



Date 15 January 2026

Subject: Invitation to Join the Thai Private Sector Collective Action Against Corruption (CAC)

To: Managing Director, Business Partners, Trading Partners, and Relevant Companies

S Hotels and Resorts Public Company Limited ("the Company") places great importance on conducting business with integrity, fairness, transparency, and accountability under the principles of good corporate governance and anti-corruption. As such, the Company has established an anti-corruption and anti-bribery policy as a core policy alongside its Business Code of Conduct to guide employees at all levels. This has been published on the Company's website at www.shotelsresorts.com. The Company has also set forth operational guidelines to ensure compliance with relevant regulations and laws concerning anti-corruption, aiming to build trust among all stakeholders.

The Company has been certified as the member of the Thai Private Sector Collective Action Against Corruption (CAC) to emphasize the importance of anti-fraud and anti-corruption efforts. Therefore, the Company seeks to contribute to communication and advocacy to address any fraudulent and corruptive issues by cordially inviting you - our business partners, strategic alliances, or relevant companies - to join the Thai Private Sector Collective Action Against Corruption (CAC). If you are interested in participating in this initiative, we would be pleased to provide basic guidelines, or you can visit www.thai-cac.com.

The Company sincerely hopes for your strong cooperation and extends its gratitude for your continuous support of our operations.

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'Michael Marshall', with a horizontal line drawn underneath the name.

(Mr. Michael David Marshall)

Chief Executive Officer