 2025 (grid consumption by company only) and achieve a 12% reduction in absolute energy consumption from 2019 levels in 2023. Extensive energy efficiency measures have been implemented across our portfolios to reduce consumption and enhance efficiency. In 2023, we invested Baht 144 mn to execute 20 energy efficiency policy measures, resulting in a reduction of 7,741 MWh/year in electricity consumption. Details of these measures are outlined in the table below.

### Technical and Process

#### Building Envelope

- External wall insulation
- Selection of active skylights that dynamically adjust shading to optimize daylighting and minimize solar heat gain
- Mounting solar panels on the metal roofs and concrete slabs of buildings to improve thermal resistance and minimize the absorption of solar radiation heat by the building envelopes

#### HVAC

- Installation of Variable Speed Drives (VSDs)
- Use of high efficiency chiller with low Global Warming Potential (GWP) refrigerants replacement
- Use of high efficiency pumps and A/C Control Systems to regulate indoor air temperature and humidity
- Implementation of the Building Management System (BMS) and Chiller Plant Management System
- Driving continuous system enhancements and optimization of HVAC systems to match changing heat load throughout the day

### Employee Engagement in Energy Conservation

Through trainings, “Energy Day” and “Dream Team”

- In 2023, we provided energy management training through 37 courses, which were completed by 1,550 employees (including those who attended more than once), representing 30% of our workforce.
- The solution developed under the Dream Team project, that can be adapt organization-wide, involving the installation of cooling pads to help lower the temperatures of A/C compressors.



**Energy Management Training**  
37 Courses

by  
**1,550** Employees

## Innovation

- Installation of Air Scrubbers on HVAC systems to reduce fresh air heat load, resulting in improved HVAC efficiency
- Piloting the use of which directly utilize energy from solar panels, as a replacement for conventional air conditioning units responsible for cooling machinery in the elevator machine room
- Trialing the upgrade of Chiller Plant Management with IoT and AI, to enable real-time data processing from systems such as the Building Management System (BMS), Building Automation System (BAS) and Chiller Plant Manager (CPM) as well as equipment like sensors and IoT devices. This data is used to generate building energy consumption profiles, which the AI software analyzes to optimize chiller efficiency in response to the varying heat load throughout the day. This results in reduced energy consumption and improved HVAC performance, all while ensuring a comfortable environment for occupants. We are in the process of collecting and analyzing the data, with plans to roll out the upgrade in 2024.

**2.2 Tenant Usage** As a local supplier of electricity and air conditioning to retail stores and businesses on our properties, Central Pattana charges our tenants for electricity usage on a per unit basis to enable them to monitor and manage their consumption efficiently. We have established standards for building utility systems for the planning and designing of electrical systems for tenant stores to ensure alignment with the requirements of the Thai's Rating of Energy and Environmental Sustainability (TREES-CS) for Core and Shell Building. This will also provide guidelines for tenants in selecting energy efficient electrical products to lower energy costs and minimize indirect greenhouse gas emissions. We actively engage with our tenants to encourage participation in energy savings initiatives and programs that we are implementing including the annual Energy Day held at every branch. In 2023, we launched the Green Partnership Project, inviting brands and tenants to partner with us in reducing energy consumption. A total of 46 brands have since joined, collectively contributing to a reduction of 318,169 kWh in energy consumption.

## Performance

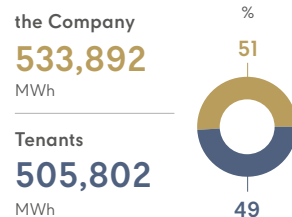
In 2023, total grid-purchased amounted to 1,039,694 MWh, Of this, 533,892 MWh were company usage and 505,802 MWh were tenant usage, representing 51% and 49% of the total consumption, respectively. As the number of customers and visitors to our shopping centers continues to increase and our business expands, we anticipate a corresponding rise in energy consumption. This emphasizes the urgency of our efforts to seek innovative solutions to enhance energy management and efficiency.

To ensure analysis and goal-setting for energy management that is effective and aligns with our growth trajectory, we establish indicator for energy intensity levels (for non-renewable sources only) while monitoring actual reductions in energy consumption. In 2023, our total energy intensity stood at 249.8 kWh/m<sup>2</sup>, with company energy intensity (including common areas and HVAC systems) at 128.3 kWh/m<sup>2</sup>, and tenant energy intensity at 121.5 kWh/m<sup>2</sup>.



**Total Electricity Consumption Amounted to**  
1,039,694  
 MWh

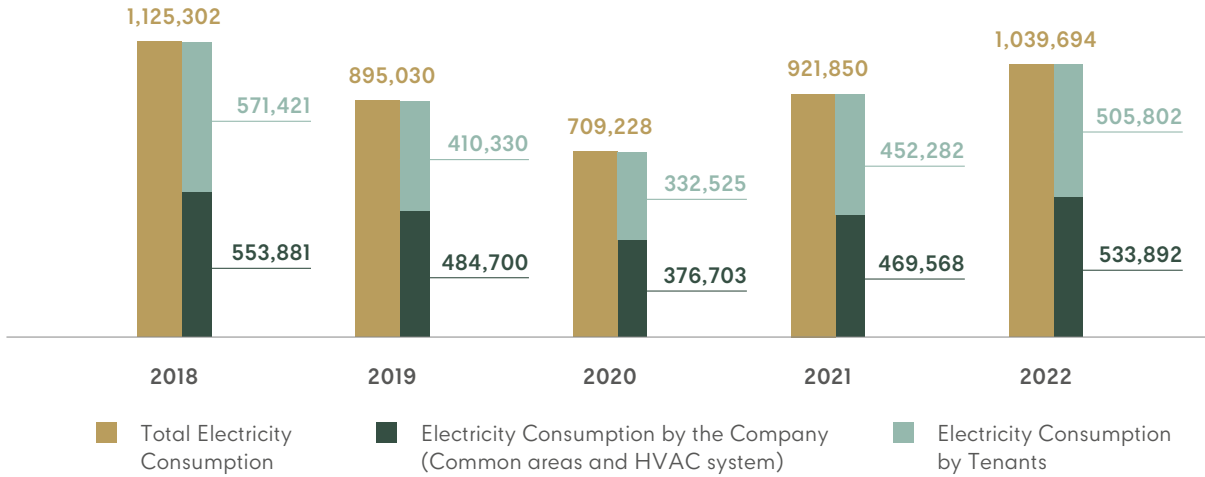
### Consumption by





### Total Non-Renewable Electricity Consumptopn

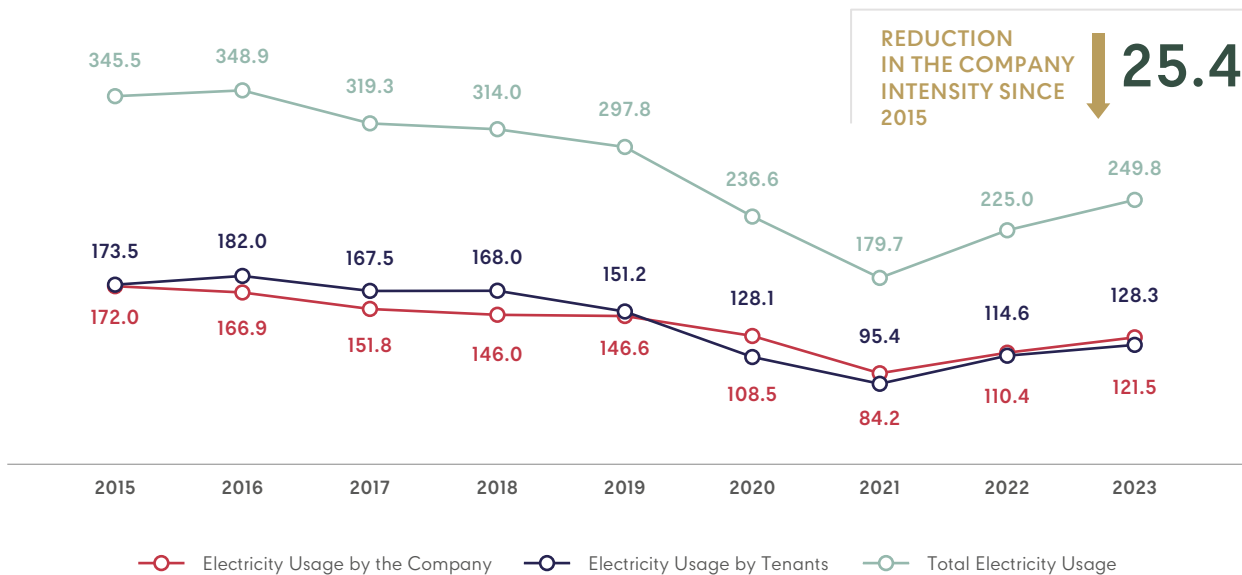
(Unit: MWh)



- Remarks :**
- The reported figures above comprise consumption by leasing businesses including shopping centers and office buildings that were in operation each year.
    - The calculation includes 36 shopping center and mixed-use projects for the period between 2019 and 2021 and 38 projects for the period between 2022 and 2023, including projects in Thailand and overseas but excluding Central Westville, which began operations in late November 2023.
    - The calculation includes 4 office buildings for the period between 2019 and 2023. (Office buildings that are counted in mixed-use developments have been excluded.)
    - The calculation includes 14 community mall projects for the period between 2019 and 2021 and 15 projects for the period between 2022 and 2023.
    - The calculation included 4 hotels in 2023
  - The coverage is now calculated based on net leasable area and common areas, in keeping with international property measurement practices.

### Electricity Intensity

(kWh/m<sup>2</sup>)



## 12.2 Water and Wastewater Management

### 1) Water Management

Our water consumption includes water consumed in two main areas: common areas such as in restrooms and for plant watering, cleaning and cooling systems; and tenant areas, which include activities like cooking and equipment cleaning.

We primarily source water from the Metropolitan Waterworks Authority and Provincial Waterworks Authority, which account for 98% of our water consumption. Five projects including Central Chiangmai Airport, Central Chiangrai, Central Chiangmai, Central Samui and Central Phuket Floresta also source their water supply from groundwater resources. Before usage, we conduct groundwater quality analyses and tests and obtain necessary permits and licenses from local authorities for drilling. We work to ensure the amount of water drawn does not exceed the limits specified in the licenses and submit monthly usage reports to local groundwater officers or designated officials for the specific groundwater areas.

Central Pattana primarily operates in Thailand where the Mekong River and Chao Phraya River run through (reported in accordance with GRI 303-1). The country has a Medium-High Drought Risk level and is ranked 35<sup>th</sup> on the global scale. Our assessment of physical climate-related risks indicates that water scarcity and severe flooding pose major risks to our business, with projects located in the north and north-eastern regions identified as vulnerable areas to water shortages, as detailed in the "Climate change and its impact on El Niño" section. To mitigate the potential impact of this risk, we have integrated water management into our plan to achieve net zero.

We establish our water management and drought preparedness measures based on the 3R approach - Reduce, Reuse and Recycle, and set target to reduce water withdrawal. 12% by 2023 and 30% by 2030 compared to 2019 level.

### Performance

In 2023, our water withdrawal included 11.6 mn m<sup>3</sup> of water sourced from third-party water suppliers, 0.21 mn m<sup>3</sup> from groundwater and 0.003 mn m<sup>3</sup> from rain harvesting through tanks installed in two projects, Central Phuket Floresta and Central Udon. Overall, the total amount of water withdrawn from external sources was 11.8 mn m<sup>3</sup>, a 4.5% reduction compared to the 2019 baseline (Our 2023 target for reduction was 12% against the 2019 baseline).

We have completed water recycling system installations at 18 projects, allowing for the reuse of treated or recycled water totaling 617,371 m<sup>3</sup>. This constitutes 5.2% of our total water withdrawal and 13% of the total water withdrawal of projects with water recycling systems installed. Recycled water is utilized for cooling tower applications and other purposes such as watering plants.

Due to physical limitations within the buildings to support the weight of water recycling systems and challenges with the quality of input water, our total recycled water production fell short of the target. We are actively exploring ways to expand the implementation of water recycling systems across more projects and seeking technologies to enhance water recycling efficiency. This includes exploring options such as high efficiency ozone water treatment and increasing pumping frequency for fat, oil and grease removal to improve the quality of treated water and maximize efficiency and benefits before discharge.








**Water Recycling System Installations**

**18** Projects

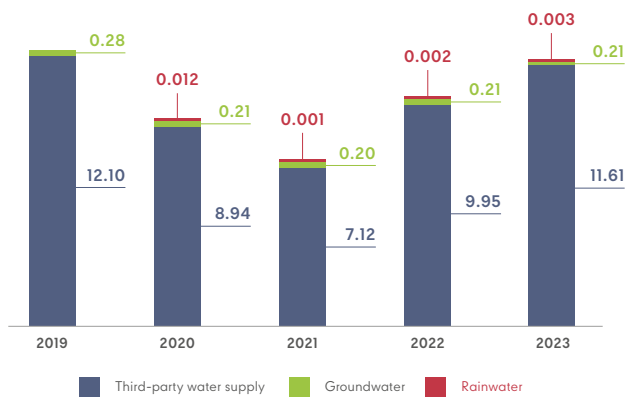
**Recycled Water Totaling**

**617,371**

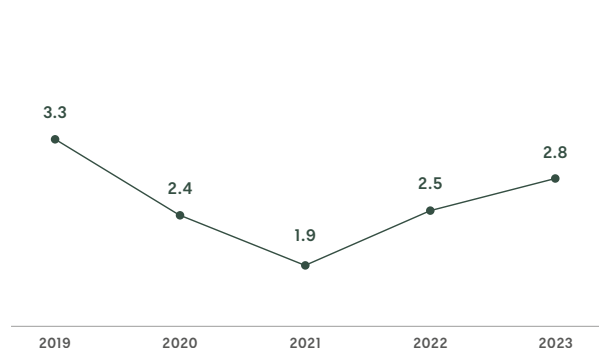
m<sup>3</sup>

Measures	Details
 Reduce	Installation of high-efficiency fixtures equipped with sensors to detect presence and regulate water flow rates for faucets and flushing; adoption of drip irrigation and water-efficient sprinkler systems for watering plants around the projects; and deployment of zero water floor cleaning technologies
 Reuse	Pilot implementation of condensate recovery
 Recycle	Installation of water recycling systems, completed at 18 projects, allowing for the reuse of recycled water totaling 617,371 m <sup>3</sup>
 Alternative Water Sources	Installation of rain harvesting systems and licensed use of groundwater resources, at five projects
 Water Efficiency	<ul style="list-style-type: none"> <li>Leverage efficient water system design, by considering indoor and outdoor water demand, site suitability for constructing water storage facilities and the cost-effectiveness of onsite water recycling systems</li> <li>Commission and periodic re-commissioning within two years</li> <li>Install water leak detection systems (selected projects) and pumps to facilitate enhanced water flow rates and efficient water removal</li> <li>Install sub-meters in tenant shops and stores and billing them based on their actual usage to motivate water conservation behavior</li> </ul>

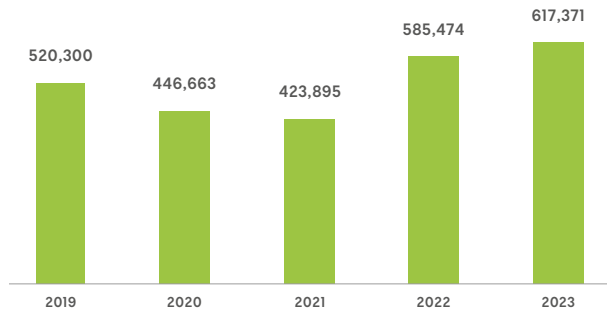
Total Water Withdrawal  
(mn m<sup>3</sup>)



Water Withdrawal Intensity  
(m<sup>3</sup>/m<sup>2</sup>)



## Recycled Water Production (m<sup>3</sup>)



## 2) Wastewater/Grey Water Management

We have in place guidelines for control and management of wastewater systems in our shopping centers. Wastewater generated from all activities within our shopping centers undergo pre-treatment or preliminary removal of wastewater or sludge constituents before being discharged to the central wastewater treatment system. Our pre-treatment system includes the following:

- Installation of Sequencing Batch Reactors (SBRs)
- Installation of Deep Shaft reactors, which replace the primary clarifiers and aeration tanks
- Discharging the treated wastewater to the central public wastewater treatment system after the pre-treatment

We have standard procedures in place to control wastewater discharges. Wastewater undergoes treatment and testing to ensure its quality meet the required standards before discharge. Monthly testing of wastewater quality including parameters such as Biochemical Oxygen Demand (BOD), Suspended Solids (SS), Total Dissolved Solids (TDS), pH and Fat Oil&Grease is conducted externally by an ISO/IEC 17025 accredited laboratory. The procedures also cover record-keeping, reporting and regular

maintenance of wastewater treatment equipment including piping systems, grease interceptors, wastewater pumps, ponds and aerators as part of our preventive maintenance plan. Regular monitoring and testing of wastewater quality is conducted to ensure compliance with applicable standards and the ISO 14001 requirements. If treated wastewater fails to meet the required standards, each shopping center implements its own monitoring plan to identify causes and take corrective actions to improve its quality. In such situations, immediate actions will be taken to address the issues and reports will be provided to the shopping center management teams. Subsequently, all relevant details will be consolidated into a report for submission to the Climate Change and Environmental Committee.

During construction, we implement measures to manage the environment around our project sites, with a focus on ensuring the quality of wastewater from workers' living quarters is within safe limits and odor control and mitigation. Additionally, training is provided to workers on how to segregate organics and make effective microorganisms to help eliminate malodors. In 2023, there were no complaints received regarding wastewater/grey water management both during construction and post-launch operation phases. In 2023, the net volume of treated wastewater discharged into public water resources was 5.13 mn m<sup>3</sup>, with 2.47 mn m<sup>3</sup> sent to external treatment plants.



### FY2023

**There were no complaints received regarding wastewater/grey water management both during construction and operation phases.**

## Performance

### Our Water Management Performance in 2023

Measure	Measure Coverage (% of Saleable and Common Areas)	Volume of Water Generated / Reduced (m <sup>3</sup> )	% ROI
Water Reuse and Recycling	37	617,371	84
Groundwater Use	9	211,116	712
Rainwater Harvesting	5	3,114	-
High Efficiency Fixtures and Flow Rate Adjustment	100	810,000	161
Water Sub-metering	100	-	-
Sequencing Batch Reactors (SBRs)	100	-	-
Wastewater Pre-treatment	100	-	-

The calculation is estimated using the lifetimes of machinery and equipment at 10 years as average including cost for preventive and maintenance.

## 12.3 Waste Management

Central Pattana has integrated circular economy principles into our roadmap to net zero emissions by 2050. As a part of our Journey to Net Zero initiative, we have set a target to achieve zero waste-to-landfill. Our waste management is divided into stages in our value chain: construction waste management, operational waste management and organizational waste management. With the majority of our waste being operational, we aim to halve the amount sent to landfill by 2025 compared to the total operational waste generated that year, alongside targeting a 35% reduction in waste to landfill by 2023. To meet these targets, we remain focused on encouraging and enabling waste segregation at source and the processing and recycling of waste to maximize its potential benefits as well as engaging with key stakeholders including customers, tenants, employees and partners in the public and private sectors on our journey.

### 1) Construction waste management

In the terms of reference (TOR) for contractors, we stipulate a mandatory requirement for waste segregation and

management at construction sites and workers' living quarters. This includes demolition waste, leftover building materials and construction workers' waste. In the process of waste management, we categorize waste into different types including waste for sale, waste for processing, waste for donation and waste destined for landfill. In 2023, the construction data recorded for the Central Westville project reported an 84% diversion rate compared to the total waste generated during construction.

As a member of the Circular Economy in Construction Industry (CECI), we have integrated circular economy principles into our construction waste management practices. One notable initiative is the use of Recycled Concrete Aggregates (RCA) as a road base material, where crushed aggregate from concrete piles is utilized as temporary road surfaces in certain projects. This approach enables efficient management and repurposing of construction waste, particularly pile heads, without requiring off-site waste transport, resulting in a reduction of 614 tCO<sub>2</sub>e in carbon emissions.

## 2) Operational waste management

Under the Journey to Net Zero initiative, we have established a cross-functional team comprising members from both the Head Office and branch representatives. This committee convenes regularly to discuss and exchange information on waste management measures implemented across various projects. The insights gathered are consolidated and reported to both the Climate Change and Environmental Committee and the Creating Shared Value (CSV) Committee. Together, they collaborate to set targets, strategies and guidelines for waste management across all projects. The implementation is divided into three distinct parts:

### 2.1 Standards and Certifications

- We have submitted 35 shopping centers and 2 office buildings for the ISO 14001 Environmental management certification. To date, 74% of our total area is ISO 14001-certified, with the scope covering improvement of waste management process, and waste segregation and disposal practices.
- For the fourth year, we have participated in the Low Emission Support Scheme or LESS, to have our carbon emission reductions from five waste reduction initiatives independently verified and certified. They include At-Source Segregation of Recyclables, Composting, Methane Capture from Anaerobic Organic Waste Treatment for Utilization, Animal Feed from Food Scraps and Segregation of UHT Cartons for Upcycling. These efforts resulted in the sequestration of 37,993 tCO<sub>2</sub>e - 89% higher than 2022 levels.



#### UHT Cartons for Upcycling

These efforts resulted in the sequestration of

**6,228**  
kgCO<sub>2</sub>e

## 2.2 Customer Participation

Some initiatives implemented in 2023 were:

### “Wednesday”

Under the campaign “The Greatest Grand Sale 2023”



We promote green behavior every Wednesday by offering a free Wednesday bag with purchases over Baht 2,000 at participating stores including ADIDAS, ANELLO, BERSHKA, BIRKENSTOCK, CASETIFY, CHARLES&KEITH, COMMA AND, DESIGN HOUSE, H&M, H&M HOME, HUG CRAFT, INNISFREE, JELLY BUNNY, KARL LAGERFIELD, KATE SPADE, KEDS, LEVI'S, MANGO, MARC JACOBS, MARIMEKKO, NIKE, PLAYHOUSE, POMELO, PULL&BEAR, SAUCONY, SEPHORA, TEVA, THE BODY SHOP, TOMMY HILFIGER, UNIQLO, YVES ROCHER and ZARA, located in the Plaza Zones of Central shopping centers only.

### “Wednesday” (Sequel)

Building on the success of the #Wednesday initiative, we launched “Wednesday” (Sequel), an exclusive campaign targeting over 30 brands from our Green Partnership Project, focusing on energy efficiency and proper waste segregation, with participation from restaurants such as BBQ Plaza, BONCHON, KOI THE, Mo-Mo-Paradise, S&P, Coco Ichibanya, Fuji, On The Table, Lao Yuan, AKA, ZEN, MK Restaurant, Laem Charoen Seafood, Hachiban Ramen, Pepper Lunch, Chabuton, Terraces, Yoshinoya, Ootoya, Tenya, Katsuya and Som Tam Nua, as well as fashion stores and other

stores including UNIQLO, SABINA, Yves Rocher, MINISO, OWNDAYS, Cut & Curl, Pornkasem Clinic and Tamnak Thong 5. Customers can receive a complimentary Wednesday bag with any purchase or meal over Baht 1,000 at participating green stores every Wednesday.

In addition, customers can collect green points throughout the year for a chance to win prizes at the end of 2023 by participating in green activities and adding the Line Official Account: Journey to Zero as a friend. They can send photos of their green actions such as waste segregation, using reusable containers or mugs, or opting for EV cars via Line to promote green awareness in everyday life.

“Central Pattana Better Futures Project 2023”



We organized the “Central Pattana Better Futures Project 2023,” from 24 to 29 May 2023 at centralwOrld, bringing together public, private and nonprofit partners to advance sustainability through sharing stories of eco-lifestyles and integrating sustainability into Eat-Shop-Work-Play-Stay-Live activities that can change the world for the better. The event showcased stories and exhibitions under five key themes:

- Better Stories: Stories Through Art Book of Betterment featuring contemporary artwork by popular artist and illustrator Paan Nitta or Nitta Prapaspakdi that portrays sustainability as an endearing and relatable issue and offers ideas for save-the-planet homes from Central Pattana Residence.

- Better Workplace: Designed for young office workers at centralwOrld, a modern office building that prioritizes sustainability and has a global green building standard (LEED certification), featuring seminars and workshops on comprehensive energy and waste management by our partners.
- Better Environment: Learn energy-saving tricks and new ideas to reduce electricity bills and access the one-stop service at the Metropolitan Electricity Authority booth.
- Better EV: Unveiling of two new electric vehicles from Lexus and Volvo
- Better Choice & Better Style: Discover a wide array of green products and services for consumers and learn about BCG (Bio-Circular-Green Economy) from eco-conscious brands like Uniqlo, Anello, The Body Shop, Yves Rocher, Axxa and many more.



The event drew over 20,000 attendees, in line with our target. The satisfaction survey also reported a 100% score for customer participation in the event’s missions and games. Later in the year, the event traveled to more locations including Central Rama 9 and Central Phitsanulok. ‘Better Market,’ featuring curated collections of food and decors, was also held at centralwOrld, Central Eastville, Central Rama 3 and Central Westville, offering eco-lifestyle alternatives for a better world.

### “Low Carbon Club” at Central Westville



Central Westville is Central Pattana’s first low carbon mall that prioritizes both wellbeing and sustainability throughout its lifecycle through collaborative partnerships with SCG Building and Living Care Consulting Co Ltd., PTT Global Chemical Plc, Mitsiam International Co Ltd., and Recycle Day Co Ltd., to drive the country towards a low-carbon society. From construction to post-launch operations, considerations are given to energy efficiency, utilization of eco-friendly materials, water management, waste management and upcycling initiatives, among others.

We also engage customers by launching the “Low Carbon Club” campaign, which urges them to reduce plastic waste and segregate waste correctly. Customers are encouraged to refuse plastic straws, bags, lids, containers and cutlery at shops or sort their waste at Recycle Day stations. Participants can scan QR code through Central Life X Application at the participating stores to get The 1 points. In addition, we have sought cooperation from shops in our shopping centers to join the “Reduce Plastic Out Front / Properly Segregate Waste Out Back” initiative to promote low carbon practices.

In our efforts to make Foodville the first-ever eco-food park, we encourage diners to finish their food-reduce waste-segregate plastics. This includes separating food scraps from other items and kindly requesting their cooperation in returning trays

and dishes to designated areas. To support these initiatives, we have partnered with the GC YOUTURN platform to set up waste segregation stations and introduce the use of bioplastic cups, a biodegradable alternative, along with chairs made from upcycled plastic.

Other activities as follow:

- Organized a waste segregation activity during the 2023 Children’s Day in partnership with Tetra Pak and TPBI, where children were invited to segregate three types of waste – milk cartons, plastic films and paper. Those who completed the task correctly received gifts from our partners and “ThinkDee-Volunteer” certificates.
- Announced and rolled out a collaboration between the public and private sectors, in partnership with the Pollution Control Department, aimed at collecting hazardous waste from communities. Recognizing the importance of separating hazardous waste from solid waste to prevent contamination at disposal sites and in the environment, which could potentially affect the food chain and people’s health, 37 of our shopping centers participated in the initiative. Together, they collected over ten tons of hazardous waste from communities.
- Launched the “Bottle Free Seas” project, in collaboration with the Bangkok Metropolitan Administration, the Environmental Justice Foundation, and Brilliant Power Co Ltd., at centralwOrld. The first free drinking water dispenser was installed at the square in front of the shopping center, to promote the use of refillable bottles and reduce single-use plastics. Operational since December 2023, it has already eliminated over 1,763 plastic bottles.





### Ongoing Programs

- Setting up “Recycle Station” to enable people to easily drop off their clean and sorted waste at the drive-thru collection points. The initiative is a collaborative partnership between Central Pattana and the startup Recycle Day Thailand Ltd., to encourage proper waste segregation at home while earning points that can be exchanged for rewards. In 2023, three new Recycle Stations, which accept sorted household and tenant waste, were launched at Central Rayong, Central Ladprao, and Central Westville, bringing the total number of locations to six.
- “ThinkDee” stations serve as in-store drop-off points for cleaned plastic containers and corrugated cartons, available across 37 Central shopping centers nationwide, to provide greater convenience for customers and tenants. These wastes were pushed into the correct recycling streams and recycled correctly.



