Business Continuity Management Policy

Revision number 3 (May 2025)

S Hotels and Resorts Public Company Limited

Prepared by	Secretary of the Risk Management Committee
Concurred by	Risk Management Committee
Approved by	Board of Director

Document Revision History

Date	Version	Page Number	Description of Changes	Changes requested by
24 Feb 2021	Original	-	-	-
1 May 2022	Revision no.1	1,2,5	• Objectives • Definitions • Policy Description	Secretary of the Risk Management Committee
24 Feb 2023	Revision no.1	-	Annual review 2023	-
8 May 2024	Revision no.2	5	• Policy Description	Secretary of the Risk Management Committee
8 May 2025	Revision no.3	2	• Role and Responsibilities	Secretary of the Risk Management Committee

Table of Contents

1. Introduction 1
2. Policy Objectives 1
3. Scope of Policy 1
4. Definitions 1
5. Roles and Responsibilities 2
6. Policy Description 4
7. Policy Revision and Maintenance 5

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 be confident that the company's key processes will be able to operate continuously within a reasonable resumption period when unexpected event disrupts operations.

2.2 To be used as a management guideline to reduce the negative impact may occur and return to normal operating in timely manner when unexpected events occur and cause severe damages or business interruption, for example natural disasters, terrorism, cyber-attack, protest, pandemic, or the occurrence of a fire, etc.

3. Scope of Policy

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

4. Definitions

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.

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.

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.

Company means personnel of the Company from the level of directors, executives, employees, temporary employees, and business partner in the supply chain such as the contractors.

5. **Roles and Responsibilities**

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.
- Consider and approve the business continuity management principles and framework, including the processes for the business continuity management of the Company so that the Company can operate the business continuously.
- 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.
- Review and approve Business Continuity Management documents in accordance with the Business Continuity Management framework and the annual exercise and testing plan.

Business Continuity Management Coordinator (BCM Coordinator), under Risk Management function act 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 can 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 has established Business Continuity Management Framework which provided planning, implementation, training (at least once a year), monitoring, maintenance, regular updates, and the company-wide communication (Refer to the principles of international standards ISO22301).

6.2 The company has appointed a Business Continuity Management Committee. The top executives of each department and self-managed hotels are responsible for managing business continuity in both corporate level and business unit to reduce the impact may occur and be able to continue the main operation and its subsidiary effectively according to the appropriate time frame.

6.3 The company has ensured the hotels under hotel management agreements to establish the Business Continuity Management framework to reduce the impact that may occur from business interruption.

6.4 "SHR Personnel" is responsible for its continuity of the business process by preparing a response plan, rehearsal, and review according to the framework set by the company.

6.5 The Company allocates the appropriate and sufficient resources for the business continuity management plan to be able to operate the business continuously.

6.6 The company promotes the awareness of SHR Personnel as well as the well-understand on the importance of business continuity management for efficient operations to becomes a corporate culture

[General]

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 8 May 2025

....

(Dr. Chayanin Debhakam)
Chairman of the Board of Directors
S Hotels and Resorts Public Company Limited