



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**S HOTELS AND RESORTS PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2024



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : S HOTELS AND RESORTS PUBLIC COMPANY LIMITED

Symbol : SHR

Address : 123 Suntower Building B, 10th Floor, Vibhavadi-Rangsit Rd.,  
Chom Phon, Chatuchack

Province : Bangkok

Postcode : 10900

Business : A holding company that engages in the management of hotels and  
resorts and investments in international hotel companies.

Registration Number : 0107562000190

Telephone : 02 058 9888

Website : <http://www.shotelsresorts.com>

Email : [contactus@shotelsresorts.com](mailto:contactus@shotelsresorts.com)

#### Total Shares Sold (shares)

Common Stock : 3,593,640,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	8,692,553.85	9,701,079.19	10,352,246.20
Room Revenue (Thousand baht)	4,945,374.31	5,700,389.36	6,172,976.95
F&B Revenue (Thousand baht)	2,736,327.60	2,874,919.22	3,002,130.46
Other Operating Revenue (Thousand baht)	1,010,851.94	1,125,770.61	1,177,138.79

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Room Revenue (%)	56.89	58.76	59.63
F&B Revenue (%)	31.48	29.64	29.00
Other Operating Revenue (%)	11.63	11.60	11.37

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	8,692,553.85	9,701,079.19	10,352,246.20
Domestic (Thousand baht)	1,080,138.63	1,748,498.14	1,875,758.95
International (Thousand baht)	7,612,415.22	7,952,581.05	8,476,487.25

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	12.43	18.02	18.12
International (%)	87.57	81.98	81.88

**Other income as specified in the financial statements**

	2022	2023	2024
Total other income (Thousand baht)	152,703.60	390,897.82	255,905.41
Other income from operations (Thousand baht)	131,734.59	395,675.36	285,791.48
Other income not from operations (Thousand baht)	20,969.01	-4,777.54	-29,886.07

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

	2022	2023	2024
Share of profit (Thousand baht)	-21,465.13	-88,213.61	-222,071.41

**Information on Products and Services (1.2.2)****Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

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

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Strategic Risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk
- Other

### Operational Risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Other

### Financial Risks

**Risk Management Measures:** Yes

#### Related Risk Topics



## Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk
- Other

## Compliance Risks

**Risk Management Measures:** Yes

### Related Risk Topics

#### Operational Risk

- Corruption

#### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Other

## Environmental, Social and Governance (ESG) Risks

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Behavior or needs of customers / consumers
- ESG risk

#### Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

- Impact on human rights
- Other

#### **Emerging Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Changes in technologies

### **Risk to Securities Holder (2.2.2)**

**Risks from number of free-float stock and Equitable treatment of shareholders**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Return from investment of securities holder

### **Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)**

**Risks of the Foreign Securities Investment**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Foreign Investment Risk

# 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://investor.shotelsresorts.com/storage/document/cg/shr-sd-policy-th.pdf>  
(if applicable)

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <http://investor.shotelsresorts.com/storage/content/corporate-governance/cg-document-and-download/20220727-shr-sd-policy-th.pdf>  
(if applicable)

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

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

	2022	2023	2024
Diesel (Litres)	5,618,218.51	5,026,407.77	5,086,624.62
Gasoline (Litres)	7,761.96	235,769.61	221,499.43
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	170,115.00	278,692.00	291,711.00
Steam (Metric tonnes)	0.00	0.00	0.00

Coal (Metric tonnes)	0.00	0.00	0.00
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• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	31,787,380.10	28,332,652.02	37,768,935.77

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	557,183.50	546,885.30	1,589,448.73

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	1,590,915.54	1,995,995.00	1,702,278.40
Hazardous waste (Kilograms)	2,778.00	1,947.00	30.00
<b>Total waste generated (Kilograms)</b>	<b>1,593,693.54</b>	<b>1,997,942.00</b>	<b>1,702,308.40</b>

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	17,984.00	19,232.00	24,014.00
Scope 2 (Tons of carbon dioxide equivalents)	22,154.00	5,805.00	14,175.00
Scope 3 (Tons of carbon dioxide equivalents)	1,279.00	1,289.00	3,832.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>41,417.00</b>	<b>26,326.00</b>	<b>42,021.00</b>

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

## 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://investor.shotelsresorts.com/th/corporate-governance/cg-document-and-download>

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

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2022	2023	2024
Number of male employees (Persons)	1,763	1,774	1,769
Number of female employees (Persons)	900	921	988
<b>Total number of employees (Persons)</b>	<b>2,663</b>	<b>2,695</b>	<b>2,757</b>

##### • Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,379,406,220.42	1,539,182,888.00	1,671,231,743.00

##### • Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	28.29	22.82	27.08
Employee development and training expenses (baht)	5,273,916.46	3,655,547.58	1,746,926.00

##### • Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	106	51	162
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	17.61	25.83	24.95

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	No



# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.shotelsresorts.com/storage/document/cg/shr-cg-policy-th.pdf>

#### 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	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	1	11.11
Number of non-executive directors	8	88.89
Number of independent directors	5	55.56