### How We Manage PET Bottle Waste

Measure	No. of Participating Branches	Total Amount Collected
Install PET bottles bin covers on bins across all projects. We also partnered with Suntory PepsiCo Beverage Thailand under the “Bottle to Bottle Recycling” project, encouraging Rayong residents to segregate used PET bottles. These bottles are then sent to the ENVICCO plant for recycling, where they are transformed into recycled PET bottles or rPETs.	All Branches	<b>1,771 tons</b> (including PET bottles collected and segregated from all available channels)
“ThamDee: From ThinkDee to ThamDee” initiative supports opportunities and new year gifts that tell a story of ‘doing good.’ Through the “ThinkDee” project, leftover materials such as water bottles, bottle caps, and billboards are repurposed creatively, infused with the identity and wisdom of Southern culture, to craft special gifts that anyone can be proud of. Our employees also participate by collecting recyclable materials to be used as materials for these “Tham Dee” gifts.	26	Over <b>1.5 tons</b>
ReFun Machines are installed to collect empty PET bottles with points awarded for every bottle returned, which can be redeemed for gifts or discount coupons for use in stores under Central Group.	2 Collection Points at centralwOrd	119 kg of Plastic Bottles or <b>7,918 Bottles</b> Sent to Recycling Plants

### 2.3 Tenant and Partner Participation

- “Mai Tay Rum” (waste segregation) initiative in partnership with the Bangkok Metropolitan Administration has been expanded to all branches nationwide, inviting shops and restaurants to participate in our ISO-14001-certified waste segregation operations, with the aim to enhance the efficiency of segregating organics for proper management and disposal while maximizing tangible benefits.
- ThinkDee Roadshow with Recycle Day: Turning Waste into Value This is an ongoing partnership with the startup Recycle Day to raise awareness and promote behavior change by encouraging people, particularly workers employed by our office tenants, to separate their waste at home and drop it off for reward points and prizes. In its second year at centralwOrld, the initiative has continued to attract significant interest and participation, with 618 people signing up for Recycle Day membership and 7,024 kg of recyclables collected. This helped contribute to more than 9,603 kgCO<sub>2</sub>e of avoided greenhouse gas emissions, equivalent to planting 1,006 trees.








Total recyclable collected waste

**7,024**  
kg

Reduced GHG emission

**9,603**  
kgCO<sub>2</sub>e

### Promoting waste segregation by allocating space for collection points

Type of Cleaned Waste	Collaboration/Partnership	Total Amount Collected
<p><b>Milk Cartons</b></p> 	<p>The Green Shelter Project In collaboration with the Princess Pa Foundation, the Thai Red Cross Society, and Tetra Pak (Thailand), we gather empty and cleaned milk cartons for recycling, transforming them into construction materials to build shelters for those affected by natural disasters and other individuals in need of housing.</p>	<p><b>1,464</b> kg from 18 Collection Points</p>
<p><b>Lingerie</b></p> 	<p>“New Life BRA CYCLE,” in partnership with Sabina Public Company Limited, to set up collection points for old bras and underwear, turning them into ‘clean energy’.</p>	<p><b>543</b> kg from 32 collection points</p>
<p><b>Plastic Bottles</b></p> 	<p>“New Life for Plastic Bottles,” in partnership with Nestlé (Thai) Co Ltd., encouraging customers to separate plastic water bottles, particularly PET bottles, from other wastes to facilitate effective recycling. The initiative has been trialed at two Food Parks, foodwOrld and Hug Thai at centralwOrld.</p>	<p>sent for recycling in 2023 <b>68,600</b> Bottles</p>
<p><b>Plastic Films</b></p> 	<p>“Plastic Film Recycling Bins by Magic Hands” for collecting plastic films</p>	<p><b>101</b> kg Declining trend as a part to policy adjustments implemented by various businesses the reduce plastic use during transport.</p>
<p><b>E-waste</b></p> 	<p>“E-waste,” in partnership with Advanced Info Service or AIS, to set up e-waste drop-off points across our projects nationwide. When combined with the e-waste sorted from our three-bin waste system and tenant waste, a total of 6.7 tons of e-waste was collected.</p>	<p>Over <b>7,042</b> Pcs</p>

### 3) Organizational waste management

Waste generated by the organization consists of: (1) waste directly generated by shopping center operations including waste generated from the maintenance, demolition, enhancement of buildings, machines and equipment as well as from marketing and other activities; and (2) office waste including waste generated from office equipment, furniture and employee consumption. Following the 3R approach, we manage waste through a systematic process from source segregation to disposal, dividing it into these categories: waste for sale, waste for processing, waste for donation and waste destined for landfill.

#### Performance

In 2023, 82,055 tons of waste (including waste awaiting disposal at the end of December 2023) were generated by 39 shopping centers and office buildings owned and managed by Central Pattana and its subsidiaries - a 26% increase from 2022 levels. Of this, 31,425 tons were segregated and diverted from entering the waste stream, representing a 67% increase from the previous year and achieving a diversion rate of 38%.



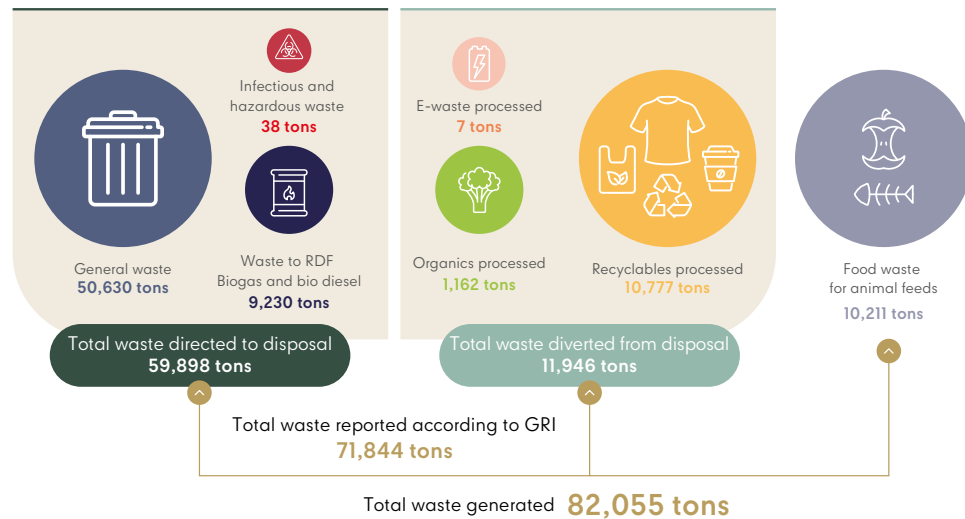
**Amount the waste (segregated and diverted from entering the waste stream)**

**31,425 tons**

representing a 67 % increase from the previous year

#### 2023 Waste Management Report

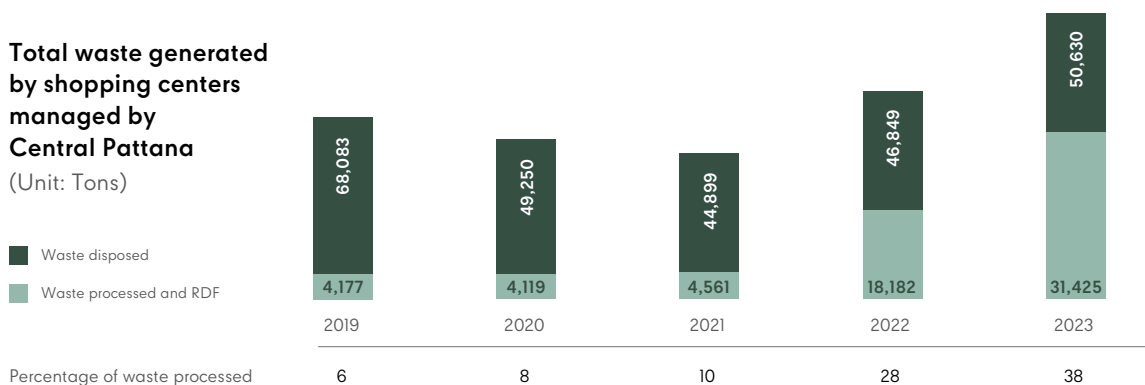
(Unit: Tons)



**Remark:** Any infectious waste produced from beauty clinics is managed by tenants who are responsible for arranging for the removal and disposal of the waste via contractors according to ISO 14001.

#### Total waste generated by shopping centers managed by Central Pattana

(Unit: Tons)



## 12.4 Biodiversity and Ecosystem Management

The wellbeing of people, plants and wildlife in the ecosystems is important to us. At Central Pattana, we have in place [Biodiversity Management and No Deforestation Policy](#), which includes explicit implementing guidelines that prohibit development in restricted or protected areas. For each new development and renovation, we conduct ecological surveys and assessments with specialist consultants and work to ensure the ecosystem services around the construction sites are protected and conserved. No lands acquired for Central Pattana developments are in restricted or protected areas. In addition, specific projects may also undergo risk assessments to achieve no net loss for biodiversity. We mitigate negative impacts by applying the mitigation hierarchy to deliver nature-positive outcomes to the greatest extent possible. See more detail in our Statement on biodiversity management on our website.



### Click

[www.centralpattana.co.th/storage/sustainability/cg/cg-policy/20210604-cpn-biodiversity-management-policy-en.pdf](http://www.centralpattana.co.th/storage/sustainability/cg/cg-policy/20210604-cpn-biodiversity-management-policy-en.pdf)

In addition, we have established the process for biodiversity surveys, which cover the amount of large living trees on lands under development. We measure the diameter of each tree

to estimate its age and health. As part of our practice, trees with a diameter exceeding six inches are transplanted and relocated to the same location or new ones as appropriate. For example, in the Central Nakhon Sawan project, 86 transplanted trees were replanted in the same locations around the project site. We also conduct biodiversity surveys of transient species such as cats and dogs around the projects to facilitate their relocation.

During the period of 2019-2023, all new developments and renovation projects were conducted without any illegal encroachments into protected or restricted areas, and no biodiversity losses were observed in the project areas. Preliminary assessments were conducted following the guidelines and practices established by units responsible for these project development.

In 2023, we also submitted a performance report to the Natural Resources and Environmental Policy and Planning (ONEP)-as part of its “Sustainable Green Space Management Guidelines Phase 2 (2023-2027)” program by providing a full list of all public green spaces surrounding our projects or managed with a budget supported by Central Pattana, covering 1.9 sq.m.

## 4

# Management Discussion and Analysis

## Executive Summary

In 2023, Thailand's real GDP grew by 1.9% YoY, mainly led by private consumption, which was the only driver seeing YoY expansion from 2022. The strong private consumption has been supported by sequential improvement in employment and consumer confidence index, which reached 55.2 point in 4Q23, the highest level in the past 16 quarters. This solid private consumption growth of 7.4% was also the key driver for Thai GDP in 4Q23 and was mainly driven by growth of expenditure in services (accommodation and food service activities) of 12.8% YoY in 4Q23, followed by non-durable goods of 4.5%, and durable goods of 3.6%.

In 2024, the Office of the National Economic and Social Development Council (NESDC) expects Thai economy to grow by 2.2-3.2%, with private consumption and continued recovery of tourism as the main drivers. NESDC expects private consumption expenditure to grow 3% YoY in 2024 thanks to robust labour market and upbeat consumer confidence.

CPN's performance in 4Q23 continued to improve with QoQ revenue growth across all businesses. The Company reported total revenue of Baht 13,089 mn, and net profit of Baht 3,976 mn, growing 24% and 42% YoY, respectively. Total revenues and net profit exceeded 4Q19 by 18% and 8%, respectively. Compared to 3Q23, total revenue improved by 7% QoQ, while net profit slightly declined by 4% QoQ, mainly from higher SG&A during festive events, in line with pre-Covid-19 seasonality pattern. Excluding the impact of financial reporting standards Baht 332 mn (after tax) and one-time adjustment of Baht 128 mn (after tax) on investment income, the Company's core performance showed a net profit of Baht 3,772 mn, increased 45% YoY.

For fiscal year 2023, CPN reported all-time-high total revenues and net profit of Baht 46,790 mn and Baht 15,062 mn respectively, increased by 26% YoY and 40% YoY.

FY2023  
CPN reported all-time-high  
total revenues and net profit



Total Revenue

**46,790**

Million Baht

Increased by **26%**  
YOY Respectively

Net Profit

**15,062**

Million Baht

Increased by **40%**  
YOY Respectively

The strong 2023 operating performance was the result of the following factors:

- Growth from retail rental revenues from increasing tenants' sales as a result of resilient domestic consumption particularly in mid-to-high income segment, continued recovery in foreign tourists arrival, and effective partnership between CPN and tenants.
- Solid launches of five new hotels and residential projects and condominium transfers in 2H23, which added 2 more fully integrated mixed-use projects outside Bangkok (in Ubon Ratchathani and Phra Nakhon Si Ayutthaya) in 2023.
- ESG initiatives, which resulted in higher energy efficiency and lower electricity tariff in 2H23 (from Baht 5.33/unit to Baht 4.70/unit and Baht 3.99/unit in September - December).

Thanks to CPN's continued focus and effort on ESG strategy, the Company has achieved an impressive sustainability milestone by securing the top position on the Dow Jones Sustainability Indices-World Index (DJSI World) for 2023, attaining the highest score, or the Top 1% S&P Global CSA Score in the Real Estate Management & Development category among 299 companies globally in the sector, according to the Sustainability Yearbook 2024.

In 2023, CPN has a successful opening of Central Westville, which is CPN's 40<sup>th</sup> shopping mall (including Mega Bangna), in November. The semi-outdoor and low-carbon mall concept addresses the needs of people, pet, and planet, and created a new landmark in the west of Bangkok resulting in strong opening occupancy. In March and December, CPN completed the 2<sup>nd</sup> and 3<sup>rd</sup> fully integrated mixed-use projects outside Bangkok in Ubon Ratchathani and Phra Nakhon Si Ayutthaya by adding Centara Hotel each, and

3 hotels of GO! Hotel. Moreover, CPN has launched 5 residential projects including 2 condominiums and 3 low-rise projects.

Board of Directors meeting on February 29, 2024, has approval the dividend payment against the 2023 performance outcomes at Baht 1.80 per share. The Record Date for the right to receive dividend would fall on March 15, 2024, and the dividend would be paid on May 15, 2024.

## 4.1 Analysis at Business and Financial Performance

### Overview

The Company has 4 business units under its management:



Besides the above businesses, the Company also manages properties, which have been transferred to CPN Retail Growth Leasehold REIT ("CPNREIT"), CPN Commercial Growth property fund ("CPNCG") as well as properties under the management of Grand Canal Land PLC ("GLAND"), Company's subsidiary.

Assets Under Central Pattana as at 4Q23								
Business Type	Total		CPN		CPNREIT		CPNCG	
	No.	sq.m.	No.	sq.m.	No.	sq.m.	No.	sq.m.
<b>Shopping Mall</b>								
Shopping Malls in Bangkok	17	1,004	17	852	3	152		
Shopping Malls in Provinces	21	863	21	763	4	100		
Shopping Mall in Overseas	1	84	1	84				
Shopping Mall under JV	1	169	1	169				
<b>Total Shopping Mall</b>	<b>40</b>	<b>2,121</b>	<b>40</b>	<b>1,691</b>	<b>7</b>	<b>250</b>		
Community Mall	17	173	17	173				
<b>Total Retail Business</b>	<b>58</b>	<b>2,294</b>						
<b>Other Business</b>								
Office	7	169	4	53	2	34	1	82
Hotel	9	1,481 Rooms	8	1,177 Rooms	1	304 Rooms		
Residential for Sale to Date (High-Rise)	20							
Residential for Sale to Date (Low-Rise)	11							
<b>Assets under GLAND</b>								
Office	3	145	1	68	2	77		
Residential for Sale to Date (High-Rise)	1							
Residential for Sale to Date (Low-Rise)	1							

The Company has 40 shopping malls (17 in the Bangkok Metropolitan area, 21 upcountry, 1 overseas, 1 joint-venture), 17 community malls with a total NLA of 2.3 mm sq.m. The Company's occupancy rate of shopping mall increased QoQ to 92% from occupied area in centralwOrld and Central Westville (91% in 3Q23).

The Company has 10 office buildings for rent with a total rental area of 314,578 sq.m. The occupancy rate in 4Q23 was at 88%, slightly increased the previous quarter at 87%.

In 4Q23, the Company has a total of 9 hotels and 1,481 rooms with an average occupancy rate of 68%, improved from the previous quarter of 67%. All hotels in the portfolio saw QoQ improvement in occupancy across the board.

At the end of 2023, the Company has developed a total of 33 residential projects to date. In 4Q23, launched 1 condominium, ESCENT BURIRAM, and 2 low-rise project, BAAN NIRADA RAMA 2 and BAAN NIRADA UTTHAYAN-AKSA. The Company has a total of 24 projects available for sale and transfer,

comprising 12 high-rise projects that are mainly adjacent to the shopping centers and 12 low-rise projects.

#### Shopping Malls

40



#### Office Buildings

10



#### Hotels

9



#### Residential for Sales

33



#### ESG Activities

Central Pattana has been selected for the 6<sup>th</sup> consecutive years on DJSI World and 10<sup>th</sup> consecutive year on DJSI Emerging Markets. This recognition demonstrates its global leadership in constantly driving sustainable development. In 2023, CPN was able to secure the top position on DJSI World by achieving Top 1% S&P Global CSA Score in the Real Estate Management & Development category among 299 companies globally in the sector, according to the Sustainability Yearbook 2024.

#### Financial Performance

4Q23 Profit & Loss Statement Reconciliation Between F/S and Core Performance				
Unit: Baht mn*	Per F/S	Non-recurring Items	Impact from TFRS16	Core Performance
Revenue from Rental & Services	9,964			9,964
Revenue from Other Business	2,885			2,885
Other Income	240			240
<b>Total Revenue</b>	<b>13,089</b>			<b>13,089</b>
Cost of Rental & Services	4,043			4,043
Cost of Other Businesses	1,673			1,673
Administrative Expense	2,496			2,496
<b>Operating Profit (Loss)</b>	<b>4,877</b>			<b>4,877</b>
(+) Share of Profit from Invested Co.	546			546
(+) Investment Income	287	160	(415)	32
(-) Interest Expense	693			693
(-) Income Tax	986	32	(83)	935
(-) Minority Interest	55			55
<b>Net Profit to Parent Co.</b>	<b>3,976</b>	<b>128</b>	<b>(332)</b>	<b>3,772</b>

\* Numbers are decimally rounded

FY2023 Profit & Loss Statement Reconciliation Between F/S and Core Performance				
Unit: Baht mn*	Per F/S	Non-recurring Items	Impact from TFRS16	Core Performance
Revenue from Rental & Services	37,303			37,303
Revenue from Other Business	8,311			8,311
Other Income	1,176			1,176
<b>Total Revenue</b>	<b>46,790</b>			<b>46,790</b>
Cost of Rental & Services	16,690			16,690
Cost of Other Businesses	4,819			4,819
Administrative Expense	7,655			7,655
<b>Operating Profit (Loss)</b>	<b>17,626</b>			<b>17,626</b>
(+) Share of Profit from Invested Co.	2,133			2,133
(+) Investment Income	1,547	160	(1,592)	115
(-) Interest Expense	2,613			2,613
(-) Income Tax	3,461	32	(318)	3,174
(-) Minority Interest	171			171
<b>Net Profit to Parent Co.</b>	<b>15,062</b>	<b>128</b>	<b>(1,274)</b>	<b>13,916</b>

\* Numbers are decimally rounded

### Non-recurring Items

In 2023:

- In 4Q23, the Company posted a one-time adjustment of Baht 160 mn and deferred tax of Baht 32 mn as a result of the adjustment of amortization period of Central Rama 2 lease receivable.

In 2022:

- In 2Q22, the Company posted a one-off profit before tax of Baht 345 mn from a sale of a 10% investment portion in a joint-venture company "Vimamsuriya Co., Ltd" to Dusit Thani PLC. per a previous agreement. The Company's share in a joint-venture company lowered to 30%.
- In 4Q22, the Company incurred an unrealized foreign exchange loss before tax of Baht 135 mn which was recorded in SG&A expense.

### Impact from Thai Financial Reporting Standard

From 2020, the Company has adopted the Thai Financial Reporting Standard (TFRS16) - Leases, which impacted the financial statement in terms of differences between actual and accounting performance. An impact on the statement of comprehensive profit and loss in 4Q23 and FY2023 was as follow:

- Value adjustment to financial lease:** The Company recognized lease receivable from financial lease with CPNREIT in 1Q20 which reflects the present value at transaction date and are recognized receivable from financial lease until 2025 which will reflect the Company's cash flow at that time. In 4Q23, the Company recognized an interest income from the Central Rama 2 lease contract amounting to Baht 415 mn and recorded its deferred tax of Baht 83 mn. And FY2023, an interest income was Baht 1,592 mn and deferred tax was Baht 318 mn.

The following management discussion excludes an impact of non-recurring items and accounting standard (TFRS16) as mentioned above to the Company's best ability to reflect the financial performance based on actual business events, which may differ from the financial statements reviewed and/or audited by the auditors authorized by the Securities and Exchange Commission of Thailand (SEC). Rental discount already returned to pre-Covid level since 1Q23. Therefore, the impact of TFRS 16 from rental discount during Covid period on revenue from rental and service income will no longer be presented from 1Q23 onwards.



Profit & Loss Statement (Baht mn)	3Q23	4Q23	YoY (%)	QoQ (%)	FY2021	FY2022	FY2023	YoY (%)
Revenue from Rental & Services	9,358	9,964	17%	6%	22,058	31,131	37,303	20%
Shopping Mall & Community Mall	8,996	9,607	18%	7%	20,841	29,745	35,861	21%
Office	362	357	(1%)	(1%)	1,217	1,386	1,442	4%
Revenue from Food Service Center	229	241	22%	5%	301	655	921	41%
Revenue from Hotel Business	384	449	33%	17%	325	918	1,554	69%
Revenue from Residential Business	1,947	2,195	92%	13%	2,156	2,870	5,835	103%
Other Income	359	240	(36%)	(33%)	4,137	1,580	1,176	(26%)
<b>Total Revenue</b>	<b>12,277</b>	<b>13,089</b>	<b>24%</b>	<b>7%</b>	<b>28,976</b>	<b>37,155</b>	<b>46,790</b>	<b>26%</b>
<b>Total Revenue (Excl. Non-recurring Items)</b>	<b>12,277</b>	<b>13,089</b>	<b>24%</b>	<b>7%</b>	<b>25,557</b>	<b>36,810</b>	<b>46,790</b>	<b>27%</b>
Cost of Rental and Service Income	4,230	4,043	(1%)	(4%)	12,871	15,447	16,690	8%
Shopping Mall & Community Mall	4,126	3,951	(1%)	(4%)	12,563	15,075	16,268	8%
Office	104	92	(13%)	(12%)	308	373	423	14%
Cost of Food Service Center	116	121	17%	5%	137	379	465	23%
Cost of Hotel Business	134	149	46%	11%	271	277	526	90%
Cost of Residential Business	1,284	1,403	87%	9%	1,506	1,930	3,827	98%
<b>Total Cost</b>	<b>5,764</b>	<b>5,716</b>	<b>13%</b>	<b>(1%)</b>	<b>14,784</b>	<b>18,033</b>	<b>21,509</b>	<b>19%</b>
<b>Total Cost (Excl. Non-recurring Items)</b>	<b>5,764</b>	<b>5,716</b>	<b>13%</b>	<b>(1%)</b>	<b>14,784</b>	<b>18,033</b>	<b>21,509</b>	<b>19%</b>
Administrative Expenses (Incl. Impact from TFRS9)	1,755	2,496	9%	42%	5,499	6,669	7,655	15%
<b>Operating Profit</b>	<b>4,758</b>	<b>4,877</b>	<b>50%</b>	<b>3%</b>	<b>8,692</b>	<b>12,453</b>	<b>17,626</b>	<b>42%</b>
<b>Operating Profit (Excl. Non-recurring Items)</b>	<b>4,758</b>	<b>4,877</b>	<b>44%</b>	<b>3%</b>	<b>5,274</b>	<b>12,243</b>	<b>17,626</b>	<b>44%</b>
Net Finance / Income Tax / Others	(544)	(846)	105%	55%	(1,545)	(1,579)	(2,393)	52%
Profit to Non-controlling Interest	(53)	(55)	107%	5%	(82)	(114)	(171)	49%
<b>Profit to Parent Company</b>	<b>4,162</b>	<b>3,976</b>	<b>42%</b>	<b>(4%)</b>	<b>7,148</b>	<b>10,760</b>	<b>15,062</b>	<b>40%</b>
<b>Profit to Parent Company (Excl. Non-recurring Items)</b>	<b>3,829</b>	<b>3,772</b>	<b>45%</b>	<b>(1%)</b>	<b>3,380</b>	<b>9,415</b>	<b>13,916</b>	<b>48%</b>
EPS to Parent Company (Baht)	0.93	0.89	42%	(4%)	1.60	2.40	3.36	40%
EPS to Parent Company (Baht) (Excl. Non-recurring Items)	0.85	0.84	45%	(1%)	0.76	2.10	3.10	48%

\* Numbers are decimally rounded

#### Total Income

In 4Q23, the Company has a total income of Baht 13,089 mn, which increased 24% YoY (2023 Baht 46,790 mn +27% YoY) mainly from the reduction of rental discount that already normalized since 1Q23 and significant increase

in condominium transfers. The strong condominium transfer as well as seasonally high tenants' sales in 4Q23 and hotel rates and occupancy also drove total income growth of 7% QoQ.

1. **Rental & Service Business** recorded revenue of Baht 9,964 mn, increased 17% YoY and 6% QoQ (2023, Baht 37,303 mn, +20% YoY). In 4Q23, the YoY improvement was mainly from rental discounts, which already normalized since 1Q23. The QoQ improvement was mainly from higher tenants' sales due to higher traffic and spending during festive season, which was the same pattern as pre-Covid, and the opening of Central Westville in November. For 2023, the improvement was due to the recovery of rental discount (2022 average rental discount 12%), adjustment of the rate for common area charges, tenants' sales growth, and improvement in casual leasing.
2. **Food Center Services** posted revenue of Baht 241 mn, increased 22% YoY and 5% QoQ (2023, Baht 921 mn, +41% YoY). The YoY and QoQ improvement were in line with improved traffic and rental & service revenues.
3. **Hotel Business** recorded revenue of Baht 449 mn, up 33% YoY and 17% QoQ (2023 Baht 1,554 mn, +69% YoY). Occupancy rate improved from 4Q22 and 3Q23 of 60% and 67%, respectively, to 68% with all hotels showing improved occupancy QoQ except Go! Bowin. Overall average daily room rate (ADR) dropped 25% YoY but improved 6% QoQ from higher contribution from new hotels that have been opened since 2H22 which has lower ADR but occupancy trended higher QoQ from seasonality. Hilton Pattaya, which is the main contributor of hotel revenues, had seasonally higher ADR of 16% QoQ with similar occupancy as previous quarter.
4. **Residential for Sale Business** reported revenue of Baht 2,195 mn, increased 92% YoY and 13% QoQ (2023 Baht 5,835 mn, +103% YoY). Condominium projects contributed approximately 3/4 of 4Q23 transfers. In this quarter, QoQ positive momentum was still driven by transfers of the condominium units of ESCENT KORAT, ESCENT VILLE AYUTTHAYA, ESCENT HATYAI, and PHYLL PHUKET.
5. **Other Income** of Baht 240 mn, dropped 36% YoY and 33% QoQ (2023 Baht 1,176 mn, -5% YoY, excluding one-off profit before tax of 345MB from a sale of a 10% investment portion in a joint-venture company "Vimarnsuriya Co., Ltd"). Management income from better performance of retail business under CPNREIT and CPNCG continued to trend higher, while there were some negative impact from other investments.

#### Gross Profit

The Company showed 4Q23 gross profit of Baht 7,134 mn, up 38% YoY and 16% QoQ (2023 Baht 24,104 mn, +37% YoY). The gross profit margin in 4Q23 was 56% (4Q22 51%; 3Q23 52%; 2023 53%), which is the all-time-high level, mainly from 1) record high gross profit margin of rental business of 59% on seasonally high tenants' sales and lower electricity costs and 2) higher gross profit margin of residential business due to transfers of condominium on high floors during the quarter.

#### Operating Profit

4Q23 operating profit was Baht 4,877 mn grew 44% YoY and 3% QoQ (2023 Baht 17,627 mn, +44% YoY) with operating profit margin of 37% (4Q22 32%; 3Q23 39%; 2023 38%). The YoY improvement was mainly from rental discount base in the previous year and strong gross profit margin. However, the QoQ improvement has been partly offset by SG&A which typically increases in Q4 due to festive season (SG&A to total revenues ratio was 19% in 4Q23 and 16% in 2023).

#### Net Profit

The Company has a net profit of Baht 3,772 mn in 4Q23, increased 45% YoY (2023 Baht 13,916 mn, +48% YoY) but slightly dropped 1% QoQ with a net profit margin of 29% (4Q22 25%; 3Q23 31%; 2023 30%). The change was largely in line with the change in operating profit, but QoQ change was also impacted by slightly higher effective tax rate.

## Capital Structure

At the end of 2023, the Company reported an interest-bearing debt from financial institution (excl. loans from related parties) of Baht 75,336 mn, lower QoQ from Baht 77,683 mn in 3Q23, from repayment during the quarter. As a result, total net interest-bearing debt to equity improved to 0.71x from 0.77x in 3Q23 and 0.82x at the end of 2022, and weighted average interest rate rose slightly to 2.80% from 2.67% in 3Q23 with rising interest rate environment. The Company sustained its solid financial position with an interest coverage ratio at 17.71x at the end of 2023 (interest expense excludes impact from TFRS16).

### Financial Position

CPN's total asset on December 31, 2023, was Baht 279,873 mn, increased 3% YoY from: 1) current asset Baht 25,546 mn +1% YoY mainly from sales of new condominiums and low-rise projects during the year +20% YoY; 2) non-current asset was Baht 254,327 mn, +3% YoY mainly from investment property +1% YoY due to the opening of Central Westville, Plant, Property and Equipment +20% YoY from opening 5 hotels in 2023: Centrara Ubon, GO! Hotel Banchang, GO! Hotel Si Racha, GO! Hotel Chonburi and Centara Ayutthaya.

