



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 2023



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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

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,512,454.03	8,692,553.85	9,701,079.19
Room Revenue (Thousand baht)	2,437,479.53	4,945,374.31	5,700,389.36
F&B Revenue (Thousand baht)	1,370,425.80	2,736,327.60	2,874,919.22
Other Operating Revenue (Thousand baht)	704,548.70	1,010,851.94	1,125,770.61

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Room Revenue (%)	54.02	56.89	58.76
F&B Revenue (%)	30.37	31.48	29.64
Other Operating Revenue (%)	15.61	11.63	11.60

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	4,512,454.03	8,692,553.85	9,701,079.19
Domestic (Thousand baht)	233,979.08	1,080,807.11	1,750,221.83
International (Thousand baht)	4,278,474.95	7,611,746.74	7,950,857.36

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	5.19	12.43	18.04
International (%)	94.81	87.57	81.96

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	156,815.53	152,703.60	390,897.82
Other income from operations (Thousand baht)	177,095.76	131,734.59	395,675.36
Other income not from operations (Thousand baht)	-20,280.23	20,969.01	-4,777.54

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

	2021	2022	2023
Share of profit (Thousand baht)	-2,890.75	-21,465.13	-88,213.61

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)	2021	2022	2023
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
- Behavior or needs of customers / consumers
- Economic risk
- Other

Operational Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack
- Climate change and disasters
- Other

Financial Risks

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Other

Compliance Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Environmental, Social and Governance (ESG) Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- 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
- Climate change and disasters

Operational Risk

- Climate change and disasters
- Impact on the environment

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 : <http://investor.shotelsresorts.com/storage/content/corporate-governance/cg-document-and-download/20220727-shr-sd-policy-th.pdf>

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>

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

	2021	2022	2023
Diesel (Litres)	4,936,992.00	5,618,218.51	5,026,407.77
Gasoline (Litres)	N/A	7,761.96	235,769.61
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)	41,872.00	170,115.00	278,692.00
Steam (Metric tonnes)	0.00	0.00	0.00

Coal (Metric tonnes)	0.00	0.00	0.00
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• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	22,264,790.00	31,787,380.10	28,332,652.02

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	287,634.00	557,183.50	546,885.30

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	1,072,807.50	1,590,915.54	1,995,995.00
Hazardous waste (Kilograms)	27,524.50	2,778.00	1,947.00
Total waste generated (Kilograms)	1,100,332.00	1,593,693.54	1,997,942.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	753.00	17,984.00	19,232.00
Scope 2 (Tons of carbon dioxide equivalents)	1,757.00	22,154.00	5,805.00
Scope 3 (Tons of carbon dioxide equivalents)	753.00	1,279.00	1,289.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,263.00	41,417.00	26,326.00
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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/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

	2021	2022	2023
Number of male employees (Persons)	1,520	1,763	1,774
Number of female employees (Persons)	753	900	921
Total number of employees (Persons)	2,273	2,663	2,695

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	865,240,000.00	1,379,406,220.42	1,539,182,888.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	29.45	28.29	22.82
Employee development and training expenses (baht)	823,982.50	5,273,916.46	3,655,547.58

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	112	106	51
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	23.85	17.61	25.83

• **Significant labor dispute**

	2021	2022	2023
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/th/corporate-governance/cg-document-and-governance-policy-download>

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: 70 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, Strategic Management, Risk Management, Finance, Banking, Property Development, Energy & Utilities, Accounting, Governance/ Compliance

2.	<p>Mr. SOMPONG TANTAPART</p> <p>Gender: Male</p> <p>Age: 66 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: Re-elected as director</p>	30 Nov 2018	<p>Corporate Management, Strategic Management, Risk Management, Finance, Accounting, Property Development, Tourism & Leisure, Energy & Utilities</p>
3.	<p>Mr. PRAISUN WONGSMITH</p> <p>Gender: Male</p> <p>Age: 64 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>Economics, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance, Sustainability, Corporate Social Responsibility, IT Management, Information & Communication Technology</p>
4.	<p>Mr. JU KR BOON-LONG</p> <p>Gender: Male</p> <p>Age: 66 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>Economics, Corporate Management, Strategic Management, Risk Management, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Law, Energy & Utilities</p>
5.	<p>Mr. PARINYA PATANAPHAKEE</p> <p>Gender: Male</p> <p>Age: 65 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	<p>Corporate Management, Strategic Management, Risk Management, Law, Finance, Information & Communication Technology, IT Management</p>

