



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

LAGUNA RESORTS & HOTELS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : LAGUNA RESORTS & HOTELS PUBLIC COMPANY LIMITED

Symbol : LRH

Address : No. 21/9, 21/31 and 21/33, Thai Wah Tower 1, 5th and 12th Floor,
South Sathorn Road, Tungmahamek, Sathorn

Province : Bangkok

Postcode : 10120

Business : Major businesses of the Company and its subsidiaries (The Group) are hotel business and property development. The subsidiaries also engage in operating a golf club, sales of merchandise, office and resort rental, and holiday club membership service.

Registration Number : 0107535000371

Telephone : 0-2677-4455

Fax (if applicable) : 0-2285-0733

Website : www.lagunaresorts.com

Email : ir@lagunaresorts.com

Total Shares Sold (shares)

Common Stock : 166,682,701

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	6,116,571.00	7,593,825.00	9,326,932.00
Revenue from hotel operataions (Thousand baht)	3,700,579.00	4,152,506.00	3,915,012.00
Revenue from property development (Thousand baht)	2,263,035.00	2,686,657.00	4,971,175.00
Revenue from office rental operations (Thousand baht)	35,056.00	38,923.00	48,406.00
Other (Thousand baht)	117,901.00	715,739.00	392,339.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from hotel operataions (%)	60.50	54.68	41.98
Revenue from property development (%)	37.00	35.38	53.30
Revenue from office rental operations (%)	0.57	0.51	0.52
Other (%)	1.93	9.43	4.21

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	6,116,571.00	7,593,825.00	9,326,932.00
Domestic (Thousand baht)	6,090,069.00	7,561,868.00	9,293,305.00
International (Thousand baht)	26,502.00	31,957.00	33,627.00
Indonesia (Thousand baht)	26,456.00	27,335.00	28,606.00
Hong Kong (Thousand baht)	0.00	4,542.00	4,323.00

Singapore (Thousand baht)	46.00	80.00	698.00
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	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.57	99.58	99.64
International (%)	0.43	0.42	0.36
Indonesia (%)	99.83	85.54	85.07
Hong Kong (%)	0.00	14.21	12.86
Singapore (%)	0.17	0.25	2.08

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	N/A

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.lagunaphuket.com/th/experience/sustainability/>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.lagunaphuket.com/th/experience/sustainability/environmental-preservation/>
(if applicable)

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	N/A	N/A
Diesel (Litres)	294,588.18	471,054.19	214,864.12
Gasoline (Litres)	69,237.10	15,033.61	34,697.91
Fuel oil (Litres)	2,734,480.00	3,395,880.00	2,411,085.39
Crude oil (Barrels)	0.00	N/A	N/A
Natural gas (Standard cubic feet)	0.00	N/A	N/A
LPG (Kilograms)	164,452.00	202,021.39	996,162.00

Steam (Metric tonnes)	0.00	N/A	N/A
Coal (Metric tonnes)	0.00	N/A	N/A

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	34,157,420.09	53,895,072.31	51,405,166.61

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,489,950.11	2,015,756.06	1,661,845.04

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	634,083.45	1,597,967.66	1,164,445.91
Hazardous waste (Kilograms)	153,824.61	20,072.69	497.75
Total waste generated (Kilograms)	787,908.06	1,618,040.35	1,164,943.66

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	55,943.00	0.00	12,215.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	23,363.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	41,278.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	55,943.00	0.00	76,856.00
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.lagunaphuket.com/th/experience/sustainability/social-equity/>

Company human right guideline : Employee Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	32	31	26
Number of female employees (Persons)	52	50	32
Total number of employees (Persons)	84	81	58

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	147,716,627.00	157,450,569.06	160,557,977.37

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	99.56	86.70	63.39
Employee development and training expenses (baht)	0.00	N/A	N/A

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	10.71	11.11	15.52

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.lagunaresorts.com/corporate-governance/governance-policy>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	10	100.00
Number of male directors	8	80.00
Number of female directors	2	20.00
Number of executive directors	5	50.00
Number of non-executive directors	5	50.00
Number of independent directors	4	40.00

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KWONPING HO Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Management Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	4 Jul 1986	Property Development, Project Management

2.	Mr. ARIEL P VERA Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director) Director type: Original director	13 May 1997	Accounting, Business Administration
3.	Dr. JINGJAI HANCHANLASH Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	15 May 2001	Law
4.	Mr. THONGCHAI ANANTHOTHAI Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	2 Mar 2017	Banking, Finance
5.	Ms. SRINTHORN OUNAYAKOVIT Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	9 Mar 2015	Economics

6.	<p>Mrs. REN YUNG HO</p> <p>Gender: Female</p> <p>Age: 40 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Science in Sociology and Economics Development</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	29 Apr 2020	Economics, Accounting, Finance, Corporate Social Responsibility
7.	<p>Mr. KWONCJAN HO</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Architecture</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	27 Feb 1995	Architecture
8.	<p>Mr. EDDY HOCK LYE SEE</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	21 Nov 2012	Accounting, Finance
9.	<p>Mr. STUART D. READING</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	10 Aug 2006	Business Administration, Property Development, Accounting

10. Mr. REN HUA HO	Director	9 Nov 2011	Economics, Agribusiness
Gender: Male	(Executive)		
Age: 43 years old			
Highest level of education:	Director type: Re-elected		
Bachelor's degree	as director		
Major: Economics			
Thai nationality: No			
Residing in Thailand: Yes			

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. VUDHIPHOL SURİYABHIVADH Gender: Male Age: 81 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 7 May 2003 Date directorship ended: 18 Mar 2025	No replacement director