CPN's total liabilities on December 31, 2023, was Baht 179,291 mn -2% YoY from: 1) current liabilities was Baht

53,868 mn +3% YoY from current portion of long-term loans for the Siam Future Plc acquisition transaction; 2) non-current liabilities Baht 125,423 mn -11% YoY from decreased in long-term loan at -24% YoY.

CPN's shareholder's equity on December 31, 2023, was Baht 100,582 mn +12% YoY, mainly from unappropriated retained earning at +13% YoY.

### Cashflow

As of December 31, 2023, CPN has net operating cashflow of Baht 21,188 mn +29% YoY, mainly from +40% YoY of net profit and increase in operating cashflow or change in operating asset and liabilities at +30% YoY from the transfer of real estate development for sales to cost of good sold under residential business.

CPN has investing cashflow of Baht 9,687 mn +30% YoY from acquisition of investment properties and acquisition of property and equipment.

CPN paid net financing cashflow of Baht 11,676 mn which were interest paid at Baht 61,332 mn +49% YoY and dividend paid to company's shareholder at Baht 5,181 mn +88% YoY. As a result, CPN's cashflow and its equivalents decreased Baht 78 mn during the year to Baht 3,169 mn -2% YoY by the end of 2023.

## 4.2 Significant Factors that may Impact Future Business and Financial Performance

### Business Plan

The Company remains committed to delivering solid revenue growth over the next five years, with the target to grow total revenue by around 10% compounded annual growth rate (CAGR) over 2024-2028. This CAGR target was largely in line with company's 5-year growth targets in the previous years and before Covid-19 after taking out the impacts from 2022 low base effect. After robust launches of residential and hotel projects in 2023 as part

of retail-led mixed-use strategy, the Company has strengthened the positioning of its retail properties and overall projects. The focus going forward would be to continue to create "Center of Life" and leverage on the strength from retail-led mixed-use strategy with asset enhancement initiatives as well as offering more customized shopping experience through data analytics in partnership with tenants. CPN plans to add, on average, around 100,000 sq.m. additional retail NLA

per year from 2024-28 with strong pipeline of residential launches over the next five years. Announced projects are as follows:

- 1) **Central Nakorn Sawan** with a Baht 4,500 mn investment budget for 29,000 sq.m. retail NLA, opened on January 31, 2024.
- 2) **Central Nakorn Pathom** with a Baht 3,800 mn investment budget for 25,000 sq.m. retail NLA, is expected to open in March 30, 2024.
- 3) **Central Krabi** with a Baht 2,300 mn investment budget for 22,000 sq.m. retail NLA, is expected to open in 2025.
- 4) **Hotel in Rayong** is expected to open in 2024.
- 5) **Dusit Central Park**, which is a joint venture with Dusit Thani PLC, includes 130,000 sq.m. retail GBA, 130,000 sq.m. office GBA, 250-keys hotel and 406 units of luxury residentials for a total investment value of Baht 46 bn, expected to open in 2024 onwards.

In addition, within the next 5-10 years, the Company will invest in 5 mega mixed-use development projects, including Dusit Central Park project. The Company set aside a five-year

investment budget of Baht 121 bn, of which majority will be funded by operating cash flows.

### Significant Factors that may Impact Future Business

Central Pattana always reminds of the factors which might impact to its business. There is a risk management team to monitor and control company risk in many aspects (please find more details in Chapter 2 Risk Management). Some factors that might impact to future business including:

- 1) Market competition in shopping mall, office, hotel, and residential businesses: Central Pattana has set up the team for each business to study, survey, develop and operate, including corporate with the consulting team from outside company. Central Pattana use the concept of Retail-let Mixed-use to support and sustain its other businesses.
- 2) Financial Risk including credit risk and interest rate risk: Central Pattana always work closely to vendor, supplier, and tenants, this could help Central Pattana and its business partner passed the bad situation during the pandemic. For the interest rate risk, Central Pattana always have the flexibility and use the appropriate financial policy and financial tools to the market situation.

### Summary of Future Projects Under Construction

	Type	Expected	NLA (sq.m.)
<b>Retail and Mixed-use Projects</b>			
1. CENTRAL NAKHON SAWAN	Shopping Mall	Opened January 31, 2024	29,000
2. CENTRAL NAKHON PATHOM	Shopping Mall	March 30, 2024	25,000
3. CENTRAL KRABI	Shopping Mall	1H25	22,000
4. DUSIT CENTRAL PARK	Mixed-use Project		
• DUSIT THANI BANGKOK	Ownership 30%	3Q24	250 Rooms
• CENTRAL PARK	Ownership 85%	2025	GBA 130,000
• CENTRAL PARK OFFICES	Ownership 100%	2025	GBA 130,000
• DUSIT RESIDENCES	Ownership 30%	2025	406 Units
<b>Hotel Project</b>			
1. Hotel in Rayong	Midscale Hotel	2024	

## Residential for Sales

	Launched	Transfer	Project Value (bn Baht)	Total No. of Units
<b>High-Rise Projects</b>				
1. PHYLL PHAHOL 34	September 2018	2019	1.31	358
2. ESCENT RAYONG II	December 2020	2022	0.93	420
3. ESCENT KORAT	December 2020	2023	1.00	395
4. ESCENT HATYAI	December 2020	2023	1.51	665
5. ESCENT VILLE AYUTTHAYA	November 2021	2023	0.89	396
6. PHYLL PHUKET	December 2021	2023	1.48	439
7. ESCENT VILLE SURATHANI	August 2022	2024	1.01	459
8. ESCENT VILLE SUPANBURI	October 2022	2024	0.68	328
9. ESCENT VILLE CHACHOENGSAO	October 2022	2024	0.65	362
10. ESCENT TRANG	December 2022	2024	0.90	378
11. ESCENT PHETCHABURI	June 2023	2025	0.42	196
12. ESCENT BURIRAM	November 2023	2025	0.90	372
<b>Low-Rise Projects</b>				
1. NIYHAM BOROMRATCHACHONNANI	November 2018	2019	2.17	71
2. ESCENT TOWN PHITSANULOK	December 2019	2020	0.96	358
3. NINYA KALLAPAPRUEK	December 2019	2020	1.51	144
4. NIRATI CHIANGRAI	September 2020	2020	1.08	183
5. NIRATI BANGNA	October 2020	2020	1.20	156
6. NIRATI DON MUEANG	September 2021	2021	1.94	262
7. ESCENT AVENUE RAYONG	November 2021	2022	0.48	63
8. BAAN NIRATI CHIANGMAI	November 2022	2022	1.66	179
9. BAAN NINYA RATCHAPHRUEK	December 2022	2022	1.34	132
10. BAAN NIRATI NAKHON SI	August 2023	2023	0.67	79
11. BAAN NIRADA RAMA 2	October 2023	2024	3.01	110
12. BAAN NIRADA UTTHAYAN-AKSA	December 2023	2024	2.39	93

## 4.3 Financial Highlights

### Statement of Finance Position

Unit: Baht mn	December 31, 2021	December 31, 2022	December 31, 2023	YoY (%)
<b>Current Assets</b>				
Cash, Cash Equivalents and Financial Investments	6,057	6,121	5,059	(17%)
Trade Accounts Payable	4,203	2,915	2,217	(24%)
Real Estate Development for Sale	10,062	13,667	16,432	20%
Other Current Assets	2,626	2,540	1,837	(28%)
<b>Total Current Assets</b>	<b>22,948</b>	<b>25,242</b>	<b>25,546</b>	<b>1%</b>
<b>Non-current Assets</b>				
Investment Properties	166,648	168,702	170,976	1%
Property, Plant & Equipment (PP&E)	3,200	4,005	4,822	20%
Other Non-current Assets	70,625	74,742	78,529	5%
<b>Total Non-current Assets</b>	<b>240,473</b>	<b>247,450</b>	<b>254,327</b>	<b>3%</b>
<b>Total Assets</b>	<b>263,421</b>	<b>272,692</b>	<b>279,873</b>	<b>3%</b>
<b>Current Liabilities</b>				
Interest-bearing Debt - 1 Year (Excl. Related Parties)	29,796	27,000	36,527	35%
Other Current Liabilities	13,696	15,032	17,341	15%
<b>Total Current Liabilities</b>	<b>43,492</b>	<b>42,032</b>	<b>53,868</b>	<b>28%</b>
<b>Non-current Liabilities</b>				
Interest-bearing Debt (Excl. Related Parties)	49,753	51,329	38,808	(24%)
Other Non-current Liabilities	88,100	89,711	86,614	(3%)
<b>Total Non-current Liabilities</b>	<b>137,853</b>	<b>141,040</b>	<b>125,423</b>	<b>(11%)</b>
<b>Total Liabilities</b>	<b>181,346</b>	<b>183,072</b>	<b>179,291</b>	<b>(2%)</b>
<b>Shareholders' Equity</b>				
Retained Earnings - Unappropriated	73,102	81,475	92,273	13%
Other Shareholders' Equity	8,973	8,145	8,309	2%
<b>Total Shareholders' Equity</b>	<b>82,075</b>	<b>89,620</b>	<b>100,582</b>	<b>12%</b>

## Profit & Loss Statement

Unit: Baht mn	FY2021	FY2022	FY2023	YoY (%)
Revenue from Rental & Services	22,058	31,131	37,303	20%
Shopping Mall & Community Mall	20,841	29,745	35,861	21%
Office	1,217	1,386	1,442	4%
Revenue from Food Service Center	301	655	921	41%
Revenue from Hotel Business	325	918	1,554	69%
Revenue from Residential Business	2,156	2,870	5,835	103%
Other Income	4,137	1,580	1,176	(26%)
<b>Total Revenue</b>	<b>28,976</b>	<b>37,155</b>	<b>46,790</b>	<b>26%</b>
<b>Total Revenue (Excl. Non-recurring Items)</b>	<b>25,557</b>	<b>36,810</b>	<b>46,790</b>	<b>27%</b>
Cost of Rental and Service Income	12,871	15,447	16,690	8%
Shopping Mall & Community Mall	12,563	15,075	16,268	8%
Office	308	373	423	14%
Cost of Food Service Center	137	379	465	23%
Cost of Hotel Business	271	277	526	90%
Cost of Residential Business	1,506	1,930	3,827	98%
<b>Total Cost</b>	<b>14,784</b>	<b>18,033</b>	<b>21,509</b>	<b>19%</b>
<b>Total Cost (Excl. Non-recurring Items)</b>	<b>14,784</b>	<b>18,033</b>	<b>21,509</b>	<b>19%</b>
Administrative Expenses (Incl. Impact from TFRS9)	5,499	6,669	7,655	15%
<b>Operating Profit</b>	<b>8,692</b>	<b>12,453</b>	<b>17,626</b>	<b>42%</b>
<b>Operating Profit (Excl. Non-recurring Items)</b>	<b>5,274</b>	<b>12,243</b>	<b>17,626</b>	<b>44%</b>
Net Finance Cost / Income Tax / Others	(1,545)	(1,579)	(2,393)	52%
Profit to Non-controlling Interest	(82)	(114)	(171)	49%
<b>Profit to Parent Company</b>	<b>7,148</b>	<b>10,760</b>	<b>15,062</b>	<b>40%</b>
<b>Profit to Parent Company (Excl. Non-recurring Items)</b>	<b>3,380</b>	<b>9,415</b>	<b>13,916</b>	<b>48%</b>
EPS to Parent Company (Baht)	1.60	2.40	3.36	40%
EPS to Parent Company (Baht) (Excl. Non-recurring Items)	0.76	2.10	3.10	48%

## Statement of Cash Flows

Unit: Baht mn	December 31, 2021	December 31, 2022	December 31, 2023	YoY (%)
<b>Cash Flows from Operating Activities</b>				
Profit for the Year	7,230	10,874	15,233	40%
Adjustments to Reconcile Profit (Loss) to Cash Receipts (Payments)	6,974	9,830	12,804	30%
Changes in Operating Assets and Liabilities	(5,205)	(2,154)	(3,764)	75%
Tax Paid	(1,140)	(2,164)	(3,084)	43%
<b>Net Cash from Operating Activities</b>	<b>7,859</b>	<b>16,387</b>	<b>21,188</b>	<b>29%</b>
<b>Cash Flows from Investing Activities</b>				
Acquisition of Investment Properties	(6,019)	(5,267)	(9,538)	81%
Acquisition of Subsidiaries, Net of Cash Acquired	(24,530)	n/a	n/a	n/a
Others Investing Activities	(5,616)	(2,171)	(150)	(93%)
<b>Net Cash Used in Investing Activities</b>	<b>(36,165)</b>	<b>(7,438)</b>	<b>(9,687)</b>	<b>30%</b>
<b>Cash Flows from Financing Activities</b>				
Dividends Paid to Owners	(3,136)	(2,760)	(5,182)	88%
Cash Received from Loans from Financial Institutions and Issuing Debentures	79,930	39,790	58,240	46%
Repayments of Loans from Financial Institutions and Debentures	(49,441)	(41,063)	(61,332)	49%
Others Financing Activities	(3,088)	(4,839)	(3,402)	(30%)
<b>Net Cash from (used in) Financing Activities</b>	<b>24,264</b>	<b>(8,872)</b>	<b>(11,676)</b>	<b>32%</b>
<b>Net Increase (Decrease) in Cash and Cash Equivalents, Before Effect of Exchange Rate Changes</b>	<b>(4,042)</b>	<b>77</b>	<b>(175)</b>	<b>(327%)</b>
Effect of Exchange Rate Changes on Cash and Cash Equivalents	(46)	39	97	152%
Net Increase (Decrease) in Cash and Cash Equivalents	(4,088)	116	(78)	(167%)
Cash and Cash Equivalents at 1 January	7,219	3,131	3,246	4%
<b>Cash and Cash Equivalents at 31 December</b>	<b>3,131</b>	<b>3,246</b>	<b>3,169</b>	<b>(2%)</b>



## Financial Ratio

	FY2021	FY2022	FY2023	YoY (Chg)
<b>Profitability Ratio (%)</b>				
Gross Profit Margin (Excl. Other Income)	40.5	49.3	53.6	4.3
Rental and Service Business	41.7	50.4	55.3	4.9
Food Service Business	16.7	42.2	49.5	7.3
Hotel Business	54.5	69.8	66.2	(3.7)
Real Estate Business	30.1	32.8	34.4	1.0
Operation Profit Margin (Incl. Other Income)	28.6	32.2	37.7	5.5
Excluding Non-recurring Items	21.6	33.2	37.7	5.0
Net Profit Margin	23.5	29.0	32.2	3.2
Excluding Non-recurring Items	14.0	25.6	29.7	4.2
Return on Equity <sup>1</sup> (ROE)	9.8	13.2	17.3	4.1
Excluding Non-recurring Items	4.6	10.5	13.8	3.3
Cash Flow to Operating Profit	123.9	116.6	140.7	24.1
<b>Efficiency Ratio</b>				
Return on Assets (%)	2.7	3.9	5.5	1.6
Excluding Non-recurring Items (%)	1.3	3.5	5.0	1.5
Return on Fixed Assets (%)	9.2	11.3	13.5	2.3
Assets Turnover (Times)	0.12	0.14	0.17	0.03
<b>Liquidity Ratio</b>				
Current Ratio (Times)	0.54	0.60	0.47	(0.13)
Quick Ratio (Times)	0.23	0.21	0.13	(0.8)
Cash Flow Ratio (Times)	0.21	0.39	0.45	0.06
Receivables Turnover <sup>2</sup> (Times)	6	10	18	8
Average Collection Period (Days)	57	37	21	(16)
Account Payable Turnover (Times)	22	18	16	(3)
AP Conversion Period (Days)	17	20	23	3
Cash Conversion Cycle <sup>3</sup> (Days)	40	17	(3)	(19)
<b>Financial Policy Ratio</b>				
Liabilities to Equity Ratio (Times)	2.21	2.04	1.78	(0.26)
Net Interest-bearing Debt to Equity (Times)	0.91	0.82	0.71	(0.11)
Interest Coverage Ratio <sup>2</sup> (Times)	25.94	20.02	17.71	(0.26)
Net Interest-bearing Debt to EBITDA (Times)	5.58	3.53	2.74	(0.26)
Debt Service Coverage Ratio (Times)	0.48	0.76	0.68	(0.08)
Dividend Payout Ratio (%)	38	48	54	6

**Notes:** <sup>1</sup> Return on Equity was Calculated by Excluding Non-controlling Interests in Subsidiaries.

<sup>2</sup> Exclude Accounting Impact from TFRS16.

<sup>3</sup> Cash Conversion Cycle was Calculated from Average Collection Period Subtract AP Conversion Period Excludes Average Inventory Days Due to Nature of Business.

## 05

# General Information and Other Information

## 5.1 General Information and Reference Persons

Central Pattana Public Company Limited	
<b>Location</b>	32 <sup>nd</sup> Floor, centralwOrld Offices, 999/9 Rama I Road, Patumwan Sub-District, Patumwan District, Bangkok 10330, Thailand
<b>Telephone</b>	+66 (0) 2667 5555
<b>Corporate Website</b>	www.centralpattana.co.th
<b>Registration No.</b>	0107537002443
<b>Establishment</b>	June 17, 1980
<b>Listed on the Stock Exchange of Thailand (SET)</b>	March 1, 1995
<b>Business Overview</b>	Develop and invest in Retail-led Mixed-use properties, comprising large-scale shopping centers, community malls, food courts, office, hotels and residential for sales. In addition, the Company invests in other related business, in CPN Commercial Growth Leasehold Property Fund (CPNCG) and in CPN Retail Growth Leasehold REIT (CPNREIT) and is the property manager and REIT manager.
<b>Contacts</b>	<p><b>Company Secretary</b> Telephone: +66 (0) 2667 5555 Ext. 1665 and 1685 Email: co.secretary@centralpattana.co.th</p> <p><b>Investor Relations</b> Telephone: +66 (0) 2667 5555 Ext. 1614 and 1632 Email: ir@centralpattana.co.th</p>
<b>Shareholders' Meeting</b>	The Annual General Meeting (AGM) will be held on April 25, 2024, at 11.00 a.m. via electronics means (e-AGM).

## 5.2 Other Information

### Investor Relations Activities for 2023

Date	Events
January 12, 2023	"Pulse of Asia Conference", organized by DBS Vickers Securities (Thailand) (Virtual Meeting Format)
January 17, 2023	"Thailand Conference 2023" in Bangkok, organized by JP Morgan Securities (Thailand)
January 27, 2023	"CEO Forum" with local fund manager and analyst in Bangkok, organized by Central Pattana
February 24, 2023	Roadshow in Hong Kong, organized by Macquarie Securities (Thailand)
March 1, 2023	FY2022 performance meeting with local institutional investors and analyst, organized by Central Pattana (Virtual Meeting Format)
March 3, 2023	"Daiwa Investment Conference Tokyo 2023" in Japan, organized by Daiwa Securities (Thailand)
March 7, 2023	Opportunity Day for FY2022, organized by SET (Virtual Meeting Format)
March 8, 2023	"19 <sup>th</sup> CITIC CLSA Asean Forum" in Bangkok, organized by CLSA Securities (Thailand)
March 29, 2023	Non-deal roadshow in Malaysia, organized by CGS-CIMB Securities (Thailand)
March 31, 2023	"BLS Retail Day", organized by Bualuang Securities (Virtual Meeting Format)
May 18, 2023	1Q23 performance meeting with local institutional investors and analyst, organized by Central Pattana (Virtual Meeting Format)
May 22, 2023	Opportunity Day for 1Q23 performance, organized by SET (Virtual Meeting Format)
May 23, 2023	1Q23 performance meeting with foreign institutional investors and analyst, organized by Goldman Sachs (Virtual Meeting Format)
May 26, 2023	"TISCO Property Sector Corporate Day" in Bangkok, organized by Tisco Securities
May 30, 2023	"UBS OneASEAN Conference 2023" in Singapore, organized by UBS Securities (Thailand)
June 26, 2023	"Investment Day 2023", organized by BofA and Kiatnakin Phatra Securities (Virtual Meeting Format)
June 26, 2023	Virtual meeting with local institutional investors and analyst, organized by Central Pattana
June 28, 2023	"Virtual ASEAN Conference 2023", organized by Morgan Stanley (Virtual Meeting Format)
June 30, 2023	Local Roadshow in Bangkok, organized by Macquarie Securities (Thailand)
July 3, 2023	Roadshow in Hong Kong, organized by DBS Vickers Securities (Thailand)
July 5, 2023	"Property Day 2023", organized by Kiatnakin Phatra Securities (Virtual Meeting Format)
July 5, 2023	Virtual meeting with foreign institutional investors and analyst, organized by Macquarie Securities (Thailand)
July 26, 2023	"DBS Property Day 2023", organized by DBS Vickers Securities (Thailand) (Virtual Meeting Format)
August 18, 2023	2Q23 performance meeting with local institutional investors and analyst, organized by Central Pattana (Virtual Meeting Format)
August 21, 2023	Opportunity Day for 2Q23 performance, organized by SET (Virtual Meeting Format)

Date	Events
August 23, 2023	2Q23 performance meeting with foreign institutional investors and analyst, organized by Citicorp Securities (Thailand) (Virtual Meeting Format)
August 24, 2023	"Thailand Focus 2023" in Bangkok, organized by SET
November 15, 2023	3Q23 performance meeting with local institutional investors and analyst, organized by Central Pattana (Virtual Meeting Format)
November 20, 2023	Opportunity Day for 3Q23 performance, organized by SET (Virtual Meeting Format)
November 22, 2023	3Q23 performance meeting with foreign institutional investors and analyst, organized by UBS Securities (Thailand) (Virtual Meeting Format)

### Financial Calendar for 2024

Financial Calendar	Month (Tentative)
Announcement of full year financial results (Prior Year)	February
Analyst Meeting for full year performance, organized by Central Pattana	March
Analyst Meeting for full year performance (Prior Year) (Opportunity Day) organized by The Stock Exchange of Thailand	March
The closing date of the shareholders registration book for the rights to attend the AGM	March
The Annual General Meeting of the Shareholders	April
Dividend payment for prior year performance	May
Announcement of first quarter financial results	May
Analyst Meeting for first quarter performance, organized by Central Pattana	May
Analyst Meeting for first quarter performance (Opportunity Day) organized by The Stock Exchange of Thailand	May
Announcement of second quarter financial results	August
Analyst Meeting for second quarter performance, organized by Central Pattana	August
Analyst Meeting for second quarter performance (Opportunity Day) organized by The Stock Exchange of Thailand	August
Announcement of third quarter financial results	November
Analyst Meeting for third quarter performance, organized by Central Pattana	November
Analyst Meeting for third quarter performance (Opportunity Day) organized by The Stock Exchange of Thailand	November

## 5.3 Legal Dispute

There was no litigation involving the Company which could have a material adverse impact on the assets of the Company or its subsidiaries amounting higher than 5% of shareholders' equity in consolidated financial statement at December 31, 2023.

## 5.4 Secondary Market - N/A

## 5.5 Financial Institution for Debenture



### Registrar of Common Shares

Thailand Securities Depository Co., Ltd.  
93 The Stock Exchange of Thailand Building  
Ratchadapisek Road, Dindaeng,  
Bangkok 10400, Thailand  
Telephone: +66 (0) 2009 9999  
Facsimile: +66 (0) 2009 9991

### Debenture Holders Representative

Debenture CPN253A, CPN258A, CPN26OA, CPN273A,  
CPN27OA, CPN293A, CPN29OA and CPN323A  
Bank of Ayudhya Public Company Limited  
1222 Rama 3 Road, Bang Phongphang, Yannawa,  
Bangkok 10120, Thailand  
Telephone: +66 (0) 2296 3582  
Facsimile: +66 (0) 2683 1298

### Registrar of Unsecured Debentures

Debentures CPN297A  
CIMB Thai Bank Public Company Limited  
44 Langsuan Road, Lumpini Sub-district, Pathumwan  
Bangkok 10330, Thailand  
Telephone: +66 (0) 2626 7503  
Facsimile: +66 (0) 2626 7542

### Authorized Auditor

KPMG Phoomchai Audit Ltd.  
Ms. Vannaporn Jongperadechanon  
Certified Public Account, Registration No. 4098  
50<sup>th</sup>-51<sup>st</sup> Floor, Empire Tower, 1 South Sathon Road,  
Yannawa Sub-district, Sathorn, Bangkok 10120, Thailand  
Telephone: +66 (0) 2677 2000  
Facsimile: +66 (0) 2677 2222

Debentures CPN241A, CPN242A, CPN248A, CPN253A,  
CPN256A, CPN258A, CPN25DA, CPN261A, CPN261B,  
CPN268A, CPN26OA, CPN273A, CPN27OA, CPN293A,  
CPN29OA and CPN323A

Bank of Ayudhya Public Company Limited  
1222 Rama 3 Road, Bang Phongphang, Yannawa,  
Bangkok 10120, Thailand  
Telephone: +66 (0) 2296 3582  
Facsimile: +66 (0) 2683 1298

### Credit Rating and Debenture Rating Company

TRIS Rating Co., Ltd.  
24<sup>th</sup> Floor, Silom Complex Building, 191 Silom Road,  
Silom Sub-district, Bangrak, Bangkok 10500, Thailand  
Telephone: +66 (0) 2098 3000  
Facsimile: +66 (0) 2231 3012

## 06

# Corporate Governance Policy

## 6.1 General Policy and Corporate Governance Practice

Upholding good corporate governance, Central Pattana believes that ethical, transparent, and auditable business conduct will help the Company attain its goal and enjoy sustainable growth. The Board therefore stipulated corporate governance policies, a code of conduct and guidelines in its “Code of Conduct and Corporate Governance Principles” handbook (“the Handbook”) in written form. Such policies and guidelines are reviewed on a yearly basis and disclosed via the corporate website to provide guidelines for all personnel of the Company and its subsidiaries.

The Company regularly monitors and assesses the performance of the Board of Directors and personnel at all levels to ensure the compliance of the corporate governance policy and best practices. In addition, the guidelines are reviewed on an annual basis to ensure their alignment with business operations and good corporate governance guidelines. The Handbook is now also disseminating on the Company’s website.



### Corporate Governance Policy

The Company has divided into 5 categories of corporate governance policy as follows: 1. Rights of shareholders 2. Equitable treatment of shareholders 3. Role of stakeholders 4. Disclosure of information and transparency 5. Responsibilities of the board of directors.

#### Policy and Practices for the Board of Directors

Covering important matters such as board composition and appointment, qualifications, terms, nomination, board diversity, roles of the Chairman and the CEO, the limit of directorships in other listed companies for directors and the CEO, board responsibilities, sub-committee appointment, board meetings, performance assessment of the board and

the CEO, board training and self-development, succession plan, supervising subsidiaries and joint-venture companies as detailed in the Handbook page 37-56.

#### Policy and Practices for Shareholders and Stakeholders

Covering important matters such as rights of shareholders, equitable treatment of shareholders, role of stakeholders, disclosure and transparency, prevention of insider trading, internal control, internal audit, managing conflicts of interest, anti-corruption, respecting laws and human rights, whistleblowing, and complaints, as detailed in the Handbook page 13-15 and 37-45.

## 6.2 Code of Business Ethics

Central Pattana has defined a vision, mission, corporate values, and code of conduct as guidelines for directors, executives, and employees at all levels to abide by as rules for executing their duties to perform their duties and attain sustainable business goals. It also carries out a governance process to ensure compliance, with the Board and executives being role models in following the code. Moreover, Central Pattana engages in internal communication regularly to create a strong corporate culture. Further details are in the Handbook on pages 6-17.

Board of Director of the Company has considered and reviewed the Handbook annually as appropriate in order to adapt to the changes in business operations, the regulatory, or related laws, rules and regulations. Central Pattana's Handbook complies with corporate governance principles widely recognized, whether in the domestic or the international context, ranging from the CG Code 2017 issued by the Securities and Exchange Commission ("SEC"), the evaluation criteria of Corporate Governance Report for Listed Companies (CGR), the checklist of the Thailand's Private Sector Collective Action Coalition Against Corruption or CAC checklist, corporate governance principles of the Organisation for Economic Co-operation and Development (OECD), ASEAN Corporate Governance Scorecard and DJSI Sustainability Assessment.

The Company has disseminated the Handbook to the Board of Directors, executives and all employees of the Company through various communication channels, including e-mail, the Company's website and the public relation in the

organization such as intranet, posters, video clips, training courses through e-Learning etc. to ensure that all personnel in the Company have understanding and awareness of compliance under the framework of ethics and good corporate governance. The Company also communicates and creates awareness of ethics among the Board of Directors through the Board of Directors meetings and via an internal e-mail which can account for 100 percent of all directors. Every year, the Company provides a knowledge test of the code of conduct and guidelines in effective operation through online systems. In 2023, the personnel will be engaging in e-Learning media and completing the annual assessment. The participation rate was remarkably high in total of 93.52 percent of all executives and employees. The Company provides a program to train and test on insider data protection, managing of conflicts of interest, anti-corruption, human rights and whistleblowing or complaints, etc.

In 2023, the Company had no instances in which non-executive directors or independent directors resigned due to concerns surrounding corporate governance issues. In this regard, the summary of whistleblowing or complaints of wrongdoing related to the Company's ethics and code of conduct of the Company. Details can be found on page 13-15.

