



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 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 : 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

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

	2023	2024	2025
Total revenue from operations (Thousand baht)	9,701,079.19	10,352,246.20	10,299,336.42
Room Revenue (Thousand baht)	5,700,389.36	6,172,976.95	6,229,142.68
F&B Revenue (Thousand baht)	2,874,919.22	3,002,130.46	2,917,079.76
Other Operating Revenue (Thousand baht)	1,125,770.61	1,177,138.79	1,153,113.98

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Room Revenue (%)	58.76	59.63	60.48
F&B Revenue (%)	29.64	29.00	28.32
Other Operating Revenue (%)	11.60	11.37	11.20

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	9,701,079.19	10,352,246.20	10,299,336.42
Domestic (Thousand baht)	1,748,498.14	1,875,758.95	2,277,872.19
International (Thousand baht)	7,952,581.05	8,476,487.25	8,021,464.23

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	18.02	18.12	22.12
International (%)	81.98	81.88	77.88

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	390,897.82	255,905.41	125,631.49
Other income from operations (Thousand baht)	395,675.36	285,791.48	180,628.20
Other income not from operations (Thousand baht)	-4,777.54	-29,886.07	-54,996.71

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

	2023	2024	2025
Share of profit (Thousand baht)	-88,213.61	-222,071.41	29,096.86

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

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

- Information security and cyber-attack
- Safety, occupational health, and working environment
- 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

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

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	5,026,407.77	5,090,061.22	5,513,066.00
Gasoline (Litres)	235,769.61	221,499.43	898,179.00
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)	278,692.00	291,711.00	303,406.00

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

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	28,332,652.02	26,707,238.28	27,399,101.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	546,885.30	1,589,448.73	1,537,200.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	1,995,995.00	1,702,278.40	1,754,758.00
Hazardous waste (Kilograms)	1,947.00	30.00	87.00
Total waste generated (Kilograms)	1,997,942.00	1,702,308.40	1,754,845.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	18,228.00	21,538.00	24,924.00
Scope 2 (Tons of carbon dioxide equivalents)	4,075.00	6,473.00	6,802.00
Scope 3 (Tons of carbon dioxide equivalents)	412.00	3,784.00	3,499.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	22,715.00	31,795.00	35,225.00
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• **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/storage/document/cg/shr-human-right-policy-th.pdf>

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

	2023	2024	2025
Number of male employees (Persons)	1,774	1,769	1,669
Number of female employees (Persons)	921	988	893
Total number of employees (Persons)	2,695	2,757	2,562

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,539,182,888.00	1,671,231,743.00	1,781,396,822.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	41.55	48.59	62.12
Employee development and training expenses (baht)	3,655,547.58	1,746,926.00	2,286,836.22

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	51	86	84
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	25.83	24.95	17.92

• **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://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	9	100.00
Number of female directors	0	0.00
Number of executive directors	1	11.11
Number of non-executive directors	8	88.89
Number of independent directors	4	44.44

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. D.B.A. CHAYANIN DEBHAKAM Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	24 Apr 2025	Strategic Management, Energy & Utilities, Sustainability, Business Administration, Risk Management

2.	<p>Mr. JUKR BOON-LONG</p> <p>Gender: Male</p> <p>Age: 68 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: Original director</p>	30 Nov 2018	<p>Risk Management, Sustainability, Governance/ Compliance, Law, Energy & Utilities</p>
3.	<p>Mr. BORIWAT PINPRADAB</p> <p>Gender: Male</p> <p>Age: 44 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	17 Aug 2024	<p>Tourism & Leisure, Business Administration, Risk Management, Strategic Management, Finance</p>
4.	<p>Mr. YONGYOOT LUANGRATTANAMART</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	24 Apr 2025	<p>Business Administration, Risk Management, Sustainability, Accounting, Finance</p>
5.	<p>Mr. VORAPAT CHAVANANIKUL</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	24 Apr 2025	<p>Business Administration, Accounting, Finance, Risk Management, Strategic Management</p>