6.	<p>D.B.A. CHAYANIN DEBHAKAM</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral 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>	10 Nov 2015	<p>Corporate Management, Strategic Management, Governance/ Compliance, Property Development, Corporate Social Responsibility, Energy & Utilities, Tourism & Leisure, Sustainability</p>
7.	<p>Mr. NARIS CHEYKLIN</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</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>	10 Nov 2015	<p>Corporate Management, Strategic Management, Risk Management, Finance, Accounting, Governance/ Compliance, Property Development, Sustainability, Corporate Social Responsibility</p>
8.	<p>Mrs. THITIMA RUNGKWANSIROJ</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	29 Jun 2018	<p>Corporate Management, Strategic Management, Risk Management, Finance, Accounting, Sustainability, Governance/ Compliance, Corporate Social Responsibility, Property Development, Tourism & Leisure, Energy & Utilities</p>
9.	<p>Mr. MICHAEL DAVID MARSHALL</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	16 Nov 2023	<p>Business Administration, Marketing, Risk Management, Governance/ Compliance, Finance, Tourism & Leisure, Property Development, Accounting, Sustainability</p>

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

General information	Position	Tenure	Replacement Director
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1.	Mr. DIRK ANDRE LENA DE CUYPER	Director (Executive)	Date position was assumed: 14 Nov 2018 Date directorship ended: 16 Nov 2023	Mr. MICHAEL DAVID MARSHALL Date position was assumed: 16 Nov 2023
	Gender: Male			
	Age: 58 years old			
	Highest level of education:			
	Bachelor's degree			
	Major: Hotel Management			
	Thai nationality: No			
	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

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: 66 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: Re-elected as director	30 Nov 2018	Corporate Management, Strategic Management, Risk Management, Finance, Accounting, Property Development, Tourism & Leisure, Energy & Utilities
2. Mr. PRAISUN WONGSMITH [1] Gender: Male Age: 64 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	Economics, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance, Sustainability, Corporate Social Responsibility, IT Management, Information & Communication Technology
3. Mr. JUKR BOON-LONG 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) Director type: Re-elected as director	30 Nov 2018	Economics, Corporate Management, Strategic Management, Risk Management, Corporate Social Responsibility, 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. Mrs. THITIMA RUNGKWANSIROJ Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	10 Jan 2019
2. Mr. MICHAEL DAVID MARSHALL Gender: Male Age: 61 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
3. Mr. Chairath Sivapornpan Gender: Male Age: 41 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
4. Mr. Issarin Patramai Gender: Male Age: 49 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

5.	Mr. Stefano Alberto Ruzza Gender: Male Age: 50 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
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Ms. Samitta Tinnam Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 15 Jul 2021 Date directorship ended: 1 Mar 2023	No replacement director
2. Ms. Kankanid Wichitcharoen Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 1 Jan 2019 Date directorship ended: 17 Aug 2023	Mr. Issarin Patramai Date position was assumed: 17 Aug 2023
3. Mr. DIRK ANDRE LENA DE CUYPER Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Hotel Management Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 14 Nov 2018 Date directorship ended: 16 Nov 2023	Mr. MICHAEL DAVID MARSHALL Date position was assumed: 16 Nov 2023

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
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: 61 years old Highest level of education: Master's degree Major: Marketing	CHIEF EXECUTIVE OFFICER	16 Nov 2023	Business Administration, Marketing, Risk Management, Governance/ Compliance, Finance, Tourism & Leisure, Property Development, Accounting, Sustainability
2. Mr. Issarin Patramai [1] Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Executive Director	24 Jul 2023	Business Administration, Accounting, Finance, Engineering, Risk Management
3. Mr. Stefano Alberto Ruzza Gender: Male Age: 50 years old Highest level of education: Below a bachelor's degree Major: Hospitality–Restauration HF/SHL	Senior Vice President	1 Jun 2020	Tourism & Leisure, Project Management
4. Ms. Kankanid Wichitcharoen [2] Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Vice President	1 Jan 2019	Accounting, Finance
5. Ms. Supapun Sthianrapapong Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Corporate Governance	Vice President	1 Mar 2023	Business Administration, Accounting, Finance

6.	Mr. Ludovic Louis Michel Gallerne Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Marketing & International Business	Vice President	7 Mar 2023	Business Administration, Marketing
7.	Mr. Ekachai Keeratikritin Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Management	Vice President	16 Oct 2023	Business Administration, Finance, Accounting
8.	Ms. Patteera Maneesri Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Science	Vice President	1 Mar 2022	Business Administration, Human Resource Management
9.	Mr. Hyunsu An Gender: Male Age: 41 years old Highest level of education: Bachelor's degree Major: Applied Hospitality & Tourism Management	Vice President	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 policy for executives

Remuneration policy for executives : No

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	45,729,341.63	53,960,000.00	56,927,918.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 1,774

