



Dear Team Members,

It is a great day for all of us! Congratulations on receiving the prestigious MICHELIN 2-star standard for the Chef's Table and Mezzaluna, as well as Best Service Award for Guillaume Barry.

Besides this impressive recognition, more importantly, it is a great day for our customers who have always believed and trusted us. To ensure those amazing standards, our Owners have never shied away from investing in people and products. Our suppliers have continuously worked hard to ensure that our supply chain stays intact while maintaining a higher protocol.

Lebua, as a brand, enjoys an iconic status as compared to other hotel chains. We believe they are equal, if not better than us. What made us iconic and unique is the combination of rich heritage in Food & Beverage, eye for detail, and high levels of quality and professionalism throughout the entire process from supply management to the customer's table. We are not a conglomerate in the real sense of the word, and we do not own a portfolio of brands like our peers.

At Lebua, we don't have a policy of image; we have a policy of product. We are about quality, elegance, and sophistication. This is the reason why we do not have a marketing department. As soon as they enter the Lebua, our customers feel special by the presence and attentiveness of every team member. Our selection of cuisines offers our customers an opportunity to enjoy a superb dining experience - the kind that would leave a pleasurable impact on their senses.

I am sincerely thankful to all of you for carrying forward the company tradition of intuition and creativity. And I believe that our 1,000 team members represent our brand and are best at marketing.

In addition, our collaboration and partnership with Pernod Ricard is a remarkable milestone and proof of our continued inspiration in creating a luxury experience for our customers.

We all know that the luxury industry is built on this Paradox: The more desirable the brand becomes, the more it sells, but the more it sells, the less desirable it becomes. For this very reason, we have created our products with exclusivity, and a strategy of scarcity.

In the year 2003 when we started out, I and Khun Narawadee, owner of Lebua Hotels & Resorts had the vision to create an organization founded on respect and quality for our customers and employees. We are indeed on the right path!



I would like to add my heartfelt thanks to the Owners for their continued and unconditional support, and motivation to all of us at Lebua. Our customers, who have always believed in us and my fellow team members, thank you. A special thanks to Guillaume who won the Best Service Award in Thailand. He drew my attention after certain management changes took place at Chef's Table.

Yes, we are the only Hotel in Thailand with the prized Two 2-MICHELIN-star restaurants and for receiving the debut Best Service Award. But let us not get carried away. Being recognized by MICHELIN reminds us to maintain our consistency towards the happiness of our customers, quality of produce, quality of perfection, and of course great service.

Success is easy but we need to work hard towards failure. Let us take the easy route and continue to work for our customers with a higher level of precision and quality. We are on the right track with the recognition by such a prestigious rating Institution like MICHELIN.

I thank you all on behalf of owners and my executive team members and wish you a great Christmas and New Year.

Stay Safe!

A handwritten signature in red ink, appearing to read 'Deepak Ohri', is written over a red diagonal line that extends from the bottom left towards the top right.

Deepak Ohri
Chief Executive Officer