#### 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. APISAK TANTIVORAWONG Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	15 Oct 2021	Corporate Management, Risk Management, Finance, Accounting, Strategic Management

2.	<p>Mr. SOMPONG TANTAPART</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	30 Nov 2018	Corporate Management, Risk Management, Finance, Accounting, Tourism & Leisure
3.	<p>Mr. PRAISUN WONGSMITH</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	30 Nov 2018	Strategic Management, Risk Management, Governance/ Compliance, Accounting, Finance
4.	<p>Mr. PARINYA PATANAPHAKEE</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	23 Feb 2021	Corporate Management, Strategic Management, Risk Management, Law, IT Management
5.	<p>Mr. JUKR BOON-LONG</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	30 Nov 2018	Risk Management, Sustainability, Governance/ Compliance, Law, Energy & Utilities

6.	Mr. NARIS CHEYKLIN Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	11 Nov 2015	Corporate Management, Strategic Management, Risk Management, Accounting, Tourism & Leisure
7.	Mr. BORIWAT PINPRADAB Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	17 Aug 2024	Tourism & Leisure, Business Administration, Risk Management, Strategic Management, Finance
8.	Mrs. THITIMA RUNGKWANSIROJ Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	29 Jun 2018	Corporate Management, Risk Management, Accounting, Sustainability, Property Development
9.	Mr. MICHAEL DAVID MARSHALL Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Marketing Thai nationality: No Residing in Thailand: Yes	Director (Executive)  Director type: Original director	16 Nov 2023	Business Administration, Risk Management, Governance/ Compliance, Tourism & Leisure, Sustainability

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

General information	Position	Tenure	Replacement Director
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1.	D.B.A. CHAYANIN DEBHAKAM	Director	Date position was assumed:	Mr. BORIWAT PINPRADAB
	Gender: Male	(Non-executive)	11 Nov 2015	Date position was assumed:
	Age: 55 years old			17 Aug 2024
	Highest level of education:		Date directorship ended:	
	Doctoral degree		16 Aug 2024	
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

## Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

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

Remark : The Chairman of the Board of Directors approves the agenda of the meeting in consultation with the Chief Executive Officer and the Company Secretary. Directors can propose meeting agenda items for inclusion to the Chairman in advance before each Board meeting date

## 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. SOMPONG TANTAPART [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	10 Jan 2019	Corporate Management, Risk Management, Finance, Accounting, Tourism & Leisure
2. Mr. PRAISUN WONGSMITH [1] Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	30 Nov 2018	Strategic Management, Risk Management, Governance/ Compliance, Accounting, Finance
3. Mr. JUKR BOON-LONG Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	30 Nov 2018	Risk Management, Sustainability, Governance/ Compliance, Law, Energy & Utilities

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



## Executive Committee

### List of executive committee members

General information	Position	Date position was assumed
1. Mr. NARIS CHEYKLIN Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	21 Feb 2024
2. Mrs. THITIMA RUNGKWANSIROJ Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	10 Jan 2019
3. Mr. BORIWAT PINPRADAB Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Aug 2024
4. Mr. Chairath Sivapornpan Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	4 Jul 2019

5.	Mr. MICHAEL DAVID MARSHALL Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Marketing Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	16 Nov 2023
6.	Mr. Issarin Patramai Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Aug 2023
7.	Mr. Stefano Alberto Ruzza Gender: Male Age: 51 years old Highest level of education: Below a bachelor's degree Major: Hospitality-Restauraton HF/SHL Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	23 Feb 2021

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. PARINYA PATANAPHAKDEE	Chairman
	Mrs. THITIMA RUNGKWANSIROJ	Member
	Mr. MICHAEL DAVID MARSHALL	Member
	Mr. NARIS CHEYKLIN	Member
	Mr. BORIWAT PINPRADAB	Member
Nomination and Remuneration Committee	D.B.A. CHAYANIN DEBHAKAM	Chairman
	Mr. PARINYA PATANAPHAKDEE	Member
	Mr. PRAISUN WONGSMITH	Member

Corporate Governance and Sustainable Development Committee	Mr. JUKR BOON-LONG	Chairman
	D.B.A. CHAYANIN DEBHAKAM	Member
	Mrs. THITIMA RUNGKWANSIROJ	Member
	Mr. MICHAEL DAVID MARSHALL	Member

## Roles of Sub-committees

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

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. MICHAEL DAVID MARSHALL Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Marketing	CHIEF EXECUTIVE OFFICER	16 Nov 2023	Business Administration, Risk Management, Governance/ Compliance, Tourism & Leisure, Sustainability
2. Mr. Issarin Patramai [1] Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer and Company Secretary	24 Jul 2023	Business Administration, Accounting, Finance, Engineering, Risk Management
3. Ms. Kankanid Wichitcharoen [2] Gender: Female Age: 58 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Vice President of Operation Finance	1 Jan 2019	Accounting, Finance
4. Mr. Stefano Alberto Ruzza Gender: Male Age: 51 years old Highest level of education: Below a bachelor's degree Major: Hospitality-Restauraton HF/SHL	Senior Vice President of Operations	1 Jun 2020	Tourism & Leisure, Project Management
5. Ms. Supapun Sthianrapapong Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Corporate Governance	Vice President of Accounting	1 Mar 2023	Business Administration, Accounting, Finance

