

Business Continuity Management Policy

(February 2021)

S Hotels and Resorts Public Company Limited

Prepared by	Secretary of the Risk Management Committee
Endorsed by	Risk Management Committee
Approved by	Board of Directors

Document Revision History

Date	Version	Page Number	Description of Changes	Action Taken by

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Business Continuity Management Policy

1. Introduction

S Hotels and Resorts Public Company Limited and/or its affiliates (“the Company”) realize the importance and necessity for preparedness to deal with and mitigate the impacts of a crisis that may arise. Therefore, the Business Continuity Management Policy has been established as a guideline for overseeing the Business Continuity Management System (BCMS) and enabling the Company to continue business, being able to protect reputation, image as well as achieve growth goals and deliver sustainable value to all stakeholders according to the vision of the Company.

2. Policy Objectives

- 2.1 To ensure that the critical processes of the Company can operate continuously within a reasonable time when there are severe unusual events that disrupt operations.
- 2.2 To be able to limit the impact or the damage in various aspects to occur as less as possible and quickly return to normal operating conditions in the event of a crisis or emergency.
- 2.3 To use as a guideline to oversee and control the administration so that the Company can operate continuously.

3. Scope of Policy

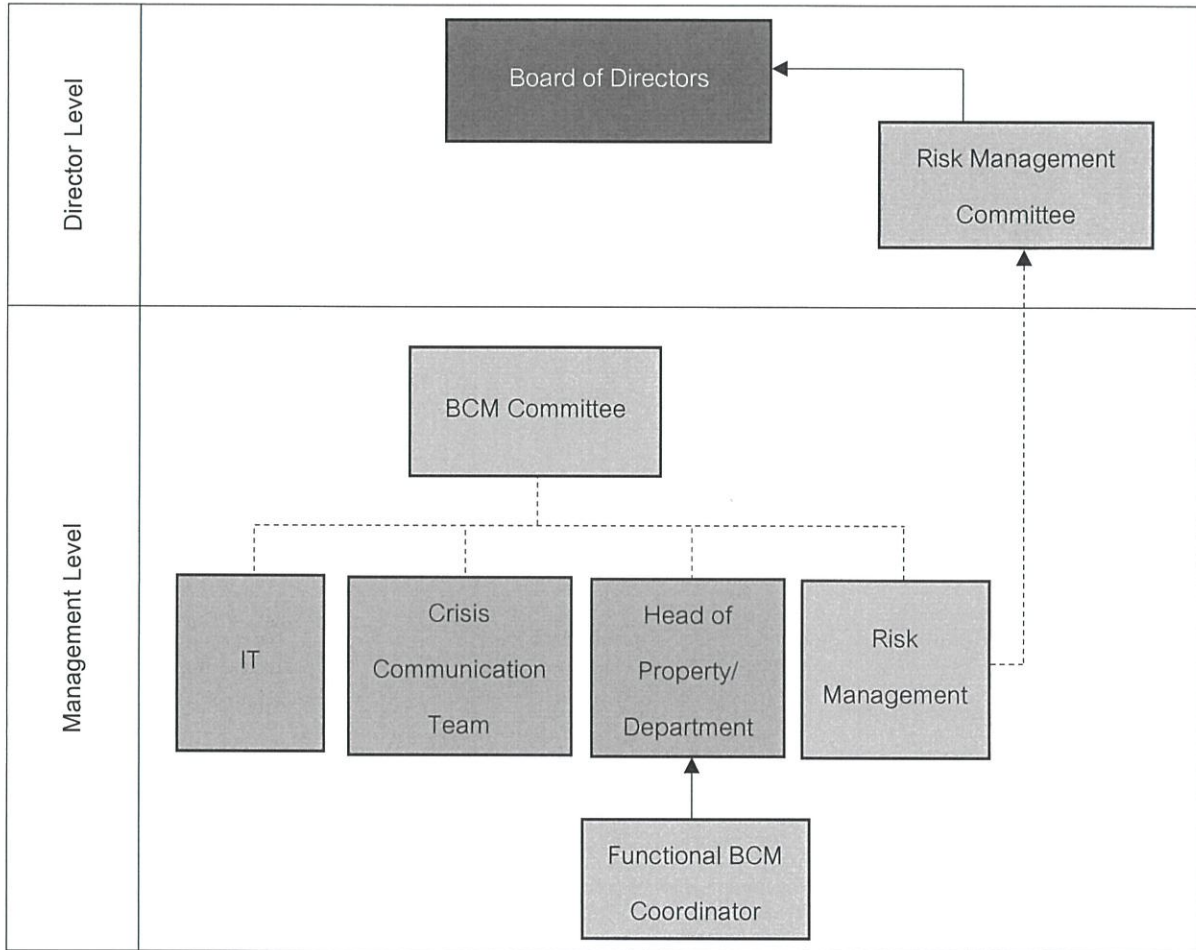
This policy is effective to the directors, executives, and all employees of the Company.