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ARIEL P VERA [1] Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	30 Apr 2025	Accounting, Business Administration
2. Dr. JINGJAI HANCHANLASH Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	26 Apr 2001	Law
3. Mr. THONGCHAI ANANTHOTHAI Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	21 Feb 2017	Banking, Finance

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

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. VUDHIPHOL SURIYABHIVADH [1] Gender: Male Age: 81 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 10 Aug 2007 Date directorship ended: 18 Mar 2025	Mr. ARIEL P VERA Date position was assumed: 30 Apr 2025

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

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Dr. JINGJAI HANCHANLASH	Chairman
	Mr. THONGCHAI ANANTHOTHAI	Member
	Mr. ARIEL P VERA	Member

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. EDDY HOCK LYE SEE Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Executive Officer	15 Oct 2022	Accounting, Finance
2. Mr. KWONCJAN HO Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Architecture	Senior Vice President, Group Chief Designer	1 May 2024	Architecture
3. Mr. Edmund Tan Gender: Male Age: 38 years old Highest level of education: Bachelor's degree Major: Accounting	Vice President, Head, Business Excellence & Strategic Targets	1 May 2024	Accounting, Finance, Corporate Management
4. Mr. Chatchai Chordokrak [1] Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Business Administration	Senior Assistant Vice President, Head of Finance and Corporate Affairs	1 Aug 2022	Banking, Accounting, Finance, Strategic Management, Risk Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 26
Number of female employees (persons)	: 32
Total number of employees (persons)	: 58

Employee Remuneration

Total employee remuneration	: 160,557,977.37
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Provident fund

Total number of employees (persons)	: 58
Number of employees contributing to the PVD (persons)	: 43
Percentage of employees who are members (%)	: 74.14

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Dr. JINGJAI HANCHANLASH Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 15 May 2001	Law
2. Mr. KWONCJAN HO Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 27 Feb 1995	Architecture
3. Mr. EDDY HOCK LYE SEE Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Re-elected as director	Date position was assumed: 21 Nov 2012	Accounting, Finance

4.	Mr. REN HUA HO	Director	Date position was assumed:	Economics, Agribusiness
	Gender: Male	(Executive)		
	Age: 43 years old		9 Nov 2011	
	Highest level of education:	Director type: Re-elected		
	Bachelor's degree	as director		
	Major: Economics			
	Thai nationality: No			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KWONPING HO	Chairman of the board	Non-participating
Mr. ARIEL P VERA	Director	Non-participating
Dr. JINGJAI HANCHANLASH	Director	Non-participating
Mr. THONGCHAI ANANTHOTHAI	Director	Non-participating
Ms. SRINTHORN OUNAYAKOVIT	Director	Non-participating
Mrs. REN YUNG HO	Director	Non-participating
Mr. KWONCJAN HO	Director	Non-participating
Mr. EDDY HOCK LYE SEE	Director	Non-participating
Mr. STUART D. READING	Director	Non-participating
Mr. REN HUA HO	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 21 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. KWONPING HO (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Mr. ARIEL P VERA (Director)	-	5/5	Participating	Did not hold the meeting
3. Dr. JINGJAI HANCHANLASH (Director)	-	5/5	Participating	Did not hold the meeting
4. Mr. THONGCHAI ANANTHOTHAI (Director)	-	5/5	Participating	Did not hold the meeting
5. Ms. SRINTHORN OUNAYAKOVIT (Director)	-	5/5	Participating	Did not hold the meeting
6. Mrs. REN YUNG HO (Director)	-	5/5	Participating	Did not hold the meeting
7. Mr. KWONCJAN HO (Director)	-	4/5	Participating	Did not hold the meeting
8. Mr. EDDY HOCK LYE SEE (Director)	-	5/5	Participating	Did not hold the meeting
9. Mr. STUART D. READING (Director)	-	5/5	Participating	Did not hold the meeting
10. Mr. REN HUA HO (Director)	-	5/5	Participating	Did not hold the meeting
11. Mr. VUDHIPHOL SURİYABHIVADH (Director)	18 Mar 2025	1/1	Non-participating	Did not hold the meeting

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
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1.	Mr. KWONPING HO (Chairman of the board)	-	1,390,000.00	0.00	No
2.	Mr. ARIEL P VERA (Director)	-	930,000.00	0.00	Yes
3.	Dr. JINGJAI HANCHANLASH (Director)	-	930,000.00	0.00	Yes
4.	Mr. THONGCHAI ANANTHOTHAI (Director)	-	930,000.00	0.00	Yes
5.	Ms. SRINTHORN OUNAYAKOVIT (Director)	-	930,000.00	0.00	Yes
6.	Mrs. REN YUNG HO (Director)	-	930,000.00	0.00	No
7.	Mr. KWONCJAN HO (Director)	-	610,000.00	0.00	No
8.	Mr. EDDY HOCK LYE SEE (Director)	-	610,000.00	0.00	No
9.	Mr. STUART D. READING (Director)	-	610,000.00	0.00	No
10.	Mr. REN HUA HO (Director)	-	610,000.00	0.00	No
11.	Mr. VUDHIPHOL SURİYABHIVADH (Director)	18 Mar 2025	186,000.00	0.00	Yes

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. ARIEL P VERA (Chairman of the audit committee)	-	3/3
2.	Dr. JINGJAI HANCHANLASH (Audit committee)	-	4/4
3.	Mr. THONGCHAI ANANTHOTHAI (Audit committee)	-	4/4
4.	Mr. VUDHIPHOL SURİYABHIVADH (Chairman of the audit committee)	18 Mar 2025	1/1