The Handbook is available on Central Pattana's website which you can access and download the Handbook at:



<https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20231122-cpn-code-conduct-cg-en.pdf>

## 6.3 Significant Changes and Development in the Corporate Governance Policy, Practices, and System in the Year

In 2023, the Board supervised Central Pattana's operations under corporate governance principles and against the objectives to create sustainable growth. In addition to adding value in the long term, the Board deliberated, supervised, and provided advice on improving internal control and corporate governance processes to align with the Corporate Governance Code for listed companies 2017. It also ensures that Central Pattana's sustainable development is in line with the UN Sustainability Development Goals (SDGs). Key issues and/or decisions requiring board's approval in 2023 according to authorities of the Board of Directors were as follows:

### Revision of Important Charters, Policies, and Guidelines

- Reviewed and improved the Code of Conduct and Corporate Governance Policy as of January 20, 2023.
- Reviewed and improved the Anti-Corruption Measure as of April 4, 2023.
- Reviewed and improved Supplier Code of Conduct as of August 11, 2023.
- Reviewed and improved the Charter of the Nomination and Remuneration Committee as of November 10, 2023.
- Considered the performance guidelines about energy and environmental of the Company.

However, there are only some practices that the Company has not been able to comply with or apply yet. These have been considered in the meeting of the Board of Directors and related sub-committees, summarized as follows:

1. The Board of Directors should comprise of independent directors of not less than 50%, while currently the Company has a total of four independent directors, representing 33 percent of the total 12 directors. However, the number of independent directors is adequate for the Company's needs and complies with the criteria set by the Capital Market Supervisory Board requiring at least one-third of the total number of directors, but no less than three persons, to be independent directors.
2. Setting quantitative indicators that are consistent with the diversity policy in the structure of the Board of Directors,

such as specifying the proportion of female directors, specifying the proportion of directors in each age range. Although the Company has not yet determined the distribution of directors among different age ranges, the Company has considered the appropriate proportion for the board of director. However, the policy is currently considering by the Company.

3. The Company has not yet appointed a Compliance Department, but has assigned the Internal Audit Department, the Company Secretary Office, and the Legal Department to be responsible for overseeing, monitoring and following up on compliance with laws, rules, regulations, requirements as well as policies and standards set by the Company. In addition, the Operational Efficiency Department oversees and monitors the internationally certified business units to ensure compliance with laws and requirements regarding the management of relevant international standard systems.
4. The Company's Articles of Association specify that the election of directors must be passed by a majority vote of the shareholders attending the meeting and casting votes, and in voting, each shareholder shall have votes equal to the number of shares held, so there is no cumulative voting.

### Vision, Mission, and Strategies Defining

- Considered the strategic directions, vision, and mission with the management team by considering sustainable growth in three areas regarding the economy, society, and the environment for the corporate growth and long-term operational guidelines, taking into account every type of stakeholders and the risks and opportunities in connection with business operations.
- In 2023, the Board of Directors' meeting No. 7/2023 on November 3, 2023, considered, reviewed and approved the vision, mission, strategy and business plan of the company. This is to ensure that executives and employees move in the same direction and be assured that the business will be conducted for the highest benefit of the Company and shareholders. The director will approve the



strategy and business plan, including the budget of the company which has been considered and reviewed by the management committee. Performance is also followed up according to the stated plan. The management must follow up and report on the progress of the company's operating results to the management committee meeting periodically, and report to the company directors on a quarterly basis for acknowledgement of progress and feedback.

### Strategic Implementation Supervising and Monitoring

- Considered the actual performance compared to the plan, and quarterly considered the information reported by the President & CEO on the economy, the market, the competition, the business performance of customers in various sectors, and the comparison between the Company's performance and that of the related industries.
- Semiannually reviewed the strategic plan by comparing the actual performance with the goals identified in the strategic plan through the report by the President & CEO to the Board of Directors.
- Reviewed the Company's investment and project development, i.e., shopping centers, residence, hotels, mixed-use projects, and other businesses i.e. international, M&A, and alternative investments.
- Reviewed the Company's financial transactions and operations.

### Corporate Governance, Internal Control, and Risk Management Systems

- Reviewed issues relating to the organization's sustainability and defining long-term goal on social and environment.
- Reviewed issues relating to enterprise risks and risk indicators that might affect the Company's operations.
- Reviewed complaint management through the Audit and Corporate Governance Committee.
- Reviewed the internal auditing, the internal control sufficiency, and the control of IT audit and IT governance.
- Acknowledged directors' and executives' securities holdings quarterly.
- Acknowledged the summary of discussion among Independent Directors.
- Acknowledged the result of Board's annual self-evaluation.

### Anti-corruption and Business and Human Rights

- Reviewed and improved the Anti-Corruption Measure to comply with CAC guidelines
- Communicate and create a "RESPECTS" culture, supporting respect for the rights of oneself, other people, and the organization: both in terms of human rights, non-bullying, anti-corruption, no gift policy and providing guidance on channels for reporting clues and complaints to the company through online media and public relations media in the office throughout the year. The Corporate Governance Day is also organized in the form of hybrid event with a mixed format, both onsite and online, for executives and employees to participate in the activities.
- Acknowledged the annual implementation of the No-Gift Policy.
- Acknowledged the performance of developing e-learning "Ethics in Workplace" to educate personnel on code of business conduct, anti-corruption as well as business and human rights.
- Acknowledged the plan for recertification the membership in CAC's anti-corruption program.
- Invite and support partners to join in declaration of intention of Thailand's Private Sector Collective Action Coalition against Corruption (CAC) at the Central Pattana Partner Meeting 2023.

### Human Resources Management

- Considered the people management at the corporate and Board levels.

<p>Central Pattana is Classified in the "ASEAN Asset Class Publicly Listed Companies 2021" with Score</p> <p><b>97.50</b> Points and Above (Conducted Every Two Years)</p>	 <p>Central Pattana Receives</p> <p><b>Excellent</b> CG Score for 15<sup>th</sup> Consecutive Years</p>
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For practices that have not been implemented or applied, Central Pattana considered them in Board meetings or related Committee meetings. Details were recorded in the resolution. Compliance with Corporate Governance Principles of the Corporate Governance Report (CGR) and the ASEAN Corporate Governance Scorecard were categorized in five sections as follows:

### Principle 1: Rights of Shareholders

Central Pattana takes the following measures to protect the rights of every shareholder as detailed in the Handbook page 37-38. Significant matters are as follows:

- Ensuring that shareholders will receive full returns from their investments by maintaining a straightforward structure of alliance among Central Pattana, its affiliates, and joint ventures.
- Ensuring equitable treatment and enhancing the rights of all shareholders, namely major shareholders, individual shareholders, institutional investors, Thai investors, and foreign investors, including rights to purchase and transfer shares, rights to receive accurate and clear information, rights to attend and vote to approve the Company's significant transactions, rights to appoint or remove board members, rights to consider board remuneration, rights to appoint or remove external auditor and determine audit fee, rights to the share of the Company's profits, rights to join decision-making and receive the results of the company's decisions on the company's fundamental changes.
- Disclosing information about exercising rights via the portal system of the Stock Exchange of Thailand ("SET") and the Company's website, taking into consideration of equitable access to information, duration and convenience in exercising rights without any acts that would limit the rights to access the Company's public information or prevent the communication among shareholders.

### The 2023 Annual General Meeting of Shareholders

The shareholders are entitled to set the business direction or decide on significant matters. The shareholders' meeting is therefore an essential platform for them to express opinions, contact the Company, ask questions, and cast votes.

Central Pattana recognizes the importance of giving identical rights and affording equal treatment to all shareholders,

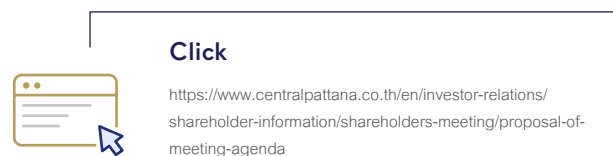
including but not limited to major shareholders, individual shareholders, institutional investors or foreign investors. Relevant guidelines have been adopted for actual actions (before, during and after meetings) for all shareholders' meetings. The 2023 Annual General Meeting of Shareholders was held on April 27, 2023 via electronics means (e-AGM) to prevent the spread of COVID-19. There were 12 out of a total of 12 directors attended the meeting, equal to 100% of all directors. The Chairman of the Board, Lead Independent Director, Chairman of the Audit and Corporate Governance Committee, Chairman of the Nomination and Remuneration Committee, Chairman of the Risk Policy Committee, CEO, Chief Financial Officer, Company Secretary, and the external auditor attended the meeting. For further information about AGM proceedings such as date, time, channel, and other details, please visit the Company's website on "Invitation to Shareholders' Meeting":



Summary of 2023 AGM proceedings are as follows:

### Prior to the Meeting

- Providing individual shareholders with rights to propose in advance additional agenda items and nominate directors from September 23, 2022 to January 15, 2023. This included shareholders' rights to query meeting agenda before the meeting date by submitting their queries to the Company Secretary. Criteria for such consideration, which were agreed by the Board, can be viewed at the Company's website on "Proposal of Meeting Agenda".

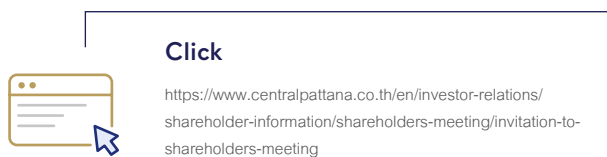


However, no shareholder proposed any agenda item or nominate any candidate for consideration in the 2023 AGM.

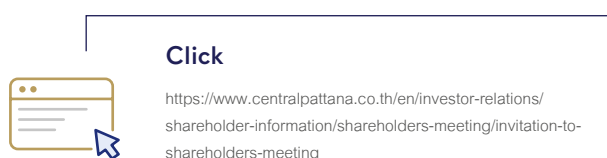
- Providing meeting invitation both in Thai and English. For the 2023 e-AGM, the meeting invitation was publicized

on the Company's website on March 24, 2023, over 30 days prior to the meeting. Also, the invitation was sent to the shareholders not less than 21 days prior to the meeting date to secure enough time for them to examine the information.

- In the meeting invitation, the Company enclosed essential, facts and rationales, as well as the Board's opinions on all items on the agenda for shareholders' consideration. Please visit the Company's website on "Invitation to Shareholders' Meeting".



- No significant, extraordinary document distributed at the meeting, no added item, and no amendment made to material information without informing the shareholders in advance.
- Nonetheless, due to the spread of Covid-19 and to create convenience for shareholders in attending the meeting, the Company opted for an online meeting, which was more convenient and safer, to reduce the risk of spreading the disease and to comply with the social distancing measure and to facilitate shareholder to attend the meeting.
- Providing guidelines for submitting a request (e-Request form) to attend the Meeting through electronic means by QR CODE, registration process to access into the Meeting (e-Register), voting process by e-Voting and questioning and expressing their opinion during the meeting via Inventech Connect.
- Facilitating all shareholders, both attending by themselves and by proxy, to efficiently exercise their voting rights in the agenda where votes are needed in compliance with laws Please visit the Company's website on "Invitation to Shareholders' Meeting".



To facilitate those who could not attend the meeting themselves, including Thai and foreign individual shareholders, and institutional investors, the Company provided the Proxy Form B, in which agenda items to cast votes according to their intention are clearly listed in detail and on which they could state their voting preference, together with details in the Invitation about how to appoint a proxy to shareholders' meetings. Shareholders can download Proxy Forms A, B, and C from the Company's website.

- In addition, the names and profiles of the four independent directors are provided for shareholders' voting by proxy. At the 2023 e-AGM, 1,498 shareholders appointed independent directors as their proxies.

### On the Meeting Date

- Provided a registration period for ten days prior to the Meeting Date and a log-in period for an hour prior to the Meeting, with document verification process. The e-AGM link was submitted via email.
- Provided shareholders with voting rights equivalent to the number of shares held. One share yield one vote. There was only one type of share, which was ordinary share.
- Informed shareholders on the vote-tallying procedures before the shareholders' meeting.
- Utilized e-Voting for casting and verifying votes for precision, rapidity, suitability and security. The system implemented by the service provider met the standard of "ETDA Recommendation on Information Technology and Communications in Necessity for Electronic Transactions RE: e-Voting in the Meeting", issued by the Electronic Transactions Development Agency (ETDA).
- Provided shareholders with the rights to exercise their votes on the nomination of directors by electing each individual candidate one by one.
- Informed participants of the voting result for each agenda item and presented with the voting scores.
- Transparently conducted the AGM by following respective agenda items as stated in the meeting notice, in strict conformance to the law and the Company's regulations. Independent party was invited to witness the vote counting.

- Provided shareholders with rights to attend a meeting while being in progress and to vote on remaining agenda items.
- Provided and allowed shareholders to freely express their views and raise their questions on every agenda. The Chairman of the Board, Chairman of all sub-committees, CEO, Senior Executives, Company Secretary, and External Auditor attended the meeting to clearly answer all aspects of shareholders' questions.

### After the Meeting

- Submitted the resolutions of the 2023 e-AGM on SET and the Company's websites on the Meeting date, April 27, 2023, after the Meeting.
- Shareholders could also view a webcast of the AGM via the Company's website.
- The quality of minutes of shareholders' meeting was emphasized by recording the following information:
  - 1) List of directors attending and in absence (if any) at the meeting, including their positions.
  - 2) Voting rights and methods via e-voting system.
  - 3) Shareholders' queries and recommendations, including the explanation of directors or the management.
  - 4) Shareholders' meeting resolutions and voting results on every agenda item that requires voting.
- Minutes of each shareholders' meeting were distributed in Thai and English through the Company's website within 14 days starting from the meeting date, with a copy sent to SET within the stated period.

The Company complied with the AGM Checklist, jointly conducted by the Thai Investors Association, the SEC, and the Thai Listed Companies Association. The assessment criteria included steps undertaken prior to, on and after the meeting date.



Central Pattana's  
AGM was

Ranked  
**Outstanding**

with a Perfect Score of **100** Point

## Principle 2: Equitable Treatment of Shareholders

Central Pattana observes the principle of affording equitable treatment to all shareholders without discrimination, whether major or individual ones, institutional or foreign investors. The Company has stipulated policy and practices on monitoring and prevention of insider trading, monitoring and managing conflict of interest, disclosure of connected transactions, for instance, as detailed in the Handbook page 18-22 and 40-41.

In 2023, the Company has conducted connected transactions fairly and at arm's length. Please see further information in Chapter 9.2 Connected Transactions. In addition, the Company does not have policy on providing financial aid or loan guarantee to any external parties. The Company did not receive any complaint about misuse of inside information nor conflicts of interest committed by any director or executive.

## Principle 3: Role of Stakeholders

The Company values all stakeholders and observes sustainability of common benefits. It has clearly set policies and roles toward stakeholders in the Handbook 24-36 and 42-43. Significant matters can be summarized as below:

### Policy and Practices towards Stakeholders

#### Shareholders

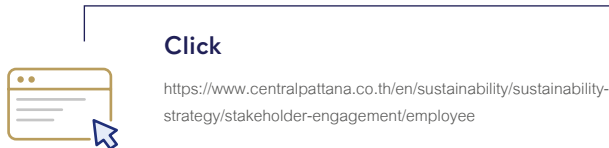
- Stimulating growth with quality and stability for the shareholders' sustainable benefit with good and efficient performance and respecting the shareholders' equal rights to receive necessary information. The policy is detailed in the Handbook page 37-39 and 42.
- Conducting business based on honesty, transparency, and fairness. For further details about treatment with shareholders in 2023, please see "Principle 1: Rights of Shareholders", "Principle 2: Equitable Treatment of Shareholders" and "Principle 4: Disclosure and Transparency".

#### Employee

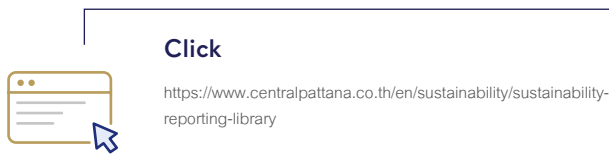
- Providing fair and proper treatment of employees, whether in opportunity, compensation, job assignment, job transfer, or competency development, as well as managing employees' workplaces to ensure the safety of their lives and properties, without discrimination,

emphasizing equity and respect in human rights for employees at all levels as detailed in the Handbook page 29, 32, 35-36 and 43.

- In 2023, the Company has taken care and enhanced employees in several ways. Please see Chapter 3 Sustainable Development and the Company's website "Stakeholder Engagement"

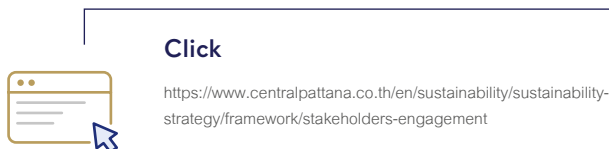


- Summary of performance outcome and related indices are available on the Company's website "Sustainability Performance"



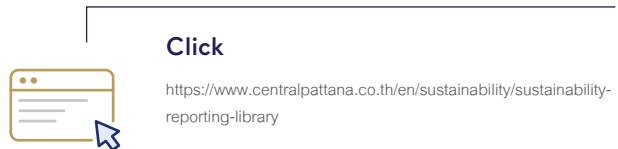
#### Tenants and Customers

- Setting customer care, which is one of Central Pattana's corporate values, as a priority and stipulating a written policy on customer treatment as detailed in the handbook on pages 29-30, 35 and 42.
- Implementing Central Pattana's corporate values and policies to establish a corporate culture. In 2023, the Company carried out various tasks to build strong relationships with tenants and customers. For further details, please see Chapter 3 Sustainable Development and the Company's website under "Stakeholder Engagement"



- Listening to customers and treating them fairly and properly. Forging customers' satisfaction with high-quality services that are safe for health, life, and property.

- Providing complete, correct, and actual information. Recognizing the importance of developing public relations materials by avoiding images or contents that may cause negative attitudes, social division, or improper values.
- Join the Thai Retailers Association ([www.thairetailer.com](http://www.thairetailer.com)) to represent retailers in advocating macro-level policies that would benefit the overall retail business. Central Pattana paid Baht 30,000 in membership fee per year.
- Summarizing performance and related indices. See more details on the Company's website under "Sustainability Performance".



#### Business Partners

- Emphasizing fair and equitable treatment of business partners and joint benefit. Central Pattana stipulated a written policy on business partner treatment as detailed in the handbook on pages 29-30 and 42. It also complied with the procurement regulations, which have clearly defined procedures and practices to develop and maintain long-term relationships and facilitate mutual trust.
- Treating business partners transparently. Central Pattana clearly defined business partner selection procedures under its procurement rules on project development and construction management, including procurement through business partner selection by price inquiry or price auction, or through e-Auction under the Company's rules on pool procurement. Procurement is, in any case, conducted transparently in line with the Company's policies, such as sustainable development, corporate governance, and anti-corruption. Each interested party is required to undergo the Company's screening process of pre-qualification assessment before becoming a business partner. This step will make sure that Central Pattana works with business partners that comply with good governance principles. See further details in Chapter 3 Sustainable Development and at the Company's website under "Stakeholder Engagement".

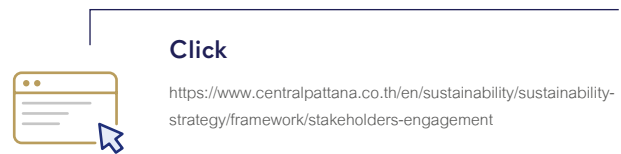


- Treating business partners with fairness. The Company has disclosed the policy for determining payment periods for trading partners which the Company was offering net 30-60 credit terms and paying a debt within the specified time or over 60 days if it is allowed by the partners. In case of the delivery of the service product does not complete according to the agreed upon ordering conditions, it may cause the payment of debt to be delayed beyond the specified period. The actual average time it takes for the Company to process payments to its partners is 30 days.
- Implemented the No Gift Policy for eight consecutive years. The Company has communicated directly to business partners through various channels, including the Company's website, email and letter which has the content about inviting and supporting partners to join in declaration of intention of Thailand's Private Sector Collective Action Coalition against Corruption (CAC) at the Central Pattana Partner Meeting 2023.

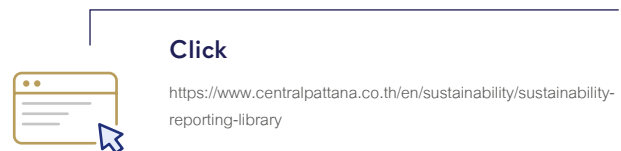
#### Society, Communities and the Environment

- Developing business along with social, community and environmental development. Central Pattana defined a written policy on society, community, and the environment as detailed in the handbook on pages 33-35 and 43.
- Respecting relevant laws and/or regulations and try to surpass standards, such as inventing or applying the innovation of energy-efficient buildings in the Company's shopping centers and office buildings; monitoring the operation of the Company and preventing it from damaging the quality of life of society, communities, and the environment; developing society in its quality of life, education, energy saving, and environmental protection. Besides, actively communicating and disseminating knowledge of environmental conservation to its relevant stakeholders to establish an environmental protection network that spreads knowledge and experience to all social sectors. For further detail, please see Chapter 3

Sustainable Development and at the Company's website under "Stakeholder Engagement".



- For performance summary and related indices, please see on the Company's website under "Sustainability Performance".



#### Creditors

- Recognizing the importance of fair creditor treatment, Central Pattana formulated a written policy on creditor treatment as detailed in the handbook on pages 31 and 42.
- The company's creditors are categorized as follows:  
**Trade Creditors:** The Company complies with the conditions with trade creditors by making a payment to creditors according to trade agreements regardless of the economic situation through the bank transfer method in the procurement system and the Company's payment process. Creditors can bill along with delivery of goods and services on every business day. The date of payment is set every 10<sup>th</sup> and 25<sup>th</sup> of the month. In 2023, the average debt repayment period is 30 days.

**Loan Creditors:** The Company manages loans carefully, find a source of loan that is appropriate for the set objectives as necessary and appropriate to the repayment capacity, focus on maintaining the quality of a good borrower, maintain repayment history and credibility, keep discipline in spending, pay principal and interest on time and strictly comply with all terms and conditions of the loan contract.

- In 2023 strictly respecting agreements with creditors; managing loans according to lending objectives; avoiding using the loans to cause damage to the

Company; revealing financial status and ensuring timely repayment of loans and interests; thoroughly honoring loan conditions as agreed; and competently operating the business to assure creditors about the Company's healthy financial standing and loan repayment capabilities and Maintaining the Company's financial ratios as specified in loan agreements or the terms and conditions of such agreements, with regular reporting of its performance to creditors as required. If any of the conditions cannot be complied with, the company will notify creditors in advance to jointly consider finding solutions and prevent damage. The Company has never defaulted on either debt or interest payment or caused any concern among creditors on its debt repayment ability. Moreover, the Company provides loans only to subsidiaries under its shareholding structure, with no financial assistance offered to any unrelated company. For further detail, please see in the Financial Report 2023 (56-1 One Report) under "Notes to the Financial Statements" and at the Company's website under "Stakeholder Engagement".

information-sharing that benefits the overall development and management of shopping complexes to strengthen the business and contribute to sustainable national economic, social, and environmental development. For further detail, please see on the Company's website under "Stakeholder Engagement".

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<https://www.centralpattana.co.th/en/sustainability/sustainability-strategy/framework/stakeholders-engagement>

- Became a member of the Thai Shopping Centers Association since 1998 by paying a membership fee of 50,000 Baht per year. In 2023, the association jointly determined the guidelines for the operation to support Thailand's goal setting to reduce the impact of climate change, making cooperation in saving electricity and management reducing waste in landfill. Training was also organized to create an understanding of the path to becoming an organization of net zero emissions in 2050 for the association's Board of Directors and representatives directly responsible for the matters. In addition, the company also joins with the Thai Retailers Association welcoming the executives from The Federation of Asia-Pacific Retailers Associations, visiting the energy management department at Central Ayutthaya and receiving members from Retailers Association of India to visit Central World. The company also plays a vital part in advancing the government sector to consider issuing an Act to promote and protect independent workers, being fair to both employers and employees and flexible for hourly employment etc.

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<https://www.centralpattana.co.th/en/sustainability/sustainability-strategy/framework/stakeholders-engagement>

- For performance summary and related indices, please see more details on the Company's website under "Sustainability Performance".

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<https://www.centralpattana.co.th/en/sustainability/sustainability-reporting-library>

#### Business Competitors

- Recognizing the importance of fair competitor treatment, Central Pattana formulated a written policy on competitor treatment as detailed in the handbook on pages 33 and 43.
- Conducting business with fairness; refraining from improperly seeking competitors' confidential information; refraining from abusing the intellectual property rights of others or those of competitors; promoting

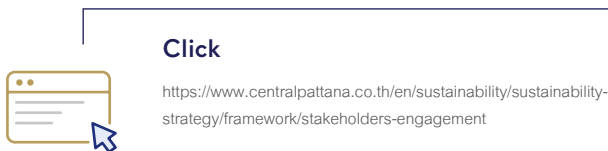
In 2023, the Company does not have any issues or disputes with the Company's business competitors.

#### Government

- Valuing legal compliance and cooperating with the government in different aspects to take part in driving national economic growth according to Central Pattana's policy in the handbook on pages 29, 33-34 and 43.
- Through all the past years and in 2023, cooperating and supporting government policies for the benefit of

the country under relevant law and criteria; actively implements projects beneficial to the public, whether as assigned by the government or company-initiated projects, according to the Handbook page 24-25.

- In 2023, the company continued to cooperate in following management measures under the COVID-19 outbreak situation in line with social trend with reduced intensity. For further detail, please see “Business Competitors” and the Company’s website under “Stakeholder Engagement”.

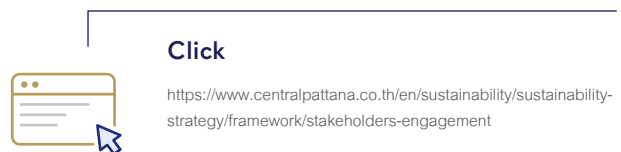


#### Independent Organizations and Related Social Organizations

- Upgrading cooperation and information-sharing with independent organizations and other related social organizations for joint, sustainable development of society and the country, taking into account impacts on the economy, society, and the environment.
- Becoming a member of the founding committee of RE100 Thailand Club to move forward the 100% use of renewable energy at the organizational level with practical strategies, in cooperation with energy suppliers and other businesses which also aim at driving the national energy plan to achieve carbon neutrality by 2050.
- As a member of the Federation of Thai Industries, the Company has joined the renewable energy group. The Director of the company, holding the position as a vice president of Clean Energy Demand with the goal of developing and elevating the renewable energy industry to be a sustainable energy country and making Thailand to become a renewable energy center in the ASEAN.
- Became a member of Thailand Carbon Neutral Network: TCNN under the supervision of the Greenhouse Gas Management Organization (Public Organization: TGO) with the objective of promoting cooperation between the government, private sector and local/community sectors to raise the standard of greenhouse gas reduction and aim for net zero greenhouse gas emissions in line with the intention of the international community. Currently, there is a total of 585 member organizations in the network, with the company classified as a pioneer member and leading organization in greenhouse gas management.

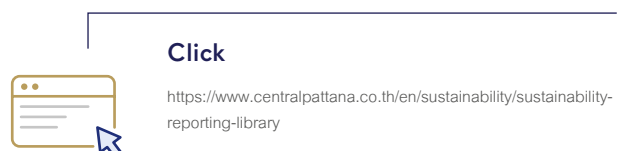
There are senior executives of the company who serve as a member of the network committee.

- Support the United Nation Global Compact – UNGC by joining as a member of the UN Global Compact under the Central Group.
- Promoting gender rights and equality annually in partnership with the United Nations Development Programme (UNDP) throughout the month of June (Pride Month) to raise awareness that everyone is equal and has the right to express their identities, through the campaign “Celebrate with Pride @ centralwOrld” aiming at celebrating the pride of LGBTQ+ with the decoration of the six-colored rainbow flags at the six spots and the name brand shops in the department store and with the launch of pride collection products inspired by the six colors (Pride Colors).
- For further detail regarding the implementation in 2023, please visit the Company’s website under “Stakeholder Engagement”.



#### Policy and Guidelines on Safety, Occupational Health and the Environment

To ensuring the safety and sound occupational health of its employees and stakeholders, the Company has defined a policy and guidelines in the Handbook page 23, requiring the planning and setting up within its offices. In addition, there are measures to monitor the readiness of related person who involved in the operation for facilities of efficient, adequate security and warning systems. The purposes are to prevent and control risks of damage from accidents, injuries, work-related illnesses, damage or loss of properties, incorrect practices and other mistakes. All personnel have shared responsibilities in supervising and complying with rules, regulations, standards, and operational procedures on Safety and occupational health. Please see more detail in Chapter 3 Sustainable Development and the Company’s website under “Sustainability Performance”.





### Policy and Practices on Intellectual Properties

The Company conducts its business strictly under the law or regulations on intellectual property rights, whether in trademarks, patents, copyrights, classified commercial information, or other stipulated categories of intellectual property, such as using only licensed software that has been inspected and installed by the Company's Information Technology Department, and encouraging employees to ensure that the application of research findings or other data in their work does not constitute a violation of other people's intellectual property rights. Please see more detail in the Handbook page 28.