6.	Mr. CHAIRATH SIVAPORNPAN Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	13 Aug 2025	Accounting, Finance, Business Administration, Risk Management, Sustainability
7.	Mr. STEPHEN TIRADOR BRIONES Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	13 Aug 2025	Finance, Accounting, Risk Management, Strategic Management, Business Administration
8.	Mr. GUNPONG PANTHONGPRASERT Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Commerce and International Trade Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	13 Aug 2025	Business Administration, Finance, Accounting, Risk Management, Strategic Management
9.	Mr. MICHAEL DAVID MARSHALL Gender: Male Age: 63 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.	Mr. APISAK TANTIVORAWONG Gender: Male Age: 72 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)	Date position was assumed: 15 Oct 2021 Date directorship ended: 24 Apr 2025	No replacement director
2.	Mr. NARIS CHEYKLIN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 10 Nov 2015 Date directorship ended: 24 Apr 2025	No replacement director
3.	Mr. PARINYA PATANAPHAKEE Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 23 Feb 2021 Date directorship ended: 24 Apr 2025	No replacement director
4.	Mr. SOMPONG TANTAPART Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 30 Nov 2018 Date directorship ended: 30 May 2025	Mr. STEPHEN TIRADOR BRIONES Date position was assumed: 13 Aug 2025
5.	Mr. PRAISUN WONGSMITH Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 30 Nov 2018 Date directorship ended: 30 May 2025	Mr. GUNPONG PANTHONGPRASERT Date position was assumed: 13 Aug 2025

6.	Mrs. THITIMA RUNGKWANSIROJ	Director	Date position was assumed:	Mr. CHAIRATH SIVAPORNPAN
	Gender: Female	(Non-executive)		Date position was assumed:
	Age: 64 years old		29 Jun 2018	13 Aug 2025
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Accounting		13 Aug 2025	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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. STEPHEN TIRADOR BRIONES [1] Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	13 Aug 2025	Finance, Accounting, Risk Management, Strategic Management, Business Administration
2. Mr. JUKR BOON-LONG Gender: Male Age: 68 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: Original director	30 Nov 2018	Risk Management, Sustainability, Governance/ Compliance, Law, Energy & Utilities
3. Mr. YONGYOOT LUANGRATTANAMART [1] Gender: Male Age: 54 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: Newly appointed director to replace ex-director	24 Apr 2025	Business Administration, Risk Management, Sustainability, Accounting, 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. SOMPONG TANTAPART [1] Gender: Male Age: 68 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)	Date position was assumed: 30 Nov 2018 Date directorship ended: 30 May 2025	Mr. STEPHEN TIRADOR BRIONES Date position was assumed: 13 Aug 2025
2. Mr. PRAISUN WONGSMITH [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 30 Nov 2018 Date directorship ended: 30 May 2025	No replacement director

[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. BORIWAT PINPRADAB Gender: Male Age: 44 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	17 Aug 2024

2.	Mr. CHAIRATH SIVAPORNPAN Gender: Male Age: 43 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
3.	Mr. MICHAEL DAVID MARSHALL Gender: Male Age: 63 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
4.	Mr. Issarin Patramai Gender: Male Age: 51 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

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

General information	Position	Tenure	Replacement Director
1. Mr. NARIS CHEYKLIN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 21 Feb 2024 Date directorship ended: 24 Apr 2025	Mr. BORIWAT PINPRADAB Date position was assumed: 24 Apr 2025

2.	Mrs. THITIMA RUNGKWANSIROJ Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	Date position was assumed: 10 Jan 2019 Date directorship ended: 13 Aug 2025	No replacement director
3.	Mr. Stefano Alberto Ruzza Gender: Male Age: 52 years old Highest level of education: Below a bachelor's degree Major: Hospitality- Restauration HF/SHL Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 23 Feb 2021 Date directorship ended: 24 Nov 2025	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. YONGYOOT LUANGRATTANAMART	Chairman
	Mr. BORIWAT PINPRADAB	Member
	Mr. CHAIRATH SIVAPORNPAN	Member
	Mr. MICHAEL DAVID MARSHALL	Member
Nomination and Remuneration Committee	Mr. BORIWAT PINPRADAB	Chairman
	Mr. GUNPONG PANTHONGPRASERT	Member
	Mr. CHAIRATH SIVAPORNPAN	Member
Corporate Governance and Sustainable Development Committee	Mr. JUKR BOON-LONG	Chairman
	Mr. VORAPAT CHAVANANIKUL	Member
	Mr. CHAIRATH SIVAPORNPAN	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: 63 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: 51 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	24 Jul 2023	Business Administration, Accounting, Finance, Engineering, Risk Management
3. Ms. Kankanid Wichitcharoen [2] Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Vice President of Operation Finance	1 Jan 2019	Accounting, Finance