6.	Mr. Ludovic Louis Michel Gallerne Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Marketing & International Business	Vice President of Global Commerce	7 Mar 2023	Business Administration, Marketing
7.	Mr. Ekachai Keeratikritin Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Management	Vice President of Corporate Finance	16 Oct 2023	Business Administration, Finance, Accounting
8.	Ms. Patteera Maneesri Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Science	Vice President of Human Resources and Brand Culture	1 Mar 2022	Business Administration, Human Resource Management
9.	Mr. Hyunsu An Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Applied Hospitality & Tourism Management	Vice President of Revenue Strategy and Distribution	21 Nov 2022	Tourism & Leisure

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration

	2022	2023	2024
Total executive remuneration (baht)	53,960,000.00	56,927,918.00	72,482,853.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 1,769

Number of female employees (persons) : 988

**Total number of employees (persons) : 2,757**

#### Employee Remuneration

Total employee remuneration : 1,671,231,743.00

#### Provident fund

Total number of employees (persons) : 2,757

Number of employees contributing to the PVD (persons) : 1,453

Percentage of employees who are members (%) : 52.70

# Performance Report on Corporate Governance

## Performance Report on Corporate Governance

### Summary of Director Performance (8.1)

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

##### List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRAISUN WONGSMITH Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 30 Nov 2018	Strategic Management, Risk Management, Governance/ Compliance, Accounting, Finance
2. Mr. JUKR BOON-LONG Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 30 Nov 2018	Risk Management, Sustainability, Governance/ Compliance, Law, Energy & Utilities

###### • List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. BORIWAT PINPRADAB	Director	Date position was	Tourism & Leisure, Business
	Gender: Male	(Non-executive)	assumed:	Administration, Risk
	Age: 43 years old		17 Aug 2024	Management, Strategic
	Highest level of education:	Director type: Newly		Management, Finance
	Bachelor's degree	appointed director to		
	Major: Business Administration	replace ex-director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. APISAK TANTIVORAWONG	Chairman of the board	Participating
Mr. SOMPONG TANTAPART	Director	Participating
Mr. PRAISUN WONGSMITH	Director	Participating
Mr. PARINYA PATANAPHAKEE	Director	Participating
Mr. JUKR BOON-LONG	Director	Participating
Mr. NARIS CHEYKLIN	Director	Participating
Mr. BORIWAT PINPRADAB	Director	Participating
Mrs. THITIMA RUNGKWANSIROJ	Director	Participating
Mr. MICHAEL DAVID MARSHALL	Director	Participating
D.B.A. CHAYANIN DEBHAKAM	Director	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) : 8

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. APISAK TANTIVORAWONG (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mr. SOMPONG TANTAPART (Director)	-	8/8	Participating	Did not hold the meeting
3.	Mr. PRAISUN WONGSMITH (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mr. PARINYA PATANAPHAKEE (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. JUKR BOON-LONG (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. NARIS CHEYKLIN (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. BORIWAT PINPRADAB (Director)	-	2/2	Non-participating	Did not hold the meeting
8.	Mrs. THITIMA RUNGKWANSIROJ (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mr. MICHAEL DAVID MARSHALL (Director)	-	8/8	Participating	Did not hold the meeting
10.	D.B.A. CHAYANIN DEBHAKAM (Director)	16 Aug 2024	5/6	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. APISAK TANTIVORAWONG (Chairman of the board)	-	400,000.00	1,240,227.00	No

2.	Mr. SOMPONG TANTAPART (Director)	-	240,000.00	512,182.00	No
3.	Mr. PRAISUN WONGSMITH (Director)	-	240,000.00	512,182.00	No
4.	Mr. PARINYA PATANAPHAKEE (Director)	-	240,000.00	512,182.00	No
5.	Mr. JUKE BOON-LONG (Director)	-	240,000.00	512,182.00	No
6.	Mr. NARIS CHEYKLIN (Director)	-	240,000.00	512,182.00	No
7.	Mr. BORIWAT PINPRADAB (Director)	-	60,000.00	211,960.00	No
8.	Mrs. THITIMA RUNGKWANSIROJ (Director)	-	240,000.00	612,182.00	No
9.	Mr. MICHAEL DAVID MARSHALL (Director)	-	240,000.00	484,022.00	No
10.	D.B.A. CHAYANIN DEBHAKAM (Director)	16 Aug 2024	150,000.00	396,083.00	No

Remark : The details of remuneration for the Board of Directors and committees for year 2024 was disclosed on the Form 56-1 One report Section 8. Corporate Governance Performance Report (<https://investor.shotelsresorts.com/en/document/annual-reports>)

## 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. SOMPONG TANTAPART (Chairman of the audit committee)	-	4/4
2.	Mr. PRAISUN WONGSMITH (Audit committee)	-	4/4
3.	Mr. JUKR BOON-LONG (Audit committee)	-	4/4