4. Definitions

- 4.1 Business Continuity Management (BCM) means a holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand, and value-creating activities.
- 4.2 Business Continuity Plan (BCP) is a document that guides response, recovery, resumption, and restoration for an organization to be able to continue operations at the specified level after disruption.

4.3 Risk Assessment (RA) is a process to identify risk factors and risk prioritization to determine the unacceptable risk level of the organization and determine the risk mitigation approach to ensure continuity of business.

5. Roles and Responsibilities



———— = Functional - - - - - = BCM Reporting

Board of Directors (BOD) acts as follows:

- Approve the business continuity management policy of the Company.
- Acknowledge the performance in accordance with the Company's business continuity management policy to ensure that the Company continues the business operations and with proper management.

Risk Management Committee (RMC) acts as follows:

- Review the Company's business continuity management policy and endorse before proposing to the Board of Directors for approval every year.
- Acknowledge the progress and provide comments on the implementation of business continuity management.

Business Continuity Management Committee (BCM Committee) acts as follows:

- Approve the business continuity management framework, comprising of Business Continuity Management process, Risk Assessment criteria, Business Impact Analysis so that the Company can operate the business continuously.
- Review and endorse the Business Impact Analysis (BIA), Risk Assessment (RA), Emergency Response Plan (ERP), Disaster Recovery Plan (DRP), and Business Continuity Plan (BCP).

Risk Management acts as follows:

- Prepare and review the business continuity management policy and propose to the Business Continuity Management Committee, the Risk Management Committee, and the Board of Directors for consideration, respectively.
- Prepare and review the business continuity management framework and propose to the Business Continuity Management Committee.
- Monitor the progress of the business continuity management plan as well as the application, testing, and review of plan, including following up to coordinate relevant activities for the preparation of the plan.
- Provide knowledge of risk management arising from business interruptions to the Board of Directors, the Risk Management Committee, executives, and employees at all levels to be able to implement continuously.

Head of Property / Department acts as follows:

- Responsible as the owner of critical operations of the Company which has the risk of interruption by executing the Business Continuity Management policy and plan to maximize the benefits of business continuity management within their own function, including monitoring and ensuring the effectiveness of business continuity management and up to date.
- Consider appointing a Functional BCM Coordinator to be responsible for coordinating activities related to business continuity management in the function and act as a coordinator with those involving persons during a crisis in order to support the recovery of critical processes in the function, including reporting information to the management of their own function.
- Responsible for allocation of necessary budgets and resources to support relevant operations.

Information Technology acts as follows:

- Responsible for IT activities and processes to support business continuity management to ensure that the critical operations of the Company are able to continue or resume operations at the appropriate time as well as comply with the requirements of the Securities and Exchange Commission and related regulations.
- Establish a Disaster Recovery Plan and annual test plan to cover critical operations of the Company, including monitoring and ensuring that the results of disaster recovery plan testing are complete and practical.

Crisis Communication Team acts as follows:

- Responsible for communication activities and processes and public relations of business continuity management to both internal and external stakeholders in disruptive event to ensure the accurate and timely communication of information, prevent public from panicking as well as maintain the image and reputation of the Company.
- Review the crisis communication plan in the corporate and property level, establish a rehearsal plan and assess the results of crisis communication drill.

6. Policy Description

To achieve business continuity management goals and objectives, the Company sets the business continuity management policy as follows:

- 6.1 The Company shall provide a good business continuity management system in accordance with international standard (ISO22301), which includes planning, implementation, training, monitoring, review, maintaining and improving the system on a regular basis as well as communication throughout the organization.
- 6.2 The Company shall provide business continuity management guidelines in line with hospitality business strategy and set up various working groups as appropriate, including developing a Business Continuity Plan both in the Corporate and Business Unit level to reduce the impact of damage and resume to normal operations as soon as possible.
- 6.3 The Company shall appoint a Business Continuity Management Committee, which is directly responsible for approving the Risk Assessment and Business Impact Analysis including plans that related to business continuity management annually.
- 6.4 The Company shall test the Business Continuity Plan to ensure understanding of the personnel involved and improve the system at least once a year or when there is a significant change.
- 6.5 The Company determines that the senior management of each function is responsible for overseeing the business continuity management process for each function to be implemented effectively.
- 6.6 The Company determines that all employees are to be aware of their participation and comply with this policy to allow the Company being able to achieve business continuity management objectives.

The business continuity management policy shall be communicated to all employees at all levels involved within the organization to enable employees to understand, implement, improve, and maintain in a sustainable manner.

7. Policy Revision and Maintenance

The Risk Management Committee shall review the business continuity management policy annually. This is to ensure that this policy is suitable for the Company's business environment and then proposes to the Board of Directors for approval.

Announced on 23 February 2021

A handwritten signature in blue ink, consisting of a stylized 'S' followed by a large loop and a horizontal line, positioned above a dotted line.

(Mr. Sompong Tantapart)

Chairman of the Board of Directors

S Hotels and Resorts Public Company Limited