Number of female employees (persons) : 921

Total number of employees (persons) : 2,695

Employee Remuneration

Total employee remuneration : 1,539,182,888.00

Provident fund

Total number of employees (persons) : 2,695

Number of employees contributing to the PVD (persons) : 1,675

Percentage of employees who are members (%) : 62.15

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
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1.	Ms. Kankanid Wichitcharoen	kankanid.w@shotelsresorts.com
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• **Company secretary**

General information	Email	Telephone
1. Mr. Issarin Patramai	issarin.p@shotelsresorts.com	

• **Head of internal audit**

General information	Email	Telephone
1. Mr. Saratool Sakarin	saratool.s@shotelsresorts.com	

• **Head of investor relations**

General information	Email	Telephone
1. Mr. Korkiat Makpirom	korkiat.m@shotelsresorts.com	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	<p>1. Mr. Chanchai Chaiprasi Email: chanchai.chaiprasit@pwc.com Telephone: -</p> <p>2. Mr. Boonrueng Lerdwiseswit Email: boonrueng.lerdwiseswit@pwc.com Telephone: -</p> <p>3. Mr. Kan Tanthawirat Email: kan.tanthawirat@pwc.com Telephone: -</p> <p>4. Ms. Rodjanart Banyatananusard Email: rodjanart.banyatananusard@pwc.com Telephone: -</p>	2,330,000.00	-

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. SOMPONG TANTAPART Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Public Administration 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	Corporate Management, Strategic Management, Risk Management, Finance, Accounting, Property Development, Tourism & Leisure, Energy & Utilities
2. Mrs. THITIMA RUNGKWANSIROJ Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 29 Jun 2018	Corporate Management, Strategic Management, Risk Management, Finance, Accounting, Sustainability, Governance/ Compliance, Corporate Social Responsibility, Property Development, Tourism & Leisure, 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. MICHAEL DAVID MARSHALL	Director (Executive)	Date position was assumed: 16 Nov 2023	Business Administration, Marketing, Risk Management, Governance/ Compliance, Finance, Tourism & Leisure, Property Development, Accounting, Sustainability
	Gender: Male			
	Age: 61 years old			
	Highest level of education:	Director type: Newly		
	Master's degree	appointed director to		
	Major: Marketing	replace ex-director		
	Thai nationality: No			
	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. JUKE BOON-LONG	Director	Participating
Mr. PARINYA PATANAPHAKEE	Director	Participating
D.B.A. CHAYANIN DEBHAKAM	Director	Participating
Mr. NARIS CHEYKLIN	Director	Participating
Mrs. THITIMA RUNGKWANSIRIROJ	Director	Participating
Mr. MICHAEL DAVID MARSHALL	Director	Participating
Mr. DIRK ANDRE LENA DE CUYPER	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 : 25 Apr 2023

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. JUKR BOON-LONG (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. PARINYA PATANAPHAKDEE (Director)	-	8/8	Participating	Did not hold the meeting
6.	D.B.A. CHAYANIN DEBHAKAM (Director)	-	7/8	Participating	Did not hold the meeting
7.	Mr. NARIS CHEYKLIN (Director)	-	8/8	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)	-	0/0	Non-participating	Did not hold the meeting
10.	Mr. DIRK ANDRE LENA DE CUYPER (Director)	16 Nov 2023	8/8	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)	-	1,600,000.00	0.00	Yes

2.	Mr. SOMPONG TANTAPART (Director)	-	1,290,000.00	53,437.00	Yes
3.	Mr. PRAISUN WONGSMITH (Director)	-	1,260,000.00	0.00	Yes
4.	Mr. JUKR BOON-LONG (Director)	-	1,280,000.00	0.00	Yes
5.	Mr. PARINYA PATANAPHAKEE (Director)	-	1,060,000.00	0.00	Yes
6.	D.B.A. CHAYANIN DEBHAKAM (Director)	-	1,030,000.00	97,402.00	Yes
7.	Mr. NARIS CHEYKLIN (Director)	-	800,000.00	0.00	Yes
8.	Mrs. THITIMA RUNGKWANSIROJ (Director)	-	1,320,000.00	0.00	Yes
9.	Mr. MICHAEL DAVID MARSHALL (Director)	-	100,000.00	0.00	Yes
10.	Mr. DIRK ANDRE LENA DE CUYPER (Director)	16 Nov 2023	860,000.00	0.00	Yes

Remark : Privilege for use of accommodation and services at any of the Company's hotels was approved by the 2022 AGM at the rate of 100,000 Baht/person/year, which would be recorded as actual spending.

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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SOMPONG TANTAPART (Chairman of the audit committee)	-	5/5
2.	Mr. PRAISUN WONGSMITH (Audit committee)	-	5/5
3.	Mr. JUKR BOON-LONG (Audit committee)	-	5/5