### Policy and Practices on Adherence to Human Rights Protection Laws and Regulations

The Company highlights the importance of respecting laws and human rights as stipulated in the Handbook page 29.

#### Respecting Laws

A key basis of the Company's business conduct is legal compliance, which includes domestic and foreign laws, as well as relevant customs, traditions, and cultures. The Company also tries to surpass standards, such as undertaking studies of relevant laws during conducting feasibility studies of projects and complying with them throughout the development stages, with constant monitoring of any legal revision that may affect its business operation. For example, the Company fully complies with city planning laws to avoid causing any economic, social, and environmental impacts in the area in which the Company has entered to develop. The Company also strictly observes the laws of every targeted country to ensure that its overseas investments are properly and transparently executed. The Company also set this key basis as a criterion for suppliers to conduct a self-assessment and on-site inspection.

#### Compliance with the Personal Data Protection Act

The Board oversaw and ensured compliance with the newly enforced law. Central Pattana established a privacy policy in line with the enforcement of the Personal Data Protection Act B.E. 2562 (2019). See further details on the Company's website under "Privacy Policy"



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<https://www.centralpattana.co.th/en/privacy-policy>

The policy was implemented and communicated to protect stakeholders' personal information. See further details in Chapter 2 Risk Management.

#### Respecting Human Rights

The Company promotes and respects the protection of human rights of employees and stakeholders, ensuring that its business conducts have no connection with any human rights violation such as forced labor or child labor. All stakeholders are treated fairly on human dignity and non-discrimination of national origin, race, gender, age, skin color, religion, physical condition, status, or birth. It also promotes the monitoring of human rights compliance within the Company and encourages subsidiary companies, joint ventures, business partners, and all stakeholders to comply with the international standards of the principles of human rights. Stakeholders whose rights are affected by the Company's operation are protected by offering compensation at a rate comparable to what is stated by the law.

### Principle 4: Disclosure and Transparency

Central Pattana is committed to correct, complete, transparent, thorough, and timely disclosure of information, whether financial or non-financial, so that investors and all stakeholders may regularly receive reliable and adequate information for their decisions through the SET's information disclosure system and the Company's website, enabling all people to equitably access information. For information that cannot yet be disclosed, the Company has in place measures to prevent unauthorized access to such inside information.

#### Investor Relations

Investor Relations (IR) represents Central Pattana's center for disclosing financial and non-financial information, promoting and managing good relations with shareholders, investors, securities analysts, the public and stakeholders in Thailand and abroad on an equal, inclusive and timely basis, in line with SET's requirements and the Code of Conduct for IR. The division has also prepared questionnaire forms for its annual conduct of satisfaction surveys on the division's operation

as perceived by institutional shareholders, individual shareholders, investors and securities analysts. The findings are analyzed for the optimization of policies, operation and activities in line with international standards.

IR reports directly to the CFO and works closely with senior executives to formulate policies as well as quarterly and annual plans. The division also presents performance results and comments from shareholders, investors and analysts to the Board twice a year.

The Company disseminates material information, available in both Thai and English and useful to shareholders and investors for their decision-making on investment, via diverse channels such as via SET, the SEC, newspapers, press releases and the Company's website under "Investor Relations" (<https://www.centralpattana.co.th/en/investor-relations/ir-home>) and is regularly updated.

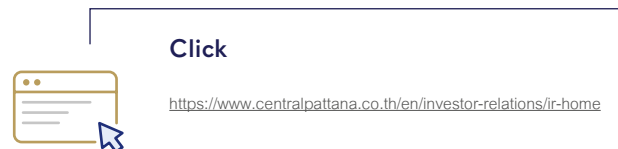
Information disclosed on the website includes Form 56-1 One Report, Financial Report, Management Discussion & Analysis (MD&A), the Company's past performances, data on the Company's business operation, factsheets for existing and new projects, notices to shareholders' meetings, minutes of shareholders' meetings, corporate governance, information submitted to SET, IR events and calendar, press releases and presentations used during both domestic and international roadshows. In 2023, users viewed the website for 225,641 times.

In addition, before the announcement of its quarterly and annual performance results to SET, the Company sets a silent period of 14 days to abstain from communicating its quarterly

and annual performance report to analysts and investors to avoid unfair release of information which may affect Central Pattana's share price.

### IR Activities

Recognizing the value of forging good relations with investors, the Company's senior executives regularly make time to join investor meetings and activities to elaborate the Company's policies and business directions. These activities include the Analyst & Fund Manager Meetings, investor conferences, quarterly performance announcement events, domestic and overseas roadshows to meet investors. Furthermore, document and recordings of executives' presentations are disseminated through the Investor Relations website, enabling investors to view all past data.



The COVID-19 outbreak has caused a change in investor relations activities. Central Pattana used online communication platforms, such as Zoom, Webex, and Microsoft Teams, to enhance convenience of visits and expand the platforms accessibility to a more diverse group of investors.

In 2023, Central Pattana's diverse formats of investor relations activities consistently organized for senior executives and IR Division to meet with and provide information to interested persons were as follows:

Activity	2022		2023	
	No. of Event	No. of Investors	No. of Event	No. of Investors
Conference Call	11	20	20	41
Virtual Conference	19	420	8	239
Physical Conference in Bangkok by Stock Exchange of Thailand	1	16	1	13
Physical Non-deal Roadshow	2	15	6	96
Company Visit	15	26	31	67
Site Visit	4	18	14	59
Analyst Meeting by Central Pattana	13	n/a	13	n/a
Opportunity Day / SET Digital Roadshow by Stock Exchange of Thailand (Virtual Format)	4	n/a	5	n/a

Shareholders, investors and interested parties may contact Investor Relations for additional information either in person or by sending a letter or email to:

### Investor Relations Division

#### Central Pattana Public Company Limited

32<sup>nd</sup> Floor, centralwOrld Offices,  
999/9 Rama I Road, Patumwan Sub-District  
Patumwan District, Bangkok 10330, Thailand  
Tel: +66 (0) 2667 5555 ext. 1614 and 1632  
Fax: +66 (0) 2264 5593  
E-mail: ir@centralpattana.co.th

## Principle 5: Board Responsibilities

Policy and Charters in relations to the Board are deemed appropriate. Please see more detail in Chapter 7 Corporate Governance Structure and Information of Committee, Sub-committee, Management, Employees and Others and Chapter 8 Corporate Governance Report.

### The Company Secretary

#### Qualifications and experience

The Company Secretary plays a key role in supporting and overseeing the Board's activities for efficiency and effectiveness under law, rules, regulations, and corporate governance, the Board appoints a suitable person in this position, based on the mastery of the Company's businesses under applicable legislation and criteria, including the memorandum of association, the Company's regulations, SEC Act, Public Company Limited Act, and Code of Conduct and Corporate Governance Principles.

The Company Secretary is responsible for communicating efficiently and effectively among the Board, executives, and shareholders to enable Board-related activities to proceed

smoothly in line with the decisions of the Board and the shareholders.

#### Responsibilities

To support and manage the activities of the directors in an efficient and effective manner, the Company Secretary has the following responsibilities:

- Prepare and file documents concerning the list of directors, Central Pattana's annual report, invitation letters for the Company's director meetings and minutes of the Board meetings, invitation letters for shareholders' meetings, and minutes of the shareholders' meetings.
- File reports of vested interests of the directors or executives.
- Send the copy of reports of vested interests of the directors, executives, or connected persons to the Chairman and the Chairman of the Audit and Corporate Governance Committee within seven days after receiving the report.
- Arrange for the meetings of the Board and the shareholders under related rules, regulations, and law.
- Provide advice for the operation of Central Pattana and the Board under the memorandum of association, the Company's regulations, SEC Act, Public Company Limited Act, and other relevant law.
- Act as a focal point for exchange of news and information among directors, executives, and shareholders.
- Coordinate and follow up operation under the resolutions of the directors and shareholders.
- Oversee disclosure of the information and reports under relevant responsibilities to the monitoring agency as specified by the rules and regulations of the authority.
- Perform other duties as announced by the Capital Market Supervisory Board or as assigned by the Board.



# Corporate Governance Structure and Information of Board of Directors, Sub-committees, Management, Employees and Others

## 7.1 Corporate Governance Structure Chart



As of January 1, 2024

## Board of Directors



## 7.2 Board of Directors

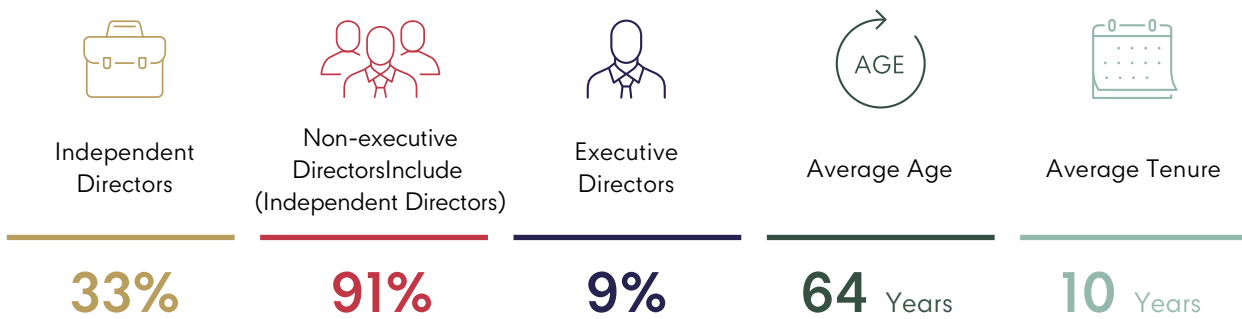
### Board of Directors

#### Composition and Qualifications of the Board

Central Pattana has defined the Board’s composition and qualifications. See further details in “Section 5: Board Responsibilities” on the Central Pattana website:

**Click**  
<https://www.centralpattana.co.th/en/corporate-governance/code-of-conduct-and-corporate-governance>

The Board comprises fully qualified directors as specified. In 2023, the directors represented diverse skills, expertise, knowledge, experience, sex, and age, which benefited the Company’s operational and strategic approach to business. The Board also had an appropriate proportion of independent directors as stipulated by law consisting of 12 directors, a sufficient number to supervise the Company’s operations. The Board structure as on December 31, 2023 is as follows:



## Name and Position of the Members of the Board of Directors:

### Honorary Chairman

- 
1. Dr. Supachai Panitchpakdi
  2. Mr. Suthichai Chirathivat

### Board of Directors

- 
- |     |               |                                |  |
|-----|---------------|--------------------------------|--|
| 1.  | Mr. Sudhitham | Chirathivat <sup>1</sup>       | Chairman   |
| 2.  | Mr. Veravat   | Chutichetpong                  | Lead Independent Director and Chairman of the Risk Policy Committee  |
| 3.  | Mr. Winid     | Silamongkol                    | Independent Director and Chairman of the Audit and Corporate Governance Committee  |
| 4.  | Mrs. Jotika   | Savanananda                    | Independent Director, Member of the Audit and Corporate Governance Committee and Chairman of the Nomination and Remuneration Committee |
| 5.  | Ms. Pansiree  | Amatayakul                     | Independent Director, Member of the Audit and Corporate Governance Committee and Member of the Nomination and Remuneration Committee   |
| 6.  | Mrs. Nidsinee | Chirathivat <sup>1</sup>       | Director   |
| 7.  | Mr. Kobchai   | Chirathivat <sup>1</sup>       | Director, Member of the Nomination and Remuneration Committee and Member of the Risk Policy Committee                                  |
| 8.  | Mr. Prin      | Chirathivat <sup>1</sup>       | Director, Member of the Risk Policy Committee and Advisory of the Nomination and Remuneration Committee                                |
| 9.  | Mr. Preecha   | Ekkunagul                      | Director and Member of the Risk Policy Committee   |
| 10. | Mr. Suthipak  | Chirathivat <sup>1</sup>       | Director   |
| 11. | Mr. Thirayuth | Chirathivat <sup>1</sup>       | Director   |
| 12. | Ms. Wallaya   | Chirathivat <sup>1 and 2</sup> | Director, Member of the Risk Policy Committee and President & CEO  |
- 

**Remarks:** <sup>1</sup> Representatives of the shareholders

<sup>2</sup> Holding the position of executive directors

### Directors with Company Signatory Rights

Directors with company signatory rights are Mr. Sudhitham Chirathivat, Mr. Kobchai Chirathivat, Mr. Prin Chirathivat, Mr. Preecha Ekkunagul, Ms. Wallaya Chirathivat and Mr. Suthipak Chirathivat. The joint signatures of any two of these six directors with the Company seal are required for validity. They can authorize management or the assigned person to carry out tasks on their behalf as appropriate and in accordance with the applicable legal framework.

### Duties and Responsibilities of the Board

The Board actively fulfills its leadership role in ensuring Central Pattana's good governance. Besides performing the duties in accordance with applicable laws and the Company's objectives and articles of association, directors are responsible for resolutions of the Board's and shareholders' meetings, with duty of loyalty, duty of care, accountability, ethics, ensure that shareholders are provided with accurate, thorough, transparent, and prompt information with duty of disclosure, equitable shareholder treatment and adherence to both the law and company rules should be maintained regularly as a duty of obedience.

The Board is responsible for commenting on the defined vision, mission, long-term business goals, and strategic plans to ensure the Company's sustainability. It is also authorized to approve significant transactions, such as work plans and annual budgets, major investment based on the approval authority, establishment and review of the Board's structure, appointment of Sub-committees, formulation of top-management succession plan, appointment of the President and CEO, and changes in accounting policy or accounting standards. Please see further details at Central Pattana website under "Charter of the Board of Directors".



#### Click

<https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>



### Approval Authority of the Board of Directors

The Board of Directors has the authority to approve various matters of the Company within the scope of authority and duties prescribed by law, the Company's Articles of Association, the Board charter, resolutions of the shareholders' meetings, regulations and authorization levels, business strategies and goals, annual revenue and expenditure budgets, capital expenditure budgets. The Board also monitors and evaluates the Company's performance against plans, oversees capital expenditures, significant related party transactions, mergers, spin-offs and joint ventures, including appointing representatives to become directors and executives of other companies and determining their remuneration. Additionally, the Board approves organizational restructuring, succession plans, appointment, transfer and termination of senior executives, performance evaluations, remuneration and policies on salary and bonus adjustment of the President and Chief Executive Officer, financial statements, changes in accounting policies or standards, the provision of financial assistance not proportionate to shareholdings, as well as the undertaking of any legal proceedings involving the Company.

### Roles of the Chairman, Lead Independent and CEO

The Chairman of the Board and the CEO are different persons, in order to have complete separation of responsibilities as well as a balance of power in operations.

In spite of being representatives of the shareholders and not independent directors, based on the deliberation of the Nomination and Remuneration Committee and the Board, the current structure is appropriate for the Company's business and, in fact, is a forte supporting the Company's constant success and business growth, since the Chairman is knowledgeable, experienced, skillful in the retail and property development industries, and conforms to the principles of good governance, taking into consideration the benefits of all stakeholders. Furthermore, the Lead Independent Director has been appointed to provide check and balance to ensure all Central Pattana's transparent and fair business conduct.



## Roles of the Chairman

As a director bound by the Charter of the Board, the Chairman is committed to the Code of Conduct and CG Principles in providing a role model for the Board, executives, and employees. In addition, the entity provides oversight and monitoring to ensure the committee operates efficiently and aligns with the company's objectives and organizational culture. The Chairman presides over the meetings of the Board as well as those of the shareholders, ensuring smooth meetings and providing directors and shareholders with opportunities to express their views and recommendations freely and creatively. For further details, please visit the Company's website under "Charter of the Board of Directors".



<https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

## Roles of the Lead Independent Director

Support of the Board's governance of CPN, subsidiaries, and associates so that they may align with good corporate governance, with due coordination as well as checks and balances between the Board and management. The ultimate objective is to ensure all Central Pattana's stakeholders of transparent and fair business conduct. For further details, please visit the Company's website under "Charter of Lead Independent Directors".



<https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

## Roles of the CEO

The CEO is responsible for managing and administering day-to-day businesses under its strategic plans, vision, and missions, with a scope of authority bound by law, objectives, and company regulations, in addition to the resolutions of the Board and shareholders' meetings. For further details, please visit the Company's website under "Principle 5: Board Responsibilities".



<https://www.centralpattana.co.th/en/corporate-governance/code-of-conduct-and-corporate-governance>

## Independent Directors

Independent directors are those who have independence from the control of management and major shareholders and do not involve nor have any interest in management's decision. The Company has defined much stricter qualifications for independent directors than those required by the Securities and Exchange Commission ("SEC"). For further details, please visit the Company's website under "Charter of the Board of Directors".

The Company has prepared a comparison of the independent director's qualifications which are prescribed by the Company, SET, and DJSI, there are some variations in the definitions of independent director. Central Pattana has directors who hold independent qualifications in accordance with the governance criteria as follows.

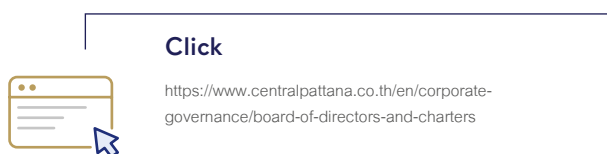


### Click

<https://www.centralpattana.co.th/en/corporate-governance/board-of-directors-and-charters>

Comparison of Director's Independence Qualifications Following the Governance Criteria are Listed as Follows			
Name of Director	Central Pattana's Independent Director Definition	SET's Independent Director Definition	Dow Jones Sustainability Indices' Independent Director Definition
1. Mr. Sudhitham Chirathivat			●
2. Mr. Veravat Chutichetpong	●	●	●
3. Mr. Winid Silamongkol	●	●	●
4. Mrs. Jotika Savanananda	●	●	●
5. Ms. Parnsiree Amatayakul	●	●	●
6. Mrs. Nidsinee Chirathivat			●
7. Mr. Kobchai Chirathivat			●
8. Mr. Prin Chirathivat			●
9. Mr. Preecha Ekkunagul			●
10. Mr. Suthipak Chirathivat			●
11. Mr. Thirayuth Chirathivat			●
12. Ms. Wallaya Chirathivat			●
<b>Total Number of Independent Directors</b>	<b>4</b>	<b>4</b>	<b>11</b>

For further details, please visit the Company's website under "Definition of Independent Director and its comparison between governance criteria".



### Directorship in Other Listed Companies

The Charter of the Board of Directors has stipulated that directors may hold directorships in other companies if such directorship does not obstruct their duty as Central Pattana's directors. It is stipulated that directors may hold directorships in no more than five listed companies. The Company's directors are not eligible to hold directorship positions in more than five listed companies.

The CEO may hold directorships in other companies if such directorship does not obstruct his duty as the Company's CEO. Moreover, such entities must not operate business of the same type nor competing to that of the Company. Directorships in other listed companies must gain endorsement from the Board to prevent conflict of interest.

For further details, please visit the Company's website under "Principle 5: Board Responsibilities".

### Terms of Directorship of the Directors

The Company has defined that at every annual general meeting, one-third of the directors must resign from office. The directorship could be considered terminated due to other reasons. For further details, please visit the Company's website under "Principle 5: Board Responsibilities".

### Terms of Directorship of the Independent Directors

To enhance their independent input and performances, independent directors may hold office for nine consecutive years in total, to maintain the independence of opinions and performance of duties as the Company's independent director. The Company arranges for an annual independence review to accurate and comply with relevant guidelines. The Company currently has no independent director who holds office over the terms. For further information, please visit our website under "Principle 5: Board Responsibilities".

The Self-Assessment of the directors includes annually assess independence of Independent Directors.

## Board Diversity

The Company has established a policy that defined the Board diversity, regardless of gender, nationality, race, religious belief, age, professional skills, or other qualifications, to ensure that the Board comprises of experts with diverse background on competency, skills, and experience that are beneficial to business operation. For further details, please visit the Company's website under "Principle 5: Board Responsibilities".

## Board Skill Matrix

Composition, Skill and Expertise <sup>1</sup>	Real Estate Development and Management: Department Stores and Retail	Real Estate Development and Management: Residences	Real Estate Development and Management: Office Buildings	Real Estate Development and Management: Hotels	Real Estate Investment Trust: REITs	Accounting / Finance / Economics / Business Administration	Reviewing Financial Statements	Legal / Tax	Risk Management	Human Resources Management	Corporate Governance and Sustainable Development	Architecture and Engineering	International Business	Marketing / Communications / Digital Marketing	Information Technology / IT Governance
	3	2	2	2	2	3	2	1	2	2	2	2	2	2	2
1. Mr. Sudhitham Chirathivat	●	●	●	●	●				●	●	●	●	●	●	
2. Mr. Veravat Chutichetpong						●				●	●				
3. Mr. Winid Silamongkol					●	●	●		●		●				
4. Mrs. Jotika Savanananda					●	●					●				
5. Ms. Parnsiree Amatayakul									●	●	●		●	●	●
6. Mrs. Nidsinee Chirathivat	●	●	●	●	●	●			●		●	●	●		
7. Mr. Kobchai Chirathivat	●	●	●	●	●	●			●	●	●	●		●	
8. Mr. Prin Chirathivat	●				●	●	●								
9. Mr. Preecha Ekkunagul	●					●				●					
10. Mr. Suthipak Chirathivat								●			●	●			
11. Mr. Thirayuth Chirathivat				●											
12. Ms. Wallaya Chirathivat	●		●	●	●	●				●	●	●	●	●	●
<b>Total Numbers of Directors in Each Skill</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>2</b>

Remarks: <sup>1</sup> Each skill is related to individual directors' educational background, work experience, and specialty evaluation. However, only the "high" level of expertise will appear in the table displaying a list of directors.

<sup>2</sup> The Board members are nominated based on their suitability with Central Pattana's business strategy and direction.

Currently, the Company has nine non-executive directors out of 11 non-executive directors (No. 1-11 are Non-Executive Directors) who have experience in the industry which is related to real estate development and management in each area as follows:

1. Real Estate Development and Management in Department Stores and Retail Business: Five persons include Mr. Sudhitham Chirathivat, Mrs. Nidsinee Chirathivat, Mr. Kobchai Chirathivat, Mr. Prin Chirathivat and Mr. Preecha Ekkunagul.
2. Real Estate Development and Management in the Residences Business: Three persons include Mr. Sudhitham Chirathivat, Mrs. Nidsinee Chirathivat and Mr. Kobchai Chirathivat.
3. Real Estate Development and Management in the Office Buildings Business: Three persons include Mr. Sudhitham Chirathivat, Mrs. Nidsinee Chirathivat and Mr. Kobchai Chirathivat.
4. Real Estate Development and Management in Hotels Business: Four persons include Mr. Sudhitham Chirathivat, Mrs. Nidsinee Chirathivat, Mr. Kobchai Chirathivat and Mr. Thirayuth Chirathivat.
5. Real Estate Investment Trust (REITs): Six persons include Mr. Sudhitham Chirathivat, Mr. Winid Silamongkol, Mrs. Jotika Chirathivat, Mrs. Nidsinee Chirathivat, Mr. Kobchai Chirathivat and Mr. Prin Chirathivat.

## Remuneration

### Remuneration of Directors

Central Pattana has defined the remuneration of directors, taking into account both its fairness and appropriateness, which reflects the extent of their responsibilities and performance relative to the Company's overall operational performance and related factors, inclusive of comparisons to remuneration of other companies within the same or similar industry and business sectors as the Company; whereby the Nomination and Remuneration Committee has annually considered from the survey on remuneration of directors undertaken by the SET and the Thai Institute of Directors ("IOD") as reference.

The Board, via the Nomination and Remuneration Committee, deemed it appropriate that the board remuneration was at an appropriate rate and sufficient for attracting and retaining the quality directors. The Company's revenue and operation, the Nomination and Remuneration Committee deemed it appropriate to recommend the Board to propose the shareholders on April 27, 2023, to consider and approve the remuneration for the Board of Directors for 2023 with a ceiling of Baht 25,000,000. Detail of the Company's director remuneration structure is as follows:

#### 1. Monthly Remuneration and Meeting Allowance

Remuneration	Amount (Baht)
<b>1. Regular Remuneration (Baht/Month)</b>	
• Chairman	80,000
• Lead Independent Director	65,000
• Independent Director	50,000
• Director	30,000

Remuneration	Amount (Baht)
<b>2. Meeting Allowances for the Board of Directors (Baht/Meeting)</b>	
• Chairman	60,000
• Lead Independent Director	50,000
• Director	45,000
<b>3. Meeting Allowances for the Audit and Corporate Governance Committee (Baht/Meeting)</b>	
• Chairman of the Audit and Corporate Governance Committee	70,000
• Member of the Audit and Corporate Governance Committee	55,000
<b>4. Meeting Allowances for the Nomination and Remuneration Committee including the Advisory (Baht/Meeting)</b>	
• Chairman of the Nomination and Remuneration Committee	50,000
• Member of the Nomination and Remuneration Committee including the Advisory	40,000
<b>5. Meeting Allowances for the Risk Policy Committee (Baht/Meeting)<sup>1</sup></b>	
• Chairman of the Risk Policy Committee	50,000
• Member of the Risk Policy Committee	40,000

**Remarks:** <sup>1</sup> The Executive Director and management who have any responsibilities in the sub-committee will not receive the remuneration.

## 2. Bonus

The bonus (calculated from the remaining amount of approved remuneration budget) will be allocated to directors by which the Board of Directors is authorized to determine the conditions, the details, and the rate of bonus payment as appropriate together with consideration of the Company's performance outcomes. In addition, the amount of bonus being allocated to each director is depended on the accountability, performance and the participation in the meeting. The Executive Director will not receive any director's bonus, however.

## 3. Other Benefits - None -

In 2023, the Company has paid the board remuneration in the form of monthly remuneration and bonus based on corporate performance totaling Baht 23,087,500. For further information, please see Chapter 8.1 Summary of Board of Directors Performance under "Remuneration of the Board 2023".



## 7.3 Sub-committees

In conformance to corporate governance principles, the Board has appointed sub-committees to help it fulfill its responsibilities, screen specific key operational aspects as assigned, give opinions to the Board and decide certain matters as authorized by the Board. Followings are the structure of sub-committees:

### Audit and Corporate Governance Committee

The Board of Directors is responsible for the appointment of members of the Audit and Corporate Governance Committee, which consists of three members as of December 31, 2023, comprising as follows:

- Three independent directors, which are qualified persons in accordance with the SET's and the Company's definition of independent directors
- The Chairman is an independent director

#### Name and Position of the Members of the Audit and Corporate Governance Committee

1. Mr. Winid	Silamongkol <sup>1</sup>	Chairman
2. Mrs. Jotika	Savanananda <sup>2</sup>	Member
3. Ms. Parnsiree	Amatayakul <sup>3</sup>	Member

**Remarks :** <sup>1</sup> Graduated in Accounting and member of Certified Public Accountant and gaining experience as Audit Committee member since 2021

<sup>2</sup> Gaining experience as Audit Committee member since 2014

<sup>3</sup> Gaining experience as Audit Committee member since 2019

Every member in the Committee has adequate knowledge and experience in reviewing to ensure accuracy and credibility of financial statements. For further details, please visit the Company's website under "Audit and Corporate Governance Committee".



### Duties and Responsibilities of the Audit and Corporate Governance Committee

To review the financial report, connected transactions, transactions that may cause conflict of interest, internal

control system, transactions that may cause financial fraud, internal audit, external audit, compliance with law and relevant regulation, the Committee's Report, corporate governance, sustainability development, consider on the selection, nomination, determination and the suitable remuneration as proposed for independent auditor of the Company as well as to report transactions or acts which may significantly affect the Company's financial status and performance to the Board in a timely manner. For further details, please visit the Company's website under "Charter of the Audit and Corporate Governance Committee".



### Nomination and Remuneration Committee

The Board of Directors is responsible for the appointment of the members of the Nomination and Remuneration Committee, which consists of three members as of December 31, 2023, comprising as follows:

- Two independent directors
- One non-executive director
- The Chairman is an independent director

#### Name and Position of the Members of the Nomination and Remuneration Committee

1. Mrs. Jotika	Savanananda	Chairman
2. Ms. Parnsiree	Amatayakul	Member
3. Mr. Kobchai	Chirathivat	Member

One advisor to the Committee is appointed as follows:

1. Mr. Prin	Chirathivat	Advisory
-------------	-------------	----------

The advisors may attend the Nomination and Remuneration Committee meetings; however, they are not allowed to vote. Also, if any advisor has stakes in the reviewed agenda, such advisor shall leave the meeting to prevent conflict of interests and allow other committee members and advisors to fully discuss.

For further details, please visit the Company's website under "Nomination and Remuneration Committee"



### Duties and Responsibilities of the Nomination and Remuneration Committee

Consider the Board's appropriate structure, size, and composition to suit the organization and changing environment. Ensure the Board comprises directors with the personal attributes regarding to diverse skills aligned with the Board Skill Matrix and expertise to best benefit business operations and agree with the business direction. Uphold ethics and integrity and recruit directors on a basis of non-discrimination of gender, race, religion, age, professional skill, or other qualifications. Deliberate the right proportion of independent directors and criteria for director and the CEO nomination. Provide a succession plan for the CEO and top management. Deliberate fair remuneration criteria for directors, sub-committees, and the CEO, together with strategies and policies on human capital management and corporate management. For further details, please visit the Company's website under "Charter of the Nomination and Remuneration Committee".