4.	Mr. Phuchong Sriwila Suriwong Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Science	Senior Vice President Investment & Business Development	2 Sep 2025	Finance, Business Administration
5.	Mr. Anthony Franco La Caprara Gender: Male Age: 58 years old Highest level of education: Below a bachelor's degree Major: -	Senior Vice President Design and Technical Service	1 Jan 2025	Engineering, Construction Materials, Design

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remark : Mr. Anthony Franco La Caprara resigned from his position as an executive of the Company, effective from 30 January 2026 onwards.

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	56,927,918.00	72,482,853.00	44,670,627.81

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) : 1,669

Number of female employees (persons) : 893

Total number of employees (persons) : 2,562

Employee Remuneration

Total employee remuneration : 1,781,396,822.00

Provident fund

Total number of employees (persons) : 2,562

Number of employees contributing to the PVD (persons) : 649

Percentage of employees who are members (%) : 25.33

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. D.B.A. CHAYANIN DEBHAKAM Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 24 Apr 2025	Strategic Management, Energy & Utilities, Sustainability, Business Administration, Risk Management
2. Mr. YONGYOOT LUANGRATTANAMART Gender: Male Age: 54 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: Newly appointed director to replace ex-director	Date position was assumed: 24 Apr 2025	Business Administration, Risk Management, Sustainability, Accounting, Finance
3. Mr. VORAPAT CHAVANANIKUL Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 24 Apr 2025	Business Administration, Accounting, Finance, Risk Management, Strategic Management

4.	Mr. CHAIRATH SIVAPORNPAN Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 13 Aug 2025	Accounting, Finance, Business Administration, Risk Management, Sustainability
5.	Mr. STEPHEN TIRADOR BRIONES Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 13 Aug 2025	Finance, Accounting, Risk Management, Strategic Management, Business Administration
6.	Mr. GUNPONG PANTHONGPRASERT Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Commerce and International Trade Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 13 Aug 2025	Business Administration, Finance, Accounting, Risk Management, Strategic Management

Development of directors over the past year

List of directors	Position	Participated in director development program
D.B.A. CHAYANIN DEBHAKAM	Chairman of the board	Participating
Mr. JUKR BOON-LONG	Director	Participating
Mr. BORIWAT PINPRADAB	Director	Participating
Mr. YONGYOOT LUANGRATTANAMART	Director	Participating
Mr. VORAPAT CHAVANANIKUL	Director	Participating
Mr. CHAIRATH SIVAPORNPAN	Director	Participating

Mr. STEPHEN TIRADOR BRIONES	Director	Participating
Mr. GUNPONG PANTHONGPRASERT	Director	Participating
Mr. MICHAEL DAVID MARSHALL	Director	Participating

Remark : As of December 31, 2025, all 9 directors, representing 100% of the total number of directors on the Board of Directors, had completed training programs related to the performance of directors' duties, namely the Director Certification Program (DCP) and/or the Director Accreditation Program (DAP) of IOD. In addition, in 2025, all directors attended briefing sessions presenting topics on the global economic situation, the overview of the tourism industry, marketing and competition, the Company's overall business operations, business outlook, and sustainable business practices. The Company also organized internal seminars on the topics 'Anti-Corruption: Trust Building Through Transparency' and 'ESG Risks Oversight: Key Mechanism for Strengthening Corporate Defenses' for directors, senior executives, and relevant employees, with speakers from IOD, to raise awareness of leadership roles in anti-corruption and in managing environmental, social, and governance (ESG) risks.

