Nomination of Candidates for Director Election
For the 2027 Annual General Meeting of Shareholders
S Hotels and Resorts Public Company Limited

S Hotels and Resorts Public Company Limited (the "Company") is committed to the Good Corporate Governance practices in regard to promoting the rights of shareholders and equitable treatment of shareholders. The Company would like to invite our shareholders to nominate director candidates for director election in the 2027 Annual General Meeting of Shareholders ("AGM") in advance with the criteria as described below.

Criteria

1. **Qualifications of Shareholders**
   1.1 In order to nominate candidates for director election, eligible shareholders must possess one of the following qualifications:
      1.1.1 One shareholder or a group of shareholders holding the Company's shares not less than 5 percent of total voting rights of the Company or approximately 179,682,000 shares or
      1.1.2 One shareholder or a group of shareholders holding the Company's shares not less than 1 percent of total voting rights of the Company or approximately 35,936,400 shares and must have continuously held the Company's shares for not less than 12 months until the date of their proposal of agenda.
   1.2 The above shareholder(s) must provide following evidence to assure the aforesaid qualifications.
      1.2.1 **Shareholding evidence**: a confirmation letter issued by brokers or the Thailand Securities Depository Co., Ltd., or other forms of evidence issued by the Stock Exchange of Thailand or custodians.
      1.2.2 **Identity document**:
         - Ordinary Person: a certified copy of identification card or passport (in case of foreigner). If there is any change of name, surname or title name, a certified copy of evidence of such change must be provided.
         - Juristic Person: a copy of the juristic person registration certified by authorized person(s) with company seal affixed, and with a certified copy of identification card or passport (in case of foreigner) of the authorized person(s) attached.

2. **Process of Director Nomination**
   2.1 Qualified shareholder(s) according to criteria 1.1.1 or 1.1.2 must fill in the "Director Nomination Form", attached with complete and accurate supporting documents/evidence, and send to the Company from 1 November 2026 to 31 December 2026 at the following address:

      To: Chairman or Chief Executive Officer or Company Secretary
      S Hotels and Resorts Public Company Limited
      123 Suntowers Building B, 10th Floor, Vibhavadi-Rangsit Road, Chom Phon, Chatuchak, Bangkok, Thailand 10900

   2.2 In case a group of shareholders would like to nominate one director candidate, a representative of the group must completely fill in the "Director Nomination Form" and sign, with shareholding evidence according to criteria 1.2 attached. Other shareholders must fill in only item (1) of the "Director Nomination Form" and sign, attached with shareholding evidence of all group members gathered in one set.

2.3 In case a shareholder or a group of shareholders would like to nominate more than one director candidate, please prepare one set of the "Director Nomination Form" for one candidate, with complete and accurate supporting documents/ evidence attached.

2.4 The candidate must fill in Section 4: Consent and Certification of Information of the "Director Nomination Form" and sign, attached with certified copies of identity document, education evidence, or other significant documents (if any) to support the consideration process.

3. Qualifications of Directors and Independent Directors

3.1 Directors:

3.1.1 Being fully qualified and possess none of the characteristics prohibited under the Public Company Limited Act, the Securities and Exchange Act, and other applicable laws

3.1.2 Being knowledgeable, competent, diverse in skills, and experienced in the type of work that benefits the Company regardless of gender, nationality, religious, belief, age, or specific competence

3.1.3 Can exert leadership and control the management's execution efficiently and effectively

3.1.4 Serve as a director in no more than 5 SET-listed companies (including the appointment as the Company's director).

3.2 Independent Directors, apart from the qualifications described in criteria 3.1, must completely possess all qualifications required by the Capital Market Supervisory Board as follows:

3.2.1 Holding not exceeding 0.5 percent of the total number of shares with voting rights of the Company, its parent company, subsidiary, affiliate, major shareholder or controller, including shares held by related persons of such independent directors.

3.2.2 Neither being nor used to be an executive director, employee, staff, advisor on the regular payrolls; or controllers of the Company, its parent company, subsidiary, affiliate, same-level subsidiary company, major shareholder or controller, unless the foregoing status has ended for not less than two years.

3.2.3 Neither being a blood-related person nor a legal-related person who registers as father, mother, spouse, sibling, and child, including spouse of child to other director, executive, major shareholder, controllers, or nominee for director, executive or controller of the Company or its subsidiary company.

3.2.4 Neither having nor used to have a business relationship with the Company, its parent company, subsidiary, affiliate, major shareholder or controller in the manner which may interfere with his/her independent judgment; and neither being nor used to be a significant shareholder or controller of any person having a business relationship with the Company, its parent company, subsidiary company, affiliate, major shareholder or controller, unless the foregoing relationship has ended for not less than two years.

The business relationship in the first paragraph includes any normal business transaction, rental or lease of immovable property, transaction relating to assets or services; or granting or receiving financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net tangible assets of the Company or twenty million baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the

Notification of the Capital Market Supervisory Board. The consideration of such indebtedness shall include indebtedness occurred during the period of one year prior to the date on which the business relationship with the person commences.

3.2.5 Neither being nor used to be an auditor of the Company, its parent company, subsidiary, affiliate, major shareholder or controller, and not being a significant shareholder, controller, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary company, affiliate, major shareholder or controller, unless the foregoing relationship has ended for not less than two years.

3.2.6 Neither being nor used to be a provider of any professional services including those as legal advisor or financial advisor who receives service fees exceeding two million baht per year from the Company, its parent company, subsidiary, affiliate, major shareholder or controller, and not being a significant shareholder, controller or partner of the provider of professional services, unless the foregoing relationship has ended for not less than two years.

3.2.7 Not being a director appointed as representative of directors of the Company, major shareholder or shareholder who is related to major shareholder.

3.2.8 Not undertaking any business in the same nature and in competition to the business of the Company or subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, advisor on the regular payrolls or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the Company or its subsidiary company.

3.2.9 Not having any other characteristics which cause an inability to express independent opinions with regard to the Company's business operations.

3.2.10 The Company's independent directors shall serve no more than 2 consecutive terms.

4. Consideration process

4.1 The Company Secretary will screen the qualifications of director candidates before proposing to the Board of Directors for consideration and endorsement. The Board's resolutions are final.

4.2 The Company reserves its right to decline following candidates for the director election.

4.2.1 Candidates nominated by shareholders who are not qualified according to criteria 1, and/or do not follow the director nomination process in criteria 2.

4.2.2 Candidates with incomplete qualifications as specified in criteria 3.

4.3 Those candidates who have been endorsed by the Board according to criteria 4.1 will be listed in the agenda of director election together with the Board's opinions in the invitation to the 2027 Annual General Meeting of Shareholders. The list of those who fail the screening will be announced in the AGM or through other communication channels as appropriate.