In 2023, the Company did not recruit any new directors. The Nomination and Remuneration Committee considered the composition of the current Board and was of the opinion that it still has suitable qualifications and is aligned with the Company's business strategies.

### Risk Policy Committee

The Board of Directors is responsible for the appointment of the members of the Risk Policy Committee, which consists of five members as of December 31, 2023, comprising as follows:

- One independent director
- Three non-executive directors
- One executive director
- The Chairman is an independent director

### Name and Position of the Members of the Risk Policy Committee

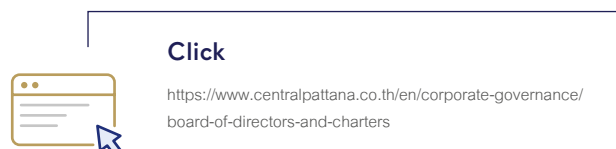
1. Mr. Veravat	Chutichetpong	Chairman
2. Mr. Kobchai	Chirathivat	Member
3. Mr. Prin	Chirathivat	Member
4. Mr. Preecha	Ekkunagul	Member
5. Ms. Wallaya	Chirathivat	Member

Every member in the Committee has adequate knowledge and experience effectively evaluate and successfully manage a wide range of crucial risks. For further details, please visit the Company's website under "Risk Policy Committee"

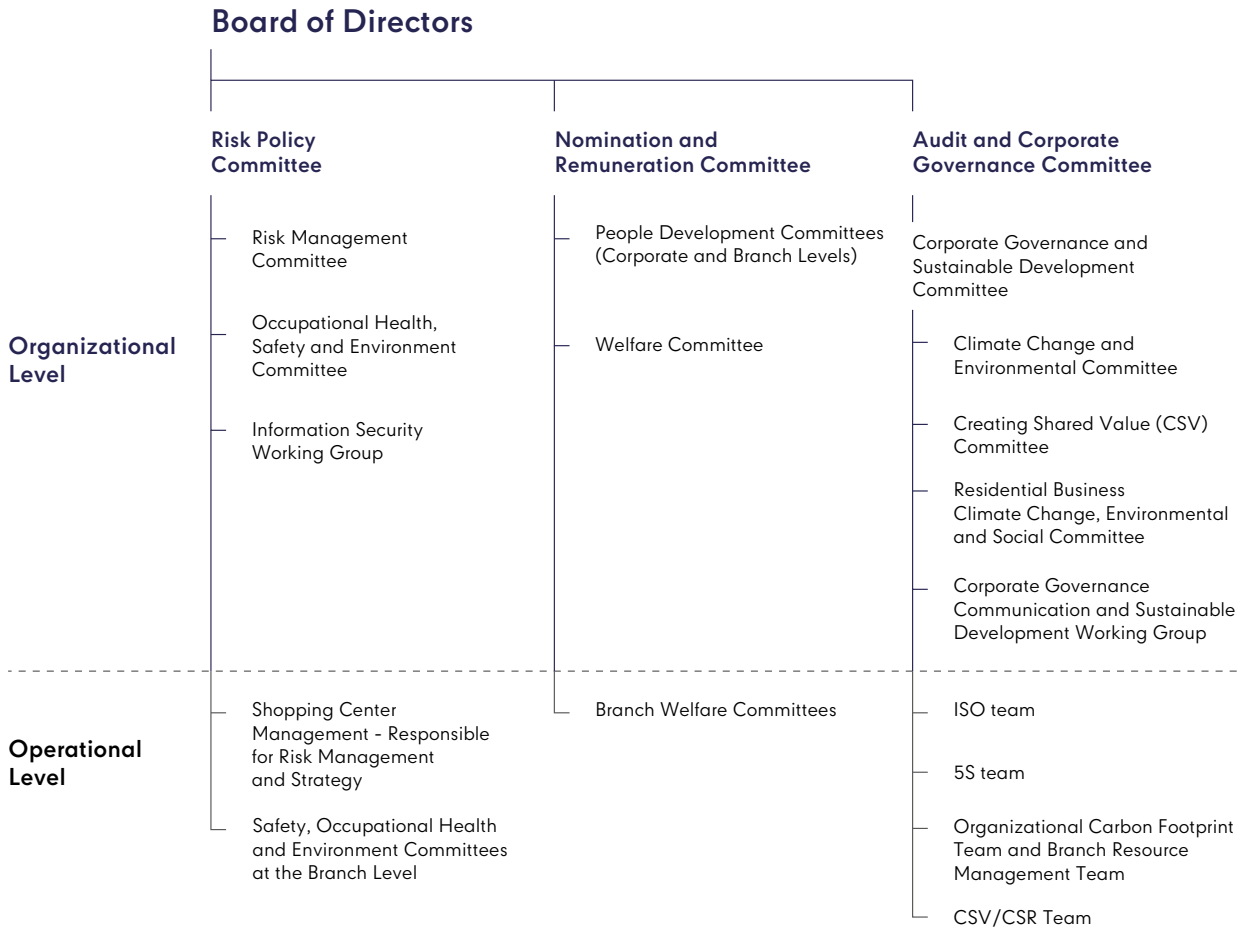


### Duties and Responsibilities of the Risk Policy Committee

Deliberate and make recommendations on the policy, strategies, structure, and scope to develop all types of the risk management scope. Screen and approve acceptable risk levels (risk appetite). Review the Company's overall risk management by considering shareholders' total returns on investment (both short-term and long-term) and comparing them with the acceptable risk levels. Analyze Central Pattana's annual risk management strategies, provide risk management direction for the management, and oversee the definition of targets to measure performance and key risk indicators. For further details, please visit the Company's website under "Charter of the Risk Policy Committee".



## Structure of the Sustainable Development Committee and Working Group



The Company has established a Corporate Governance and Sustainable Development Committee which has Ms. Wallaya Chirathivat, the President & CEO holding the position of the Chairman and there are the Executives who related in each field as members of the committee. There is a quarterly report on the operational for corporate governance and sustainability to the Audit and Corporate Governance Committee. Throughout 2023, the Corporate Governance and Sustainable Development Committee convened four meetings, with a percentage of directors attending the meetings equivalent to 84%. Composition,

responsibility, and the number of meetings of the Committee and working group are available on the Company's website under "Operational Structure for Sustainability"



**Click**

<https://www.centralpattana.co.th/en/about-us/management-structure/sub-committee>



## Duties and Responsibilities of the Corporate Governance and Sustainable Development Committee

### Sustainable Development Committee

To set and review policies, strategies, operational plans, To set and regulations. Follow up on sustainable development operations that are related. Create a balance between business operations, the environment and a good quality of life for society and communities. Plan projects and activities related to social responsibility. Organize a meeting on a quarterly basis to follow the progress of the sustainable development action plan, including providing necessary advice and support to the working group and responsible departments in the Company. The committee also represents the Company in communicating and implementing sustainable development activities with employees, business partners, and all groups of stakeholders.

### Sustainable Development Working Group

To stipulate a development plan for the organization to achieve sustainable development in a tangible way. Integrate the organization's short-term, medium-term, and long-term sustainable development plans to be consistent with business operations plans in all terms to achieve economic, social and environmental balance. Determine the structure of the sustainable development agency, including defining the process and effective follow-up by working with external consulting firms on sustainable development. The working group also provides knowledge and creates understanding of one's own role contributed to the sustainable development of the organization and corporate social responsibility (CSR) to executives, employees and all groups of stakeholders. This also includes holding quarterly committee meetings to follow up on the progress of the sustainable development action plan.



## 7.4 Management

### Executive Committee

The Board of Directors has appointed the Executive Committee, comprising six members as of December 31, 2023.

#### Name and Position of the Members of the Executive Committee

1.	Mr. Prin	Chirathivat	Chairman
2.	Mrs. Nidsinee	Chirathivat	Member
3.	Mr. Suthipak	Chirathivat	Member
4.	Ms. Wallaya	Chirathivat	Member
5.	Mr. Chanavat	Uahwatanasakul	Member
6.	Ms. Napatrat	Sriwanvit	Member

#### Duties and Responsibilities of the Executive Committee

Screen the following items and submit findings to the Board for consideration and approval: Central Pattana's strategic plans, financial targets, operating plans, annual budget estimates based on the Company's strategic plans, project investments or material transactions within the Committee's scope of authority, and investment opportunities in new businesses. Support business collaboration to enhance bargaining power and competitiveness. Strengthen relationships and manage matters concerning all stakeholders. Perform or approve other transactions assigned by the Board.

## Management

### Management Committee

Management Committee consists of six members as of December 31, 2023.

#### Name and Position of the Members of the Management Committee

1.	Ms. Wallaya	Chirathivat <sup>1</sup>	Chairman
2.	Mr. Chanavat	Uahwatanasakul <sup>1</sup>	Member
3.	Ms. Napatrat	Sriwanvit <sup>1</sup>	Member
4.	Mr. Lertvit	Pumipitak <sup>1 and 2</sup>	Member
5.	Dr. Nattakit	Tangpoonsinthana <sup>1</sup>	Member
6.	Mrs. Narttaya	Chirathivat	Member

**Remarks:** <sup>1</sup> Central Pattana's executives No.1-5 are the management members as specified in the SEC Notification. Please see their profiles and experiences in Attachment 1.

<sup>2</sup> Mr. Lertvit Pumipitak hold the position until January 31, 2024. The Company has appointed Mr. Wuttikiat Techamongklapiwat to hold the position of the member of the Management Committee, effective from February 1, 2024, onwards.

#### Duties and Responsibilities of the Management Committee

Prepare and propose strategic business plans, financial targets and operation plans. Prepare and propose annual budget estimates. Take full responsibility for the Company's conformance to applicable laws, its objectives, articles of association, shareholders' resolutions, the Board's resolutions, and applicable regulations. Approve, within its scope of authority, the Company's investment and operating budgets, and propose investment and other material transactions to the Executive Committee or the Board, or both, for consideration under the authorization procedure or other Company regulations. Perform or approve other transactions assigned by the Board.

## Remuneration

### Remuneration of Management

For the remuneration of the management, Central Pattana bases its decisions on fairness and suitability for their responsibilities proportionally to company performance and comparison with pay rates of industry peers.

In addition, it takes into account individual performance outcomes against their goals in line with the Company's vision, mission, and annual strategic plans so as to drive the CEO's and the management's long-term contribution to organizational stability and growth. Below are the details.

#### Remuneration for CEO

The Nomination and Remuneration Committee and the Board of Directors evaluate the performance of the CEO annually to set appropriate remuneration in form of salary and bonuses, which is based on performance outcome in the present year, coupled with the consideration on performance outcome aligning with long-term goals and plans. OKR (Objectives and Key Results) are used as the criteria for assessing the annual performance of the President & CEO, executives, and employees and present to the Board of Directors for considering and approving of compensation.

1. Financial indicators including Revenue Target, Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA), Net Profit after Tax (NPAT) and Return on Investment Capital (ROIC) along with other corresponding metric such as the company's stock price relative to industry peers.
2. Other indicators:
  - Business Development such as origination and execution of new developments, implementation of the Company's strategy in relation to existing business and property.
  - Commercial Development such as origination and execution of new opportunities, partnership, behavioral goals, individual-level indicators and external indicators like shopper satisfaction and tenants' satisfaction.

- Organization Development such as organizational development, executive succession planning, behavioral goals and individual-level indicators along with social performance indicators including employee satisfaction and employee engagement, safety and occupational health, and community and social investment through business activities.
- Environmental Development such as energy efficiency, greenhouse gas emission reduction and resource efficiency. By developing an action plan to meet the goal of becoming an organization with net zero greenhouse gas emissions.

#### Remuneration of Senior Management

Each year the CEO assesses the performances of individual members of senior management, the outcomes of which support decisions on their remuneration (salary and bonus).

### Compensation Structure

#### Fixed Compensation and Benefits

- **Base Salary:** The level of base compensation reflects the key responsibilities, job characteristics, experience and skill set and is paid in cash monthly. Base compensation is reviewed annually based on performance in comparison with the set goals and plan as well as the compensation rate within the same or similar industry.
- **Other Benefits:** With an objective to establish a level of security for Central Pattana's personnel as well as to provide preparation and assistance in case of retirement, resignation, health, disability and death. The benefits include provident fund, medical expenses, accident insurance, travel insurance and life insurance.

#### Performance-related Variable Compensation

##### Short-term Incentives

- **Performance Bonus<sup>1</sup>:** Variable compensation is in accordance with annual performance and is paid in cash. Performance during the past fiscal year is taken into consideration against the set goals and plan as well as the compensation rate within the same or similar industry.

### Long-term Incentives

- **Stock Allocation<sup>2</sup>**: The Employee Joint Investment Program (“EJIP”) aims to encourage the management’s participation in Central Pattana’s ownership and nurture performance incentives while retaining the Company’s personnel over the long term. Including the silent period. For those eligible applicants, 5% of their base salary will be deducted each month until the end of their project participation; Central Pattana will in the meantime contribute the same amount each month until the completion of the project payment period. Currently, there are two EJIP projects, the details are as follows: Round 1: from May 1, 2019 - April 30, 2024 and Round 2: from May 1, 2022 - April 30, 2026.

**Remarks:** <sup>1</sup> Central Pattana complies with Thai laws. Clawback shall be undertaken under the Securities and Exchange Act B.E. 2535 (As Amended), in particular the Section 89/18 and 89/19, stipulating that in cases where the executive obtains undue benefits, such person shall disgorge undue benefits. Moreover, the CEO and executives are subject to legal penalties as abided by laws.

<sup>2</sup> The Company encourages executives to receive compensation aligned with long-term performance through the long-term stock allocation project (EJIP), aiming to drive the Company’s growth. The Company shall contribute the same amount as that from the salary of executives participating the project. Both portions shall be used in purchasing the Company’s shares. With the same amount each month during the whole project period, regardless of the market situation or share price as of the date of purchase, this helps prevent insider trading and comply with The Securities and Exchange Commission, Thailand (SEC)’s regulations. Within the 5-year project period, executives are expected to gain allocated stocks for approximately 3.6 multiple of base salary.

The total remuneration paid to the management for 2023 are as follows:

- **Salary and Bonus:** Central Pattana contributed remuneration in form of salaries and bonuses paid to eight executives amounted to Baht 92,007,380 (at the average of Baht 11,500,922 per person).
- **Provident Fund:** Central Pattana contributed the Provident Fund paid to six executives amounted to Baht 8,030,718 (at the average of Baht 1,338,453 per person).
- **Stock Allocation in the EJIP Project:** In 2023 a total of 83 executives participated in the project, and Central Pattana paid a total contribution of Baht 15,022,101 (at the average of bath 180,989 per person) Stock allocated to executives, as specified in the SEC Notification, who are eligible and voluntarily join the program appears in the Table Directors and executives holding Central Pattana’s shares in 2023.

## Remuneration for the Management Serving as Directors and Executives of Subsidiaries

Central Pattana governs its subsidiaries’ businesses by appointing its management team members as their directors and management to ensure that their businesses align with Central Pattana’s business direction.

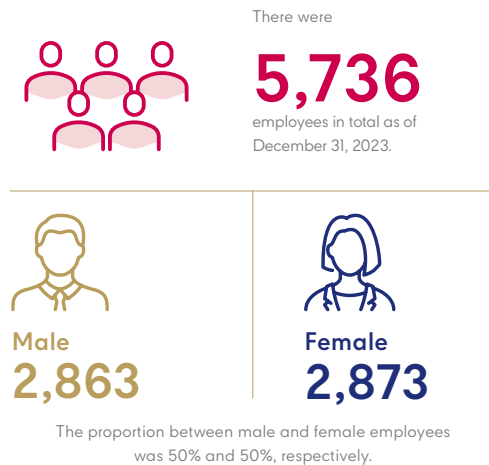
The remuneration of the management serving as directors and executives of subsidiaries comprises monetary compensation, fixed remuneration and meeting allowance, with no benefits in other forms. In 2023, the total remuneration paid to the management is 2,400,000 baht, details as follows:

Name of Company	Management (Persons)	Remuneration (Baht)
Grand Canal Land Public Company Limited (GLAND)	2	1,404,000
CPN REIT Management Company Limited	3	996,000

## 7.5 Employees

### Number of Employees

Central Pattana's total number of employees properly serves business operations. Thanks to proper employee distribution to each key function, the Company does not face a labor shortage risk. Furthermore, the change in the number of employees in 2023 was in line with Central Pattana's growth direction.



Please see Chapter 3.2 Sustainable Management for Stakeholder, Social and Environment and the Company's website under "Employee Management and Engagement"

**Click**  
<https://www.centralpattana.co.th/en/sustainability/stakeholder-engagement/employee-engagement>

### Employee Compensation

The Company puts in place a policy to pay fair remuneration and welfare to employees at all levels. It sets a remuneration structure, such as salary and bonus, aligned with the employees' competency, and performance as well as the Company's short-term and long-term performance. Implementation complies with the "Code of Ethics and Corporate Governance Principle" handbook on page 32. See further details on the Central Pattana website under "Employee Treatment Policy".

**Click**  
<https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20231122-cpn-code-conduct-cg-en.pdf#page=32>

The Board ensures that the Company has a policy to pay fair compensation and constantly fosters employees' capacity. It summarized the total compensation of 2023, including salary, bonus, and provident fund.

In 2023, the Company paid total remuneration to employees and executives in the form of salaries, performance-based bonuses, provident fund contributions, and other compensation totaling 4,971,000,000 Baht. The salary base ratio of one top executives (as refers on page 228) compared to the total of a regular employee salary base, is equivalent to 13.5 times.

### Provident Fund

The Company realizes the significant and encourages executives and employees to have financial planning. Therefore, a provident fund was established to provide members and families with security and adequate savings for retirement. Currently, there are provident funds of the Company with a total of 3,459 members, which representing 60.30% of total employees.

## 7.6 Other Information

### Other Key Positions

1. Ms. Nonglak Sriwongphanawes  
Head of Internal Audit
2. Ms. Ampawee Chompoopongkasem  
Head of Company Secretary
3. Mr. Tiva Kuankruea  
Head of Financial Consolidation
4. Ms. Warissara Denworalak  
Head of Investor Relations



CPA registration number 3684, 3) Ms. Vilaivan Pholprasert with CPA registration number 8420, 4) Mrs. Sasithorn Pongadisak with CPA registration number 8802, and 5) Ms. Natcha Uwattanasombut with CPA registration number 11416. KPMG is the external auditor for the Company, subsidiaries, and joint ventures, in total 41 companies. The actual audit fee paid in 2023 is amounted to Baht 10,300,000 with other non-audit fee for project consultation amounted to Baht 172,561.

### Detail and Remuneration of External Auditor

The 2023 Annual General Meeting of Shareholders (“AGM”) approved the appointment of KPMG Phoomchai Audit (“Primary External Auditor”) as the external auditor for the Company, represented by one of the following officers namely, 1) Ms. Vannaporn Jongperadechanon with CPA registration number 4098, 2) Ms. Bongkot Amsageam with

The external auditor of certain overseas subsidiaries may be served by either Primary External Auditor or Secondary External Auditor. The Management was also authorized to approve the appointment of the external auditor and determine incidental review fees for the financial statements of subsidiaries, associates, joint ventures, and others incurred during the year. The AGM approved the remuneration for auditing its four overseas subsidiaries. The actual audit fee paid in 2023 is amounted to Baht 539,600 with no other non-audit fee.





# Corporate Governance Report

## 8.1 Summary of Board of Directors Performance

### Report on Key CG Performance

In 2023, although Central Pattana faced challenges from COVID-19, the Board emphasized the importance of supervising the Company's operations under corporate governance (CG) principles. It took into account all stakeholders' interests, such as looking after the interests of major, individual, and institutional shareholders and taking care of the employees, communities, and the environment. It also pushed for continuous implementation of CG-related policies.

Performance of the Board and Sub-committees in 2023 are as follows:

### Nomination

#### Nomination of Directors and Independent Directors

##### Nomination Criteria and Methods

The Nomination and Remuneration Committee reviews eligible directors through diverse channels by:

- Allowing the shareholder, directors, and executives to nominate directors. The Company allows all shareholders the opportunity to participate in nominating for consideration as possible candidates for appointment as a Director of the Company for three months prior to the end of the financial year. The Company makes the announcement, together with the details of procedure for the nomination and consideration, via the disclosure system of the Stock Exchange of Thailand ("SET") and the Company's website. In 2023, there was no nomination from the shareholders.

- Taking the Director Pool provided by the Thai Institute of Directors ("IOD") or by other organizations into consideration.
- Leveraging other channels considered suitable by the Nomination and Remuneration Committee. The Nomination and Remuneration Committee is responsible for considering the nomination and screening suitable candidates with qualifications predetermined in Company's articles of association, Charter of the Board, the Company's business strategy, and applicable criteria. These qualifications are summarized below:
  - Conformity to all relevant legal requirements, with no record of criminal conviction or that of being penalized nor blacklisted by any organization, including the Securities and Exchange Commission ("SEC")
  - Candidates for independent directors must possess SEC-required qualifications
  - Board skill matrix comprising knowledge, experience, skills, and relevant expertise in line with the Company's strategy for business operation
  - Board diversity, including race, nationality, gender, age and other factors, is taken into consideration during the selection and nomination process
  - Leadership, vision, ethics, and integrity
  - Ability to devote adequate time to their duties (for existing directors)

The Nomination and Remuneration Committee then enters the appointment consideration process by proposing to the Board for endorsement and to the Shareholders' Meeting for approval to appoint directors under the following methods:

- 1) In voting for directors, each share carries one vote.
- 2) Each shareholder must exercise all of his/her voting rights to elect the proposed candidates one by one.

- 3) The candidates with the top votes and those in descending order will become directors, with the number of successful candidates equal to the number of directors required or to that to be elected at a given meeting. The chairperson of the meeting casts his/her deciding vote if more than one candidate receives equal votes.

In case of a vacant position due to causes other than term completion, the Board must appoint qualified and lawful candidates as replacement directors at the next Board meeting unless the remaining term is shorter than two months. Each replacement serves in such position only for his/her predecessor's remaining term. For the appointment of the replacement, he/she must receive no less than three-quarter of the votes from the remaining directors.

At the 2023 AGM, four directors completed their terms and were reappointed by the Shareholders' Meeting for another term:

- |                              |  |
|------------------------------|--|
| 1. Mr. Sudhitham Chirathivat | Chairman<br>(Authorized Signatory)   |
| 2. Mr. Winid Silamongkol     | Independent Director /<br>Chairman of Audit<br>and Corporate<br>Governance Committee |
| 3. Mrs. Nidsinee Chirathivat | Director   |
| 4. Mr. Suthipak Chirathivat  | Director<br>(Authorized Signatory)   |

For further information, please visit the Company's website under "Agenda item 4: To Consider and Approve the Appointment of Directors who are due to retire by rotation in 2023".



#### Click

<https://www.centralpattana.co.th/storage/ir/shareholder-information/shareholders-meeting/invitation-to-shareholders-meeting/agm2023/20230324-cpn-agm2023-invitation-en.pdf>

For further information about the qualifications of independent directors, please visit the Company's website under "Charter of the Board of Directors"



#### Click

<https://www.centralpattana.co.th/corporate-governance/board-of-directors-and-charters>

In the past year, the Company has had no cases where non-executive directors or independent directors resigned due to corporate governance issues.

### Orientation for New Directors

The Company has arranged a meeting among new and existing ones, including management team. An orientation was held to develop a better understanding of their roles and to present Company's business along with a guideline for corporate governance of the company, as follows, to the new directors:

1. Central Pattana's goals, vision, and strategies
2. Central Pattana's group structure, organization chart, and sub-committees
3. Central Pattana's business nature
4. Central Pattana's shareholding structure
5. Central Pattana's policy on connected transactions
6. Central Pattana's performance, recent projects, and projects under construction to provide new directors with adequate basic information to perform their duties efficiently

Additionally, the Company Secretary Office has prepared and provided the following documents to the new directors:

1. Director's manual, consisting of Central Pattana's vision, mission, and values; corporate governance policy; code of conduct for directors, executives, and employees; Central Pattana's Articles of Association; Central Pattana's Memorandum of Association; charters of the Board of Directors and sub-committees; manual of listed companies' directors; suggestions for disclosure of information; and applicable laws
2. Company profile
3. Regulations on Central Pattana's internal information control
4. Regulations on Central Pattana's securities portfolio
5. Policy on reporting of directors' and executives' vested interests and relevant forms for report preparation
6. Annual reports of the last three years, with information about Central Pattana's business operation and performance, and details on risk management and internal control



7. Board meeting minutes for the past three years
8. Performance reports of the Audit and Corporate Governance Committee for the past three years
9. Performance reports of the Nomination and Remuneration Committee for the past three years
10. Performance reports of the Risk Policy Committee for the past three years
11. Board meeting schedule for the entire year

In 2023, an orientation was held for Mr. Thirayuth Chirathivat.

## Nomination of Management

### Nomination of the CEO

The Executive Committee conducts a preliminary screening of qualified candidates with the required competency and experience, and then tables them to the Nomination and Remuneration Committee's consideration and endorsement before proposing to the Board for approval.

### Nomination of Senior Executives

The CEO selects and appoints qualified and competent candidates, possessing knowledge, skills, and experience relevant to the Company's business operation, suitable for each executive position and responsibility. The recruitment will be done under Human Capital Management and Organization Development Department's regulations.

### Succession Plan

The Board oversees the formulation of Central Pattana's succession and development plans for top executives, with an emphasis on the CEO position, to ensure business continuity, while developing personnel to competently take important positions through the following procedures:

- The Executive Committee and the CEO jointly formulate succession plans for the positions of Senior Executive Vice President and Executive Vice President, along with determining the skills, knowledge, competency and other qualifications of candidates for the succession plan.
- The Board has established policies and criteria for selecting the President and succession policy in the event of an emergency or the retirement of the President. There is a clear and transparent recruitment process.
- The CEO oversees the development of candidates' knowledge and competency via assorted methods including

training, special assignment, and job rotation to strengthen essential skills and groom them for future positions.

- The CEO reports to the Nomination and Remuneration Committee on the succession plan for management positions and the implementation outcomes of individual development plans for qualified executives at least once a year and when there is any significant change. In 2023, The CEO reports the succession plans for management and the implementation outcomes of individual development plans for one time.
- The Nomination and Remuneration Committee is responsible for selecting qualified candidates for the Board of Directors and appointing the President and CEO including reports to the Board on the summary of the implementation outcomes of succession plans for management positions for the Board's acknowledgement at least once a year and when there is any significant change.

## The Board's Self-Evaluation

The Company requires an evaluation of the performance of the entire Board of Directors, sub-committees and individual directors annually to consider and review their own performance, and advance to the development and improvement of operations with more efficiency. The details are as follows.

### 1. Board's Self-Evaluation Form

#### • Criteria

The Company prepares a self-evaluation form for the entire board and a self-evaluation form for individual directors according to the guidelines of the Stock Exchange of Thailand to apply with the nature and structure of the company's Board of Directors. This is used as a tool for the directors to review and develop their performance to be more efficient and effective. There are topics of assessment that are consistent with the key responsibilities of the directors according to the law, charter, directors' code of conduct and good practices of the IOD. The evaluation form consists of:

#### 1.1 Self-evaluation form for the entire Board of Directors.

There are topics for evaluation as follows:

- 1) Structure and qualifications of the Board of Directors
- 2) Roles, duties and responsibilities of the Board of Directors
- 3) Meetings and duties of directors

- 4) Relationship with management
- 5) Directors' self-development

#### 1.2 Self-evaluation form for individual company directors.

There are topics for evaluation as follows:

- 1) Personal qualifications of directors
- 2) The roles, duties, responsibilities and readiness of director's performance
- 3) Participation in meetings
- 4) Relationship with management
- 5) Director's self-development

- **Procedure**

The company secretary will send an evaluation form to all company directors to self-assess themselves every year, collect the completed forms and compile a summary report for the Board of Directors' meeting as an agenda item for consideration, acknowledgement, discussion opinions, suggestions and matters in which the directors are interested to further develop and improve the Board's performance.

In 2023, the performance evaluation results of the entire Board of Directors and individual directors were in the "Excellent" criteria with scores of 96.98% and 95.41%, respectively. In addition, the directors made suggestions and opinions as a guidelines for making performance more efficient and beneficial to the company's business operations: the qualifications and expertise of the personnel suitable for serving as the company director, understanding the nature of the business operations by paying a visit to the company, observing other related businesses, inviting speakers or experts on topics of interest or related to the business to open up new experiences and perspectives to the directors, etc.

## 2. Sub-Committees' Self-Evaluation Form

- **Criteria**

The company organizes an evaluation of the performance of the sub-committee in accordance with the guidelines of the Stock Exchange of Thailand. The topics of assessment are consistent with the responsibilities and charters of each faculty, as well as good practices of the IOD.

- **Procedure**

The secretary of each subcommittee will send the evaluation form to the committee every year, collect the completed forms and compile a summary report for each committee meeting for consideration, acknowledgement and discussion to further develop and improve the performance of the committees. After that, the summary report of the evaluation results of each sub-committee will be presented to the Board of Directors for further acknowledgment.

In 2023, the performance evaluation results of all sub-committees were in the "excellent" criteria with the scores as

- 1) Audit and Corporate Governance Committee 100%.
- 2) Nomination and Remuneration Committee 99.26%.
- 3) Risk Policy Committee 97.03%.