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) : 6

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	D.B.A. CHAYANIN DEBHAKAM (Chairman of the board)	-	4/5	Non-participating	Did not hold the meeting
2.	Mr. JUKR BOON-LONG (Director)	-	6/6	Participating	Did not hold the meeting
3.	Mr. BORIWAT PINPRADAB (Director)	-	6/6	Participating	Did not hold the meeting
4.	Mr. YONGYOOT LUANGRATTANAMART (Director)	-	5/5	Non-participating	Did not hold the meeting

5.	Mr. VORAPAT CHAVANANIKUL (Director)	-	4/5	Non-participating	Did not hold the meeting
6.	Mr. CHAIRATH SIVAPORNPAN (Director)	-	2/2	Non-participating	Did not hold the meeting
7.	Mr. STEPHEN TIRADOR BRIONES (Director)	-	2/2	Non-participating	Did not hold the meeting
8.	Mr. GUNPONG PANTHONGPRASERT (Director)	-	2/2	Non-participating	Did not hold the meeting
9.	Mr. MICHAEL DAVID MARSHALL (Director)	-	6/6	Participating	Did not hold the meeting
10.	Mr. APISAK TANTIVORAWONG (Chairman of the board)	24 Apr 2025	1/1	Participating	Did not hold the meeting
11.	Mr. NARIS CHEYKLIN (Director)	24 Apr 2025	1/1	Participating	Did not hold the meeting
12.	Mr. PARINYA PATANAPHAKEE (Director)	24 Apr 2025	1/1	Participating	Did not hold the meeting
13.	Mr. SOMPONG TANTAPART (Director)	30 May 2025	3/3	Participating	Did not hold the meeting
14.	Mr. PRAISUN WONGSMITH (Director)	30 May 2025	3/3	Participating	Did not hold the meeting
15.	Mrs. THITIMA RUNGKWANSIROJ (Director)	13 Aug 2025	4/4	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.	D.B.A. CHAYANIN DEBHAKAM (Chairman of the board)	-	200,000.00	820,000.00	No
2.	Mr. JUKE BOON-LONG (Director)	-	180,000.00	538,275.00	No
3.	Mr. BORIWAT PINPRADAB (Director)	-	180,000.00	552,908.24	Yes
4.	Mr. YONGYOOT LUANGRATTANAMART (Director)	-	150,000.00	341,205.46	Yes
5.	Mr. VORAPAT CHAVANANIKUL (Director)	-	120,000.00	360,811.93	Yes

6.	Mr. CHAIRATH SIVAPORNPAN (Director)	-	60,000.00	184,000.00	No
7.	Mr. STEPHEN TIRADOR BRIONES (Director)	-	60,000.00	184,000.00	No
8.	Mr. GUNPONG PANTHONGPRASERT (Director)	-	60,000.00	184,000.00	No
9.	Mr. MICHAEL DAVID MARSHALL (Director)	-	180,000.00	638,275.00	Yes
10.	Mr. APISAK TANTIVORAWONG (Chairman of the board)	24 Apr 2025	50,000.00	452,844.00	No
11.	Mr. NARIS CHEYKLIN (Director)	24 Apr 2025	30,000.00	238,111.48	Yes
12.	Mr. PARINYA PATANAPHAKEE (Director)	24 Apr 2025	30,000.00	210,275.00	No
13.	Mr. SOMPONG TANTAPART (Director)	30 May 2025	90,000.00	258,275.00	No
14.	Mr. PRAISUN WONGSMITH (Director)	30 May 2025	90,000.00	258,275.00	No
15.	Mrs. THITIMA RUNGKWANSIROJ (Director)	13 Aug 2025	120,000.00	411,118.53	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. STEPHEN TIRADOR BRIONES (Chairman of the audit committee)	-	1/1
2.	Mr. JUKR BOON-LONG (Audit committee)	-	4/4
3.	Mr. YONGYOOT LUANGRATTANAMART (Audit committee)	-	3/3
4.	Mr. SOMPONG TANTAPART (Chairman of the audit committee)	30 May 2025	2/2
5.	Mr. PRAISUN WONGSMITH (Audit committee)	30 May 2025	1/2