## 3. Performance Evaluation Form for the President

- **Criteria**

The President's performance evaluation form consists of 10 topics including: leadership, determination of strategy, strategy execution, financial planning and performance, relationship with the committee, external relations, administration and personnel relations, succession, business and service knowledge and personal characteristics. In addition, open-ended comments were provided by the directors regarding the president's strengths and areas where the president could develop to provide feedback to promote and develop the work efficiency of the President.

- **Procedure**

The President sets clear goals for performance indicators in the form of OKRs, which include both monetary and non-monetary goals. Then, present it to the Nomination and Remuneration Committee and the Board of Directors to approve at the beginning of the year. When there are actual operating results, the results will be compared with the OKRs set to consider the President's compensation. This will be considered together with the President's performance evaluation form that the company secretary sends to all company directors, including the President, for evaluation on an annual basis.

In 2023, the performance evaluation results of the President were in the "excellent" criteria with a score of 96.16%.

## Training and Seminars of the Board

The Board has valued the continuous development of its directors as stipulated in the “Code of Conduct and Corporate Governance Principles” handbook page 56.



### Click

<https://www.centralpattana.co.th/storage/sustainability/corporate-governance/code-of-business-conduct/20231122-cpn-code-conduct-cg-en.pdf>

All directors had attended IOD courses enhancing their directorship. The Company has also encouraged the Board to develop knowledge and exchange experiences by promoting and coordinating to accommodate consistent participation of all directors in training and seminars each year. The training and seminars attended by each director in 2023 were summarized as follows:

## Seminars and Training Courses Attended by Each Director in 2023

In 2023, the Company had 12 directors have attended the seminars and training courses representing 100 percent of the total number of directors. The details are as follows:

Course Topic	Mr. Sudhitham Chirathivat	Mr. Veravat Chutichetpong	Mr. Winid Silamongkol	Mrs. Jotika Savanananda	Ms. Parnsiree Amatayakul	Mrs. Nidsinee Chirathivat	Mr. Kobchai Chirathivat	Mr. Prin Chirathivat	Mr. Preecha Ekkunagul	Mr. Suthipak Chirathivat	Mr. Thirayuth Chirathivat	Ms. Wallaya Chirathivat
Overview of residential business in 2023, CBRE (Thailand) Co., Ltd. (CBRE), organization by Central Pattana	●	●	●	●	●	●	●	●	●	●	●	●
Economic Outlook “Open the overall perspective of the Thai economy in 2023” by Dr. Kobsak Pootrakool, organization by Central Retail Corporation Plc.	●	●	●	●	●	●	●	●	●	●	●	●
Economic Outlook “Thailand’s Political View and 2H23 Outlook” by Advisor from Kiatnakin Phatra Bank Plc., organization by Central Pattana	●				●			●				●
Overview of the office building business that is available for rent, Jones Lang LaSalle (JLL), organization by Grand Canal Land Plc.				●		●		●	●			
People Management, SEASIA Leadavation Center Co., Ltd. (SEAC), organization by Grand Canal Land Plc.	●			●			●		●			

## Participation in Directors' Training Courses Organized by IOD

Course	Name of Directors											
	Mr. Sudhitham Chirathivat	Mr. Veravat Chutichepong	Mr. Winid Silamongkol	Mrs. Jotika Savanananda	Ms. Parnsiree Amatayakul	Mrs. Nidsinee Chirathivat	Mr. Kobchai Chirathivat	Mr. Prin Chirathivat	Mr. Preecha Ekkunagul	Mr. Suthipak Chirathivat	Mr. Thirayuth Chirathivat	Ms. Wallaya Chirathivat
Advanced Audit Committee Program (AAP)				•				•				
Audit Committee Program (ACP)					•			•				
Board Nomination and Compensation Program (BNCP)								•				
Corporate Governance for Capital Market Intermediaries (CGI)		•		•				•				
Director Accreditation Program (DAP)		•	•					•	•			
Director Certification Program (DCP)	•			•	•	•	•	•	•	•	•	•
Director Leadership Certification Program (DLCP)								•				
Ethical Leadership Program (ELP)	•											
Monitoring the Internal Audit Function (MIA)								•				
Monitoring the System of Internal Control and Risk Management (MIR)								•				
Monitoring Fraud Risk Management (MFM)								•				
Monitoring the Quality of Financial Reporting (MFR)								•				
Role of the Chairman Program (RCP)								•				
Risk Management Committee Program (RMP)				•								

As of December 31, 2023, the Company had 12 directors in total ten of the Company's directors (83.33 percent of the total) have participated in IOD's Director Certification Program (DCP), while four of the Company's directors (33.33 percent of the total) have attended the IOD's Director Accreditation Program (DAP)

## Meeting Attendance and Remuneration of the Directors

### Board Meetings

- The Company's regulations require Board meetings to be held at least once every three months. As stipulated in the Company's Code of Conduct and Corporate Governance Principles, The Board members had the duty to regularly attend Board meetings with the ratio of at least 75% of the meetings for the entire year. In 2023, there were eight Board meetings. For each director's attendance, please see the table "Meeting Attendance and Remuneration of the Directors in 2023". Each individual director's attendance ratio is no less than 75% and the average board attendance ratio is at 95.83%.
- The Company Secretary must submit meeting documents that can be revealed in a written form without affecting the Company's business operations to the directors at least five business days in advance for consideration, together with an invitation letter specifying the meeting date, time, place, and agenda. Except in emergencies, to protect the Company's rights or interests, appointments for such meetings can be made through other methods at shorter notice.
- As stipulated in the Company's Code of Conduct and Corporate Governance Principles, each time the Board voted, the Board decided that the Board composition should be recorded in the meeting minutes. Voting on each item requiring approval was done by no less than two-thirds of the Board. Any director with vested interest in any agenda must abstain from voting.
- The Company has scheduled the Board and sub-committee's meeting for the entire year in advance and informed every director at the end of the year.
- The Company's Code of Conduct and Corporate Governance Principles stipulates that non-executive directors must hold at least one meeting a year. In 2023, there was a meeting of non-executive directors in April to evaluate the performance of the president and a meeting of independent directors in August to independently discuss on significant matters which may affect the Company's strategy and business, where summaries of issues for consideration and helpful recommendations were provided to the Board and the management for further action.



## Meeting Attendance and Remuneration of the Directors in 2023

Name of Directors / Position	Meeting Attendance (Meeting)								
	Board of Directors			Audit and Corporate Governance Committee			Nomination and Remuneration Committee		
	Total	In Person	By Electronic Means	Total	In Person	By Electronic Means	Total	In Person	By Electronic Means
<b>1. Mr. Sudhitham Chirathivat</b> Chairman	8/8	5/8	3/8	-	-	-	-	-	-
<b>2. Mr. Veravat Chutichetpong</b> Lead Independent Director Chairman of the Risk Policy Committee	7/8	3/8	4/8	-	-	-	-	-	-
<b>3. Mr. Winid Silamongkol</b> Independent Director Chairman of the Audit and Corporate Governance Committee	8/8	3/8	5/8	9/9	0/9	9/9	-	-	-
<b>4. Mrs. Jotika Savanananda</b> Independent Director Member of the Audit and Corporate Governance Committee Chairman of the Nomination and Remuneration Committee	8/8	3/8	5/8	8/9	0/9	8/9	4/4	0/4	4/4
<b>5. Ms. Parnsiree Amatayakul</b> Independent Director Member of the Audit and Corporate Governance Committee Member of the Nomination and Remuneration Committee	7/8	3/8	4/8	8/9	0/9	8/9	4/4	0/4	4/4
<b>6. Mrs. Nidsinee Chirathivat</b> Director	7/8	0/8	7/8	-	-	-	-	-	-
<b>7. Mr. Kobchai Chirathivat</b> Director Member of the Nomination and Remuneration Committee Member of the Risk Policy Committee	8/8	0/8	8/8	-	-	-	4/4	0/4	4/4
<b>8. Mr. Prin Chirathivat</b> Director Member of the Risk Policy Committee Advisory of the Nomination and Remuneration Committee	8/8	4/8	4/8	-	-	-	4/4	0/4	4/4
<b>9. Mr. Preecha Ekkunagul</b> Director Member of the Risk Policy Committee	7/8	5/8	2/8	-	-	-	-	-	-
<b>10. Mr. Suthipak Chirathivat</b> Director	8/8	1/8	7/8	-	-	-	-	-	-
<b>11. Mr. Thirayuth Chirathivat</b> Director	8/8	0/8	8/8	-	-	-	-	-	-
<b>12. Ms. Wallaya Chirathivat</b> Director	8/8	7/8	1/8	-	-	-	-	-	-
<b>Total</b>									

Remarks: <sup>1</sup> Annual bonus paid to the directors in 1Q24

Meeting Attendance (Meeting)			Director Remuneration (Baht)					Total (Baht)	
Risk Policy Committee			Monthly Retainer	Meeting Allowance for the Board of Directors	Meeting Allowance for the Audit and Corporate Governance Committee	Meeting Allowance for the Nomination and Remuneration Committee	Meeting Allowance for the Risk Policy Committee		Bonus <sup>1</sup>
Total	In Person	By Electronic Means							
-	-	-	960,000	480,000	-	-	-	1,062,500	2,502,500
4/4	0/4	4/4	780,000	350,000	-	-	200,000	977,500	2,307,500
-	-	-	600,000	400,000	560,000	-	-	977,500	2,537,500
-	-	-	600,000	400,000	440,000	200,000	-	850,000	2,490,000
-	-	-	600,000	350,000	440,000	160,000	-	850,000	2,400,000
-	-	-	360,000	315,000	-	-	-	850,000	1,525,000
4/4	0/4	4/4	360,000	360,000	-	160,000	160,000	850,000	1,890,000
4/4	0/4	4/4	360,000	360,000	-	160,000	160,000	850,000	1,890,000
4/4	0/4	4/4	360,000	315,000	-	-	160,000	850,000	1,685,000
-	-	-	360,000	360,000	-	-	-	850,000	1,570,000
-	-	-	360,000	360,000	-	-	-	850,000	1,570,000
3/4	2/4	1/4	360,000	360,000	-	-	-	-	720,000
			<b>6,060,000</b>	<b>4,410,000</b>	<b>1,440,000</b>	<b>680,000</b>	<b>680,000</b>	<b>9,817,500</b>	<b>23,087,500</b>

## Supervision of Subsidiaries and Associated Companies

Central Pattana, has a policy to invest in businesses which are consistent with our goals, visions and growth strategies, and in businesses that supports its business operations or in associated businesses or businesses of similar characteristics or investment in businesses with synergistic benefits to our current businesses under the laws and good corporate governance principles to increase competitiveness towards the long-term good and stable performance. Central Pattana may consider investing in other businesses with growth potential or business expansion potential by using our advantageous strengths.

To consider for investment, Central Pattana, analyzes the feasibility study of appropriate investment proportion, estimate of expected return, possible risks, sensitivity to changes of key factors likely to affect various projects, social and environmental impact (if any), as well as our financial status before making investment decisions. The investment decisions must be approved by the Board of Directors, shareholders or authorized persons according to our approval authority as the case may be. In a bid for the Company to be able to control and supervise the businesses and operations of its subsidiaries and associate companies, it is required to specify the qualifications and experiences of representatives to be directors and executives in those companies. Also, the businesses of subsidiaries and associate companies must be managed in accordance with the laws, regulations, and agreements related to business operations.

Central Pattana must have a process to constantly monitor the operating results of its subsidiaries and associate companies, while providing a performance report to the Board of Directors for acknowledgment, monitoring the collection of information, as well as recording the subsidiaries and associate companies' accounts and data accurately and completely for consolidated financial statements in a timely manner.

### Governing Mechanism for Subsidiaries and Associates

Central Pattana's Board of Directors governed the operation of subsidiaries and associates as follows:

1. Management has the duty to consider sending representatives of the Company to serve as directors or

executives in such subsidiaries and associates, at least to the ratio of the Company's shares in the company. These representatives duly help align subsidiaries and associates' policies and business operations with Central Pattana's policies and governance approaches.

2. Representatives appointed as directors or executives in such subsidiaries and associates can undertake duties within their authorization to guard the interests of Central Pattana's investment and report directly to management. Whenever a special transaction requires approval, a request for approval must also be submitted to Central Pattana in accordance with its assigned authorization.
3. Management has the duty to periodically report performance results of such subsidiaries and associates to Central Pattana's Board of Directors, including significant operations or changes that may affect the financial position and performance results of Central Pattana.
4. Internal Audit has the duty to check and report on the efficiency of internal control of such companies to the Audit Committee and the Corporate Governance Committee according to pre-established plans.
5. The Board of Directors has the duty to supervise and ensure that the subsidiaries and associates comply with all related rules and regulations as well as disclosing all financial position information and performance results, related party transactions, acquisition and disposal of assets, as well as other important transactions as completely and accurately as possible under the same criteria as Central Pattana.

Shareholders' Agreement in the Management of Subsidiaries and Associates that Significantly Affects the Central Pattana Group Operation and Significantly Affects the Administration or Authority or Sharing of Benefit Apart from Normal Returns on Shareholding

-None-

## Monitoring the Implementation in Compliance with Corporate Governance Policies and Practices

The Board has highlighted the importance of corporate governance by stipulating relevant policies and practices in the Handbook and enhanced tangible implementation to build stakeholder trust.



In 2023, the Company has monitored the implementation in compliance with the Code of Conduct and Corporate Governance Principles, covering significant matters such as equitable treatment of shareholders, human rights, employee engagement with non-discrimination, safety and occupational health, responsibilities towards the society, communities and the environment, information security, personal data protection for related stakeholders, as well as ensured transparency for the Company's business operation as follows:

### Monitoring of Conflicts of Interest

Central Pattana follows its policy to conduct business with honesty, open-mindedness, transparency, and fairness. The Company's directors, executives, and employees must not engage in any business in competition with the Company or undertake any connected transaction related to themselves or persons/juristic persons, which could pose any conflict of interest to the Company. The Board must ensure strict conformance to the regulations and procedures for the disclosure of connected transactions specified by the law and the regulators.

If a connected transaction is unavoidable, however, such transaction must follow the general business provisions as specified and approved by the Board, based on transparency and fairness in the same way as ordinary transactions undertaken with outsiders, taking into account the best interests of the Company. Any party involved in a conflict of interest transaction must not take part in the consideration of such transaction.

If certain connected transactions are crucial or non-compliant with the general commercial conditions approved by the Board and could cause a conflict of interest, the Audit and Corporate Governance Committee must review them and express opinions before proposing them to the Board or shareholders for approval. The Company has always followed the relevant criteria and disclosed all essential information in compliance with rules and regulations. The Company's directors and executives are obliged to disclose and report vested interests and connected transactions undertaken by themselves and their related parties as follows:

- **Disclosure of Vested Interests:** Directors and executives are obliged to make the first report within 30 days after

holding offices and report the information on December 31 each year. During the year, if there should be necessity to make transactions directly or indirectly with the Company and the subsidiaries, they are obliged to notify the Company immediately, stating facts about the nature of the contract, names of contract parties, and their vested interests in the contract so as to ensure transparent transactions. The Company Secretary is responsible for collecting and sending the copies of vested interests reports to the Chairman of the Board and the Chairman of the Audit and Corporate Governance Committee within seven business days from the date the Secretary receives the report.

- **Disclosure of Connected Transactions:** Directors and executives are obliged by the laws and the SEC and the SET's rules and regulations to report to the Company when agreeing to engage in connected transactions that may cause a conflict of interest.

In addition, the company has communicated its conflict of interest policy in the code of conduct and corporate governance. The Company also communicates and creates awareness of conflicts of interest to directors through the Board of Directors' meetings and via e-mail which have the participation ratio at 100 percent of the directors. Moreover, the Company has creating e-Learning to provide and testing the knowledge and understanding of the Company's personnel with the participation proportion at 93.52 percent from all participants.

In 2023, the Company did not receive any complaint about misuse of inside information nor conflicts of interest committed by any director or executive.

### Control and Prevention of the Use of Inside Information

The Board ensures that a policy is put in place to control the use of inside information and transactions on Central Pattana's shares in written form as stipulated in the Handbook and also communicated in the Code of Conduct and Corporate Governance, to educate directors, executives and employees of the Company about the use of inside information and to ensure equitable treatment of all shareholders and assuring them that relevant directors and executives are prohibited from undertaking dishonest stock transactions for their own

benefit or the benefit of others. Details are as follows:

- **Control of Inside Information:** Directors, executives, and all employees must not use the Company's inside information, significant and undisclosed, for their own benefit or the benefit of others and must strictly comply with the policy on the safeguarding and use of inside information. The Board of Directors meetings and e-mail communication have successfully increased awareness and understanding about the use of inside information among the Company's directors, with 100 percent of the Board being informed. Furthermore, e-Learning resources are provided for the Company personnel to acquire knowledge and participate in the test with the participation rate at 93.52%.
- **Holding Central Pattana's Securities:** The Company's directors, executives, and employees may invest in the Company's securities. However, to prevent conflicts of interest, these personnel and their related persons (spouses, cohabiting couple and under-aged children) must not buy, sell, transfer, or accept any transfer of the Company's shares during the 30 days period before the public disclosure of the Company's financial statements and at least 24 hours after the Company has disclosed such information to the SET or the public in order to bring the opportunity for investor to acknowledge and study the information adequately in a reasonable period of time. If any of them buys, sells, transfers, or accepts transfer the Company's shares, they must prepare and disclose the report of shareholding and changes to the regulators as specified. In case of violation against the policy on the use of inside information, executives and employees will be considered guilty and is subject to the legal punishment.
- **Disclosure on the Holding of Central Pattana's Securities:** Directors and the Executives who has a responsibility to report the holding of the CPN's securities to the Securities and Exchange Commission, they must inform to Board of Director or their delegate at least one day before the transaction. The Company's directors and executives are required to report the change in the holding of the CPN's securities including personnel and their related persons (spouses, cohabiting couple and under-aged children) to SET within three days of the transactions along with submitting a copy of the report on changes in the holding of the CPN's securities to the Board or their delegate to report such changes to the Board meeting.

Every quarter, the Company Secretary informs the directors, executives, and relevant employees about the non-trading period one month before disseminating the financial statements to the public. Moreover, Central Pattana monitors changes in securities holding of directors and top management, including spouses and under-age children, to report to the Board quarterly.

In 2023, neither directors nor executives breached the governance policy of inside information.

### Anti-Corruption

The Board emphasizes transparent business conduct and anti-corruption. Therefore, it has formulated methods to prevent the Company, subsidiaries, and associated companies from engaging in corruption activities. The efforts include identifying risks of corruption, defining preventive measures, improving internal control processes, communicating internally and externally about this issue, training employees, and reviewing the process' completeness and sufficiency.

#### Policy

The Board has put anti-corruption policies and measures into practice since 2014. In 2017, it updated them to enable the Company, subsidiaries, associated companies and other related persons with the Company to operate the business with transparency. Furthermore, it must never get involved with corruption, whether by demanding, accepting, or offering a bribe to government officials. For more details, please visit the Company's website under "Anti-Corruption Measures".



Central Pattana became a certified member of the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) since 2015 and must recertify once every three years. The Company received the 3<sup>rd</sup> recertification in the project coalition on December 31, 2023.

#### Execution

The Company abides by CAC's anti-corruption policies, measures, practices, and risk management process as follows:

### 1. Risk Assessment

Central Pattana assesses risks of fraud and corruption annually. See further details in Chapter 2 Risk Management. The results are reported to the Risk Policy Committee and the Board. The Company then improved the internal control and operating processes to minimize potential risks and their impacts.

### 2. Guideline Establishment to Control, Prevent, Audit, and Monitor Risks of Corruption

Central Pattana has formulated plans and operating procedures so that all departments can carry out their business activities on time and mitigate the risks of corruption.

### 3. Communication and Training

Central Pattana has been educating directors, executives and employees about anti-corruption efforts including other related laws, rules and regulations as follows:

- Training via e-Learning with the “Central Pattana Code of Conduct” course in line with its Code of Conduct and Corporate Governance Policy and Anti-corruption measures, including laws, rules or regulations related to such matters to educate and create understanding, cultivate awareness as well as the awareness of the impact or damage that will occur from corruption. All employees, including new and current ones, can attend the course throughout the year.
- Consistent communication with relevant policies, including the No-Gift Policy, via assorted channels, including the email, Central Pattana’s website, bulletin boards, and ADMIREED journal to communicate with all employees and executives.
- In this year, the Company organized a Corporate Governance Day which details as disclosed in the topic “Anti-corruption and Business and Human Rights”.

### 4. Monitoring and Evaluating Compliance with the Anti-Corruption Policy

- Arranged a 2023 test on “Code of Conduct” to measure the employees’ knowledge about the Code of Conduct and the Corporate Governance and used the test results to improve the corporate governance policy. The personnel who have passed the training in this year was 93.52%.
- Implemented “No Gift Policy,” which has been adopted since 2017. The Company developed the online gift tracking system as a channel to report unrefusable gifts, with an aim to facilitate executives and employees’

reporting during remote working and to enhance the efficiency and convenience of gift management monitoring. Once gifts were reported via the system, notifications would be sent to the reporter’s supervisor. The related departments in the headquarter and branches then jointly monitor and manage such received gifts. The Company Secretary will gather such information and summarized the unrefusable gifts to further report the Audit and Corporate Governance Committee.

### 5. Review of Process Completeness and Sufficiency

The Company Secretary Office, in collaboration with Internal Audit, collects information and prepares guidelines for improving Central Pattana’s internal control processes and enhancing its effectiveness. Then it presents the guidelines to the Audit and Corporate Governance Committee for reviewing completeness and sufficiency. The result is then reported to the Board.

### 6. Extension of Cooperation toward Central Pattana’s Business Partners

- Central Pattana communicates with partners on the Code of Conduct and Anti-corruption Measures by disclosing it on the Company’s website. It also informs partners and related stakeholders about the No-Gift Policy through various channels, such as the website, letters, and phone calls to ensure their acknowledgment and compliance. Furthermore, the Company’s anti-corruption activities were publicized through the projects such as CAC and STRONG Model by the Office of the National Anti-Corruption Commission.
- The Company defined a transparent procurement method in line with the anti-corruption policy. Prospective partners must be screened by pre-qualification evaluation, which requires partners to implement the topics of sustainability, corporate governance, and anti-corruption.
- Central Pattana invites business partners and alliances to join and declaration of intent to become a part of CAC or CAC SME program (depending on the business size); it sends letters signed by the President to inform them about the Company’s No-Gift Policy through Supplier Information meeting of Central Pattana 2023 on October 19, 2023.

In 2023, directors, executives and employees of the Company did not have any cases of corruption offenses.


The company has disclosed statistics of complaints related

to offenses related to corruption and violation of business ethics due to fraud and corruption appeared in the topic “Whistleblowing and Complaints”.

Detail of relevant policies is stipulated in the Handbook as well as in the Code of Conduct and Practices for Suppliers. For further information, please visit the Company’s website under “Code of Conduct and Corporate Governance Policy”:

**Click**  

<https://www.centralpattana.co.th/en/corporate-governance/code-of-conduct-and-corporate-governance>  
 For Anti-corruption Measure, please visit the website under “Anti-corruption Measures”:

**Click**  

<https://www.centralpattana.co.th/en/corporate-governance/anti-corruption-measures>  
**Whistleblowing and Complaints**


In the case that stakeholders have doubts or witnessed acts suspected to be violation of laws, regulations, or the business code of conduct, including malpractice, such as violation of laws, company rules and regulations, fraud, corruption, abuse of power, authority exploitation, malfeasance, misconduct, human rights violation, acts that unduly impact society, communities, and the environment, they may ask for information, whistleblow, or file complaints with evidence to related parties or department. The Audit and Corporate Governance Committee makes sure that a whistleblowing process is put in place. The Office of Internal Audit, together with relevant functions, follows the Company’s whistleblowing process. Details of communication channels are as follows:

#### Audit and Corporate Governance Committee

Central Pattana Public Company Limited  
 Central World Offices  
 999/9 Rama I Road, Patumwan Sub-District  
 Patumwan District, Bangkok 10330, Thailand  
 Email: whistleblower@centralpattana.co.th

#### Online Whistleblowing System

To ensure equal and fair treatment of all stakeholders according to business ethics and company guidelines. The Company also set up channel to contact CEO directly as the following channel.

**Click**  

<https://www.centralpattana.co.th/en/whistle-blowing>  
**The President & CEO**  
 Central Pattana Public Company Limited  
 Central World Offices  
 999/9 Rama I Road, Patumwan Sub-District  
 Patumwan District, Bangkok 10330, Thailand  
 Email: CEO@centralpattana.co.th

The Company has a policy to protect employees or other stakeholders who reveal alleged illegal/unethical behavior, taking into account the safety and interests of whistleblowers and those cooperating with the investigation. Those involved in the investigation process must keep all relevant information confidential. The whistleblowing and complaint-handling processes, including rights protection for staff, employees and outsourced persons are disclosed in Central Pattana’s Code of Conduct and CG Principles as well as Anti-Corruption Measure.

#### Complaint Management

Below is the summary of actions taken by Central Pattana when finding cases involving fraud or violations of the CG Policy:

1. **Established a Fact-finding Working Group:** The complaint handling staff must initially consider the type of the complaint received and the impact or severity that might arise from those complaints, such as employment termination, common offense, or damage that caused significant financial loss. Central Pattana then could set up a working group to examine facts as seen fit.
2. **Appointed an Investigation Committee:** The appointed Investigation Committee should be suitably qualified and impartial, have no conflict of interest with the complaints, and consider the severity of complaints.
3. **Conducted an Investigation and Prepared the Report:** Gathering evidence, investigating an information, and adjudicating on that matter. If the employee in question

is guilty, Human Capital Management and Organizational Development will take disciplinary action by requesting that employee to sign the "Notice of Penalty".

4. **Prepared a Summary Report on Complaint Handling:** Internal Audit prepared a summary report on complaint-handling to report to the Audit and Corporate Governance Committee in the Audit and Corporate Governance Committee meeting, and then to the President and the Board, respectively.

### Disciplinary Action in Case of Breach

The company has been conducting and preparing a solution and penalty in order to prevent recidivism by considering each case as appropriate which the punishment is prescribed:

- Verbal warnings
- Written warnings
- Disciplinary points deducted
- Suspension from work for the investigation of not exceeding seven days
- Dismissal with compensation according to Labor Protection Act
- Dismissal with no compensation according to Labor

### Protection Act

The company also reports and communicates with CEO and employee in the organization to acknowledge the issues and penalties.

### Actions taken by the Company in 2023

In the past year there were a total of 32 whistleblowing cases and complaints, categorized as follows:

1. Six cases where no evidence was found to substantiate the complaints.
2. 17 cases where resolutions were reached, and concerned agencies were requested to deal with the problems.
3. Nine cases where employees faced disciplinary measures and/or legal measures according to regulatory requirements of the Company's guidelines.

After investigation of facts and wrongdoings were found and offenders were penalized, the Company did not sustain damage, either financially or non-financially. A summary of all nine disciplinary measures were:

Type of Complaint	Proceed with Punishment Considerations according to Regulations	The Company Created Guidelines for Further Corrective Actions	No Evidence of Wrongdoings according to the Complaint was Found	Grand Total
Violation of Laws, Regulations and Central Pattana Articles of Association	4	-	2	6
Abuse of Power / Conflict of Interest	1	2	-	3
Negligence of Duty / Improper Behavior	2	4	1	7
Violation of human rights/ Discrimination / Harassment	1	1	2	4
Fraud / Corrupt Practice / Bribery	1	2	1	4
Society, Community and Environment Impacts	-	2	-	2
Personal Data	-	-	-	-
Money Laundering or Insider Data	-	-	-	-
Others	-	6	-	6
<b>Grand Total</b>	<b>9</b>	<b>17</b>	<b>6</b>	<b>32</b>

**Remark:** In 2023, no complaints were found in the following matters:

- Significant impacts on the community and environment.
- Complaints about providing inaccurate, incomplete or inaccurate details of product and service, or exaggerated propaganda.
- Complaints and labor disputes.
- Violation of corruption.

## 8.2 Summary of Audit Committee Performance



For more details,  
please see Report of the Audit and Corporate Governance Committee on page 8.

## 8.3 Summary of Other Sub-committee Performance



For more details,  
please see Report of the Nomination and Remuneration Committee on page 11,  
and Report of the Risk Policy Committee on page 13.





# Internal Control and Connected Transaction

## 9.1 Internal Control

The Company's Board of Directors, Audit and Governance Committee and the management realize the importance of having an efficient and adequate internal control system. The internal control is stipulated according to the COSO Framework (The Committee of Sponsoring Organizations of the Treadway Commission). The Company has assigned the Internal Audit Office to yearly evaluate the adequacy and appropriateness of the internal control system and collaborate with various departments to ensure that the Company's working processes is efficient and effective in all aspects according to international standards.

In 2023, the Internal Audit Office has evaluated the adequacy of internal control system in five different areas, including internal control within the organization, risk assessment, operational control, information and communication system and tracking system in compliance with the evaluation form as specified by the Office of the Securities and Exchange Commission (hereinafter referred to as "SEC"). The Internal Audit Office has also reported to the Audit and Governance Committee for consideration and approval before presenting it to the Board of Directors.

In 2023, the Company held a total of nine meetings of the Audit and Governance Committee. Each meeting would have an agenda to review the adequacy of internal control system through the review process. There was a report of audit results by the Internal Audit Office and the auditor to the Company, in line with risk management and good corporate governance. Then, necessary suggestions have been provided for development and monitoring of improvements on the executives' performance according to the recommendations in related reports, including the consideration of internal process in relation to whistleblowing and complaints.

The Audit and Governance Committee's meeting no. 1/2567 on January 18, 2024 reported the results of the assessment on the adequacy of the Company's internal control system for the year 2023. According to the results, The Company's internal control system was sufficient and appropriate. Also, the Board of Directors'

meeting no. 1/2567 on January 19, 2024, with all three independent directors (members of the Audit and Governance Committee) attending the meeting, has approved that the Company's internal control system was at a good level and could create a confidence in the reliability of the Company and its subsidiary's consolidated financial statements (as shown in the "Report of the Board of Directors' Responsibility for Financial Reports") as commented by the Audit and Governance Committee (as shown in the "Report of the Audit and Governance Committee"). The Company has arranged sufficient personnel to operate the system efficiently. Besides, senior executives have adhered to the importance of continuously monitoring on performance. Moreover, the Company's auditor, KPMG Phoomchai Audit Company Limited, of the quarterly and annual financial statements for the year 2023 had opinions in the audit report that the consolidated and separate financial statements were correct in all material respects according to financial reporting standards (as shown in the "Report of the Certified Auditor").

Summary of the evaluation results for the adequacy of internal control system in various aspects of five elements as follows:

### 1. Control Environment

The Company has an appropriate control environment as follows:

- The Company has ethics and principles of corporate governance, measures of anti-corruption, including a code of conduct for business partners in writing. During 2023, the contents have been updated in consistent with criteria and good practices in corporate governance. There is a communication to directors, executives and employees through training and various online media. Also, subsidiaries and associated companies in which the Company holds shares, including business partners, have been communicated via documents and the Company's website towards their understanding and awareness on the

importance of complying with the internal control system.

- The Company has developed a self-assessment form according to the Code of Ethics and Principles of Corporate Governance (CG Individual Assessment) in an online system every year. Also, there is a management in case of no compliance with the requirements on honesty and ethics as specified in the Code of Ethics and Corporate Governance Policy through complaint channel. In addition, the Corporate Governance Day activity has been organized on the topic of respect to show the importance of respecting each other's rights, including communication about corruption and compliance with the Company's policy of no gift policy. In this year the Company has completed the process of renewing the certificate of participation in the Thai Private Sector Collective Action Coalition Against Corruption (CAC) project for the 3<sup>rd</sup> time. The Company also supports and invites its business partners of small businesses which meet the criteria to join in declaring the intention to become a CAC member.
- The Company has the Board of Directors which is independent from management and knowledgeable in business by preparing a charter of the Company's Board of Directors and various sub-committees towards the effective and efficient performance with fairness according to the Company's good corporate governance guidelines. There is also a process of nominating and considering the qualifications of directors and the president under the supervision of the Nomination and Remuneration Committee before proposing it to the Board of Directors for approval for appointment. Moreover, the organizational structure chart has been continuously adjusted with the establishment of a Restructuring Approval Committee (Corporate PDC) according to the corporate policy and business competition. There is still a separation of duties in important work areas towards the check and balance between each other.
- The Company has set clear and measurable business goals, with training for employees in various courses such as GM Trainee, Talent Management, and career development plan towards their obvious career goals. The company has a system for evaluating work performance by setting OKRs (Objective Key Results) in consistent with the Company's objectives. Besides, the Company realizes on creating no pressure at work with the establishment of Townhall for executives to thank employees and relieve stress through activities, including the importance of appreciation between employees.

## 2. Risk Assessment

The Company has assessed risks according to the international risk management framework, COSO ERM 2017, and identified organizational risk factors as detailed in Chapter 2 Risk Management. The overall operations in risk assessment can be summarized as follows:

- The Company can comply with generally accepted accounting standards. This has been confirmed according to the written report of certified public accountant. It is also assured that all items in the financial reports are true and represent the rights or obligations of the Company with accuracy and comprehensive disclosure of information.
- Risk management is under supervision of the Risk Policy Committee. There is also the Risk Management Committee responsible for reviewing and evaluating risks from both internal and external factors within the organization. The operational plans are monitored to manage organizational risks. The company has reviewed important organizational risks for the year 2023 by adjusting new risk categories into five areas, including strategic risk, financial risk, operational risk, security risk, and regulatory risk, along with the reviewed Self-Evaluation for Countering Bribery for submission to the CAC Committee. Moreover, lessons have been learned from various companies with corruption towards organizational risk assessment. The Risk Management Department will report to the Risk Management Committee and the Risk Policy Committee every quarter. Besides, the communication has been provided for knowledge and good practices on climate risks to the Board of Directors and senior executives, including employees for knowledge and understanding of risks through online training. Furthermore, the Internal Audit Office regularly reports its performance on management operations of complaints to the Audit and Governance Committee.
- The Corporate Strategy Office has assessed changes in business models which impact on business operations to adjust organizational strategies and goals in consistent with the changing environment. Relevant factors have been assessed and researched for information on risk assessment with effects to the Company. The Company's strategy has also been established to focus on the development of shopping center business, with expansion into other businesses, such as residential projects, hotels, office buildings, including acquisitions, new funding options and use of digital media to promote



income, business transformation and business partners.

- The Company realizes the importance on changing organizational leaders. The Nomination and Remuneration Committee is responsible for nominating suitable people and preparing succession plans for senior management positions to ensure continuous business operations and strengthen personnel for succession to important positions.

### 3. Control Activities

The Company controls its operations to be efficient in reducing risks to an acceptable level, with important control standards as follows:

- The Company has policies and regulations at work to support important processes in the internal control. There is a separation of duties and responsibilities, including the approval process of various transactions as appropriate. The scope of approval authority has been specified with control of the use of internet media, computer system or various materials and equipment, including the establishment of anti-corruption policies, conflict of interest management policy and related transactions policy to serve as guidelines for the operations of the Company's personnel, in line with the communication to trading partners and various groups of stakeholders.
- In 2023, the Company has no acquisition or disposal of assets with significant value and transactions with related parties. However, the Company considers the size and nature of transactions according to relevant regulatory criteria every time. There is also no fund raising from shareholders. If there is investment in various projects, the Company will have the feasibility study by taking information on various factors related to business operations both internally and externally, as well as various risks in making decisions.
- The Internal Audit Office has developed public relations media for the Company's personnel towards their knowledge and understanding on the importance of internal control by collaborating with various agencies in organizing media through E-Mail and Viva Connect.
- The Company has established the information system security control through the policy on information security and information security standards in the "Code of Ethics and Principles of Corporate Governance". The Company's personnel must comply with the said policy and information security standards, as well as other related laws, regulations, and policies. The information owner must determine the

level of information confidentiality as appropriate, including the invention of innovation for development towards future changes, support of technological application in working processes within the organization. Moreover, the overall operations are inspected by the IT Audit Department to improve the internal control of information system in accordance with international standards such as ISO 14001, ISO 50001, ISO 20121, and ISO 45001.

- The Company has a monitoring process for the operations of subsidiaries and associated companies. The Board of Directors is responsible for supervising the operations of subsidiaries and joint-venture companies to be in line with the same policies and directions as the Company. This is to ensure that the Company's investment is safe and efficient according to the ethics and corporate governance principles with regular update.

### 4. Information and Communication

The Company has an efficient information and data communication system as follows:

- The Company maintains sufficient important information for the Board of Directors in making decisions, either financial information or other information. The information must be communicated to the Board of Directors in writing in advance of the meeting date in accordance with the period specified by the laws. Important information for the Board of Directors must be stored on the Board Portal of online document storage system so that the directors can access important information in a timely manner.
- The Company has internal and external communication channels through the Intranet system (E-Mail, Viva Connect and MS Teams) and the Company's website for those interested in obtaining information, including channels for reporting information or complaints such as illegal acts, rules and regulations, fraud, corruption, use of power/exploitation of benefits, failure to perform duties, violation of human rights, actions affecting to the society, communities, and the environment. The Company has managed complaints through an online system, focusing on maintaining confidentiality, protection of complainants and monitoring of operating status with more efficiency.
- For data security, the Board of Directors is responsible for supervision, including the establishment of confidentiality

policies and procedures with integrity and availability of information. In the meantime, there is a management of information which may have an impact on the price of securities (Market Sensitive Information). Also, it is to ensure that directors, senior executives, employees and third parties can be involved in the implementation of information security system and the rights to access various information in the company's system as specified.

- Storage of important documents must be systematic and categorical. Moreover, the storage of documents is developed with more electronic system for document search as quickly as possible and prevention of lost documents.

## 5. Monitoring Activities

The Company maintains an efficient, sufficient, and appropriate monitoring system as follows:

- The Company has monitored its operating results to be in compliance with business goals through the Board of Directors' meeting of eight times in 2023. In case the operating results are different from the established goals, it is stipulated that corrections will be made within a reasonable period of time. There are line supervisors who monitor on the progress and report to the executives regularly through Ex-Com meetings. Also, the Company has arranged for

regular inspection in compliance with the internal control system by the Internal Audit Office, with direct reports to the Audit and Governance Committee. There were a total of nine meetings in 2023. The internal auditors will be encouraged to continually develop their operations to meet international standards. The Internal Audit Office maintains internal auditors with certification in performing their duties in accordance with international standards, such as CISA, CDPSE, and CPIAT.

- The Company has clear policies and communication channels for the management to report to the Audit and Governance Committee, the Corporate Governance Committee, and the Board of Directors in a timely manner, which has been communicated in "Anti-corruption measures" in case of corruption or suspected corruption or violation of the laws or other actions.

## Head of Internal Audit

Currently, the head of the Company's Internal Audit Department is Ms. Nonglak Sriwongphanawes, Director of the Internal Audit Office, with experiences in performing internal audit in businesses of the same characteristics as the Company for more than 25 years, in line with understanding of the Company's activities and operations. The qualifications of an individual holding the position of head of internal audit, including experience, are shown in Attachment 3, "Details of Internal Auditor and Compliance Officer."

## 9.2 Connected Transaction

The Company may need to enter into related transactions with a connected party or a party with conflicting interests, who stands to gain or loss, or with any other type of conflict. Under such circumstances, the Company shall adopt a policy in relation to related transactions as long as the Company opines that such related transactions will be of the utmost benefit to the Company, having regard to the situation at the time of the transactions. In this regard, conditions based on the general commercial conditions and market price shall be prescribed, which can be compared to the price and conditions prescribed in the case of other unrelated party or business (Fair and at arm's length).

In addition, the Audit and Corporate Governance Committee and the Board of Directors will work together to ensure that the related

transactions are made in accordance with the law regarding the securities and exchange law, the regulations of the Stock Exchange of Thailand, and any disclosure obligations in relation to any connected transactions of the Company or its subsidiaries. Nonetheless, the Company must ensure that the Audit and Corporate Governance Committee will issue its opinion and view on the necessity and appropriateness of each transaction entered into by the Company. Such information will then be used to assist in the decision-making by the Board of Directors or Shareholders as the case may be. In an event the matter is proposed to the Shareholders' meeting for its consideration to approve related transactions, the Company will arrange for an independent financial advisor to be appointed to prepare a report and offer opinion and view on the transactions to the Shareholders.

The Company will disclose the details of related transactions in the financial statement 2023 which verified by the Company's auditor.

The Company has business transactions with its related parties, whereby the details of such relationship between the Company and related companies considered in aspect of being major shareholder and some common directors (excluding subsidiaries, associates and joint ventures) as of December 31, 2023, are as follows:

- Central Holding Co., Ltd.
- Central Department Store Co., Ltd.
- Hang Central Department Store Co., Ltd.
- Central Trading Co., Ltd.
- Power Buy Co., Ltd.
- CRC Sport Co., Ltd.
- Earth Care Co., Ltd.
- CR Chiangmai (Thailand) Co., Ltd.
- Central Plaza Hotel Plc.
- Central World Hotel Co., Ltd.
- Central Restaurant Group Co., Ltd.
- Robinson Plc.
- Central Retail Corporation Plc.
- CRC Thai Watsadu Co., Ltd.
- CRG International Food Co., Ltd.
- Dusit Thani Plc.

Connected Transactions with Related Parties Can be summarized as follows:

## 1. Revenue from Connected Parties

Comprises revenue from space rental and utility service fee in shopping centers, revenue from land rental, and management fees, as well as revenue from other sources, including insurance premiums, property taxes, sales promotion expenses, warrant fees, and other fees for various services collected from connected parties. Total amount of revenue from connected parties in 2023 was Baht 4,036 mn.

### Justification and Rationale for Connected Transactions

The Company's core business is the provision of space for rent and services in shopping centers, food courts, office buildings, hotels, and residences. The Company is also the provider of utility services in shopping centers. Various

businesses in the Central Group are inter-related and complementary of one another, including department stores, supermarkets, retail shops, and various leading branded restaurants. In addition, businesses under popular brands, including department stores, supermarkets, retail shops and restaurants, can draw more customers to the Company's shopping centers. This, as a consequence, produces higher returns to the Company and its shareholders. The Company's policy on the rates of rental and services collected from connected parties are as follows:

- **Rates of rental, service fees, utility fees and property taxes** from space rental in shopping centers collected from businesses are based on market prices. Compared with other space for rent in the vicinity, or in the same class, Central Pattana's rental rates and service fees are comparable. Rental rates are subject to locations, area sizes, forms, periods, and categories, and are in line with normal business practice following the condition of general trading.
- **Other types of revenue** come from the collection of insurance premiums, sales promotion expenses, warrant fees, and other service fees from tenants in shopping centers. The Company's policy is to standardize revenue collection from both connected parties and general customers, based on the actual cost, space rental category, and the usual business practice following the condition of general trading.
- **Revenue from land lease** occurs at some properties where Central Pattana and other companies in the Central Group have a project on the same piece of land, taking into account the marketing advantage and the appropriate size of the project. In this case, one of the companies in the Group will act as the buyer or tenant of the whole piece of land from the landlord and will divide the land into various sizes as needed by other companies, and have those companies lease or sub-lease. The rental is the cost plus actual interests or market price which evaluated by the independent appraiser. Furthermore, the Company's assets were evaluated under the Securities and Exchange Commission ("SEC"), the Stock Exchange of Thailand ("SET") and other related regulators and transactions concerning revenue from land leases are verified by the auditor on an annual basis.
- **Revenue from large space rental in shopping centers** is

agreed at the stage of project design. Rental is derived from the costs of land and construction plus actual interests as well as operating expenses. Transactions in this category are verified by the auditor on an annual basis.

## 2. Expenses Paid to Connected Parties

Comprise expenses for space rental in shopping centers, land rental, and management fees. In 2023, the Company paid altogether Baht 375 mn to connected parties.

### Justification and Rationale for Connected Transactions

- **Rental of land from connected businesses** occurs in projects where Central Pattana and other companies in the Central Group have a joint development plan on the same piece of land, taking into account the marketing advantage and the suitable size of the project. In this case, a company will act as the buyer or tenant of the land from the landlord and will divide the land into different sizes as required for leasing or sub-leasing. The rental will be the cost plus actual interests or market price which evaluated by the independent appraiser. The Company's assets were evaluated under SEC, SET and other related regulators. Transactions in this category are verified by the auditor on an annual basis.
- **Large space rental in shopping centers** occurs in projects where Central Pattana has a joint investment with a department store in the Central Group. The building will be divided into two parts, the shopping center and the department store. In some cases, Central Pattana will rent large space in a department store and develop it into a sales area, considering mainly the revenue from rental and service fees compared with the cost of space rental that Central Pattana has to repay the department store. An agreement on the cost of large space rental is reached at the stage of project design under the same criteria as those used for large space rental to connected businesses. Transactions in this category are verified by the auditor on an annual basis.
- **Hiring a connected business as management consultant** the Company's consideration to hire a management consultant is mainly based on its experience in the retail business and the understanding of the nature and

strategies of the business. The management fees paid to management consultant, who is also the Company's connected business, are the actual expenses the service provider incurs in its services.

## 3. Loans between Central Pattana and Connected Parties

### Justification and Rationale for Connected Transactions

Policies on loans between Central Pattana and connected parties. All loans must comply with the following policies on loans between Central Pattana and connected parties:

- **Central Pattana and subsidiaries (those with 99.99% shares held by Central Pattana)** Central Pattana allows subsidiaries to borrow from Central Pattana and vice versa if the subsidiaries have working capital surplus and Central Pattana needs such capital. In this case, current accounts are set up with Central Pattana and promissory notes are prepared as evidence with the average interest rate of unsecured debt securities issued by the Company. Connected transaction approvers consist of top management in Finance & Accounting, and the President & CEO, respectively.
- **Central Pattana and joint-venture partners (those with 50 to 99.99% shares held by Central Pattana)** Central Pattana allows joint-venture partners to secure their own sources of fund. In urgent cases, however, they may borrow from shareholders in proportion to their shareholding in Central Pattana. Approval is needed from the top management in Finance & Accounting, the President & CEO, and the Board of Directors, respectively. In this case, promissory notes are prepared as evidence and with the average interest rate both fixed rate and floating rate.
- **Central Pattana and associated companies (those with less than 50% shares held by Central Pattana or connected parties)** Central Pattana has no policy to grant loan to associated companies, with Central Pattana holding less than 50% shares, or connected parties. The Company does not lend associated companies or connected parties, according to Central Pattana's regulations. If a loan is granted to an associated company, approval is needed from the Board of Directors with promissory notes as evidence and with commercial banks' MLR applied.

## Loans between Central Pattana and Connected Parties

Description as of December 31, 2023	Amount (mn Baht)	Remarks
<b>1. Loans Obtained from</b>		
• Subsidiaries	21,758	Separate Financial Statements Consolidated
• Company and Related Parties	1,426	Financial Statements
<b>2. Loans Granted to</b>		
• Subsidiaries	66,611	Separate Financial Statements Consolidated
• Company and Related Parties	1,210	Financial Statements

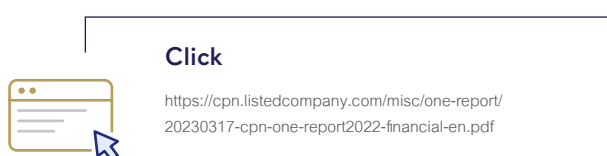
## 4. Guarantees for Loans for Connected Parties

### Justification and Rationale for Connected Transactions

Central Pattana's policy is to provide loan guarantees for its subsidiaries in proportion to its shareholding but has no policy of placing assets for such loan guarantees. However, Central Pattana does provide guarantees as its parent company, and collects commissions from subsidiaries for such guarantees.

As of December 31, 2023, the Company had loan ceiling guarantees for subsidiaries' guarantees given to Thai commercial banks amounted to Baht 798 mn.

For further information of Connected Transaction, please visit the Company's website under "Financial Report":



### Approval Procedure of Connected Transactions

All transactions with connected businesses or individuals must go through an approval process, as stipulated by the Company's regulations, in the same way as normal transactions. Approvals are given by authorized persons in each duty and responsibility. Each person in charge of and involved in the transaction would have to make reasonable judgment under the normal business practice, taking into account the best interests of the Company and shareholders, like engaging in transactions

with outsiders. All transactions with connected parties must also be lawfully conducted to ensure transparency and compliance with the relevant laws, rules, and regulations. The Company has instituted that normal business practice and supporting normal business practice with operation under the condition of general trading set by the Committee are under the jurisdiction of the operational task forces to deliberate the transaction in accordance with the Company's approval procedure. Other transactions are deliberated by its category and size, with the Company Secretary Office taking charge of compliance with SET regulations as well as occasionally collecting and summarizing connected transactions for the Audit and Corporate Governance Committee's acknowledgment. Central Pattana has announced its "Connected Transaction Policy" and communicated to all relevant parties for compliance. Directors and the management must sign their names at year's end to ensure that no transactions with conflicts of interest occurred in the past year. If there was any, it was done in compliance with SET regulations. Transactions between connected parties and the Company are scrutinized by the Internal Audit Office and the external auditor to ensure the Company's compliance with laws and related regulations.

### Policy or Trend for Future Connected Transactions

Since transactions with connected parties represent those conducted in the course of normal business practice, it is expected that connected transactions will continue to take place in the future. Especially for the one related to joint development of shopping centers with other companies in the Central Group, it is the strong point that helps promote Central Pattana's successful operation and contributed to its

market leadership from past to present. The policy or trend for future connected transactions remains committed to the same principle as the previous year, namely following the condition of general trading and taking into account the benefit of the Company and shareholders. Central Pattana's Board has clearly approved the condition of normal trading in the Company's and its subsidiaries' transaction with connected parties for transparent business operation and the operational guidance for related parties as follows:

#### 1. Joint Shopping Center Development with Companies of the Central Group

\*\*\* It is an open principle that has been practiced since the Company was enlisted on SET in 1995 \*\*\*

To develop an integrated shopping center, it is necessary to have components enhancing the Company's strength. Companies in the Central Group operate related businesses with Central Pattana, such as department store, retail business, and hotels. With their long experience in the industry and strong brand, these companies can enhance the project's credibility, resulting in stronger business operation as well as Company's and shareholders' added value. Below are the characteristics of joint shopping center development with other companies in the Central Group.

- Land Purchase/Sale or Renting/Leasing

**Principles:** Central Pattana and other companies in the Central Group make a purchase or leasing from outsiders for joint shopping center development. The process is to have a company buy or rent a whole plot of land from the landlord. Once the project design is completed, that company sells or sub-leases the land to other companies in proportion to each company's need to develop its own project. (Each takes responsibility for its own plot of land.)

**Price and condition setting:** Cost plus cost of fund

- Construction of Shopping Centers and Department Stores or Business Units (BUs)

**Principles:** Each holds the ownership of land on which its building is situated. Each is therefore responsible for its own construction cost.

**Price and condition setting:** Actual cost with the independent engineering consultant fairly calculating the construction cost and system according to the proportion of actual area use.

- Construction of common areas, comprising car parks and landscape

**Principles:**

- Central Pattana holds the ownership of the car park and the outer section of shopping centers. It also takes responsibility for the costs of all common areas, considered part of the service provided to tenants.

- Department stores or BUs jointly take responsibility for construction according to operational guidance as follows:

- 1) Car parks: At no less than half of the construction costs provided by department stores for customers as required by law

- 2) Common areas: In proportion to the gross area

**Price and condition setting:** Actual cost - with the independent engineering consultant fairly calculating the construction cost and system according to the proportion of actual area use.

- Large Space Rental or Space for Rent in Shopping Centers

**Principles:** Central Pattana may rent or rent out large areas of department stores or BUs, and the lease will be agreed at the stage of project design.

**Price and condition setting:** Cost of land and construction plus cost of fund and operating expense

#### 2. Space Rental, Service Fee and Utility Fee

**Principle:** In charging short-term or long-term rental, service fees or utility fees from various retail businesses under the Central Group or connected parties that rent the retail space for other purposes, the price will be set by comparison with the one for profitable clients. Rental rates are subject to locations, area sizes, rental patterns, periods, and categories. The benefits earned are not only rentals, service fees, and utility fees, but also the potential in business operation, experience and success in joint business from past to present.

**Price and condition setting:** Set a price by comparing with the one for profitable clients.

"Profitable clients" means clients with high potential, who rent large retail space or in many projects and provide direct or indirect support for the Company's successful operation.

The Central Group conducts connected businesses with various companies and with potential connected transactions. Since its establishment, the Central Group has been potential business alliance and it has provided great support to Central Pattana's successful operation. As a result, Central Pattana remains the source of continually connected transactions. For price and condition deliberation, Central Pattana still takes its best interests into account.

### 3. Fee for Operating Expenses

"Operating Expenses" are insurance premiums, property taxes, promotional expenses, recognizance fees, and service fee collected by tenants

**Principles:** Asset management incurs operating expenses. In normal business practice, the Company charges these expenses by calculating from the actual operating cost. The rate, in the same standard for general customers, depends on lease categories and space rental patterns.

**Price and condition setting:** Actual cost

### 4. Procurement - Employment

"Procurement" means the purchase of materials, equipment or products, including rental or hire purchase

"Employment" means to hire a seller, manufacturer, contractor or organizer to produce, organize, manage, assemble or construct from the beginning stage to completion, including service provision, inclusive service, and transportation.

This includes the package purchase or hiring of a given contractor to construct buildings and install equipment while managing construction project as well.

**Principles:** Follow the Company's procurement regulations and process. In selecting the seller or contractor, Central Pattana will proceed with transparency and fairness according to the stated procurement policy. In the process, no connected committee or connected management can attend the deliberation.

**Price and condition setting:** Market price or compared price from the price offering with the most reasonable amount and the most beneficial conditions for the Company.

In 2023, the Company has not violated or failed to comply with the regulations relating to Connected Transactions.



# LRQA Independent Assurance Statement

## Relating to Central Pattana Public Company Limited's Annual Report (Sustainability part) for the calendar year 2023

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

### Terms of engagement

LRQA (Thailand) Ltd. (LRQA) was commissioned by Central Pattana Public Company Limited (CPN) to provide independent assurance on its Annual Report (Sustainability part) 2023 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier using AA1000AS v3. Where the following principles of inclusivity, materiality, responsiveness, impact and reliability of performance data are applied

Our assurance engagement covered CPN's subsidiaries in Thailand under its operational control only, and specifically the following requirements:

- Confirming that the report is in accordance with:
  - GRI Standards 2021
  - Double Material assessment
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below: <sup>1</sup>
  - Environmental: (GRI 302-1) Energy consumption, (GRI 302-3) Energy intensity, (GRI 303-3) Water withdrawal, Water discharge and consumption (GRI 303-3 to 5), (GRI 305-1) Direct (Scope 1), (GRI 305-2) Energy indirect (Scope 2), (GRI 305-3) Other indirect (Scope 3) GHG – Cat 1. Purchased goods and services, Cat 5. Waste generated in operations, Cat 6. Business travel, Cat 9. Downstream transportation and distribution and Cat 13. Downstream leased assets only, (GRI 305-4) GHG emissions intensity and (GRI 306-3 to 5) Waste generated, diverted from and directed to disposal and food waste.
  - Social: (GRI 403-9 and 10) Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities for all employees, (GRI 405-2) Ratio of basic salary and remuneration of women to men.

Our assurance engagement excluded the data and information of CPN's subsidiaries where it has no operational control and all its operations and activities outside of Thailand. Our assurance engagement also excluded the data and information of its suppliers and any third-parties mentioned in the report.

LRQA's responsibility is only to CPN. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CPN'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 CPN.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CPN 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
- Covered all the issues that are important to the stakeholders and readers of this report.

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

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

### LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

<sup>1</sup> GHG quantification is subject to inherent uncertainty.





- Assessing CPN's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing CPN's Management who engage directly with stakeholder groups as well as reviewing documents and associated records.
- Reviewing CPN's process for identifying and determining material issues to confirm that the right issues were included in their report. We tested the filters used in determining material issues to evaluate whether CPN makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Auditing CPN's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Sampling of evidence presented at Central Rama 3, Central Westgate, CentralWorld and La Villa to confirm the reliability of the selected topic specific standards.

## Observations

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

- Stakeholder Inclusivity:  
We are not aware of any key stakeholder groups that have been excluded from CPN's stakeholder engagement process.
- Impact and Materiality:  
We are not aware of any material aspects concerning CPN's sustainability performance that have been excluded from the Report. CPN has processes for determining which issues are material and that these criteria are not biased to the CPN's management.
- Responsiveness:  
CPN have processes for responding to the negative impacts including waste and food waste, climate change as well as Human right related.
- Reliability:  
CPN has a well-defined data management system to consolidate data and information associated with the selected specific topic standards. Maintaining internal verification processes will continually improve the reliability of its reported data and information.

## 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.

Dated: 15 March 2024

Opart Charuratana  
LRQA Lead Verifier

On behalf of LRQA (Thailand) Ltd.  
No. 252/123 (C), Muang Thai – Phatra Complex Tower B.  
26th floor, Ratchadaphisek Road., HuayKwang, Bangkok, 10310, THAILAND

LRQA reference: BGK00000964

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## Central Pattana Public Company Limited

<b>Location</b>	32 <sup>nd</sup> Floor, centralwOrld Offices, 999/9 Rama I Road, Patumwan Sub-District, Patumwan District, Bangkok 10330, Thailand
<b>Telephone</b>	+66 (0) 2667 5555
<b>Corporate Website</b>	<a href="http://www.centralpattana.co.th">www.centralpattana.co.th</a>
<b>Registration No.</b>	0107537002443
<b>Establishment</b>	June 17, 1980
<b>Listed on the Stock Exchange of Thailand (SET)</b>	March 1, 1995
<b>Contacts</b>	<p><b>Company Secretary</b> Telephone: +66 (0) 2667 5555 Ext. 1665 and 1685 Email: <a href="mailto:co.secretary@centralpattana.co.th">co.secretary@centralpattana.co.th</a></p> <p><b>Investor Relations</b> Telephone: +66 (0) 2667 5555 Ext. 1614 and 1632 Email: <a href="mailto:ir@centralpattana.co.th">ir@centralpattana.co.th</a></p>
<b>Shareholders' Meeting</b>	The Annual General Meeting (AGM) will be held on April 25, 2024, at 11.00 a.m. via electronics means (e-AGM).

